

# We see the need.

United, we can meet it.

**2025 ANNUAL REPORT APPENDIX**



**United Way**  
Calgary and Area



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## TERMINOLOGY

**Area Community Partnerships:** To support residents in communities in the Calgary area, United Way of Calgary and Area (United Way) has created community partnerships to support programs and collaborations in Chestermere, Cochrane, High River, Okotoks and Strathmore. Municipal committees in these communities make local investment decisions to fund programs and collaboratives managed by organizations operating in each town. In 2025, 28 organizations received funding through the area community partnerships.

**Community Impact Framework:** United Way's Community Impact Framework is our strategy to deepen the impact of our investments: the programs, partnerships and initiatives that improve the lives of thousands of people every year. This framework prioritizes investments in the community that support individuals and families by:

- improving a coordinated and accessible system of care
- exploring new partnerships with organizations, donors and others to leverage and share resources
- generating and encouraging innovation as we work together to solve social problems
- achieving systems change by addressing the root causes of complex social issues
- designing and implementing large-scale initiatives that build for the future and deepen community impact

Find out how the Community Impact Framework guides United Way's investments, shapes our understanding of emerging trends and non-profit sector needs and drives our commitment to lasting, positive outcomes by visiting our [website](#).

**Collaborative Investments:** Organizations receive collaborative funding to learn and adopt approaches to reach common goals among partners to increase effectiveness of services and the system of care. Funding is also invested in organizations working together on improving client experiences, prevention and/or social development efforts. Collaboratives often seek to affect change at a system-level (i.e., beyond individual/family intervention levels).

**Donor Choice:** United Way donors may designate that their donation be given to a charity of their choice, regardless of whether they receive funding from United Way. United Way does not evaluate programs or initiatives funded through donor choice. In 2025, 851 organizations received \$6.0M in donations through Donor Choice.

**Innovation:** Innovation is valuable in many environments, including the social sector, where it is vital to the creation of novel, non-conforming and non-traditional solutions to social problems. With its foundation of collaboration and partnership, innovation in the social sector focuses on solutions that are effective, sustainable, fair and equitable. Supporting organizations in their development of innovative practices and opportunities is important to United Way. As a program type, innovation also includes training, initiatives and engagements led by the Social Impact Lab and the Social Impact Lab Alberta.

**Intervention Types:** United Way uses the following categories to define the kinds of interventions we invest in across outcome areas (from downstream to upstream):

- **Crisis Response:** Critical response for individuals and families experiencing crisis.
- **Mitigation:** Intervening to address the escalation of issues.
- **Prevention:** Proactively reducing specific issues at the community or individual level.



- **Social Development:** Promoting and maintaining community level well-being. Activities are universal, not issue specific and can focus on protective factors.

**Outcome Areas:** Through consultation and analysis, we're able to identify where Calgarians need support and where our investments will show results. The four outcome areas each concentrate on specific needs, interrelated outcomes and aspects of each person's well-being. They connect with the programs and initiatives we fund and lead in partnership with local experts. The desired outcomes for each outcome area are:

- **Socioeconomic Well-Being:** All people's well-being is enhanced by social and economic opportunities.
- **Mental Health:** All people have positive mental health.
- **Healthy Relationships:** All people experience safe and caring relationships.
- **Social Inclusion:** All people feel that they belong and have equitable opportunities to fully take part in society.

**People Served and Contacts:** People served is a measure reported in annual and collaborative reports (see outputs section). It represents the number of individuals served through a recorded intake process. For example, if the same participant visited the initiative 30 times [their identity verified by some type of record], they would only be counted as one person (e.g. one participant attends 30 counselling sessions). Contacts are also a measure reported in annual and collaborative reports. It represents the total number of people served who have not been through a recorded intake process. For example, if a participant anonymously calls a support phone line 30 times, they would be counted as 30 contacts due to the inability to identify them with a unique identifier or name.

**Programmatic Investments:** Funding at an organizational level for the delivery of programs and services. Funding may be used to support coordinated delivery of programs and services within the organization and/or with other organizations.

**Signature Initiatives:** Based on research, Signature Initiatives mobilize multiple stakeholders to address local challenges and create a collective response by addressing root causes of social issues. United Way is the backbone or a lead organization in all Signature Initiatives. Initiatives are cross/multi sector, large-scale and city or province wide. United Way's 2025 Signature Initiatives include: All In for Youth, Planet Youth, Healthy Aging Alberta and Community Hubs Initiative.

**Special Projects:** These are investments in (and engagement with) various sectors and systems that are not included in our investments in Signature Initiatives but may include program and innovation funding. The projects usually arise in direct partnership with a funder or donor. In 2025, Action Table Calgary celebrated its second year as a Special Project.



## OVERVIEW OF PROGRAMS

At United Way we fund and manage four kinds of investments, or programs:

- Programmatic Investments
- Collaborative Investments
- Innovation
- Signature Initiatives and Special Projects

### PROGRAMMATIC INVESTMENTS

Our programmatic investments support organizations to deliver, sustain and scale programs and services for people in Calgary and communities in the surrounding area. Funds may also be used to support or build organizational capacity and effectiveness: this may include supporting social innovation efforts relating to improvements in the delivery of programs and services. Each investment in an organization may support single or multiple programs. Organizations work with us to identify relevant and meaningful outcomes and indicators that align to one or more United Way outcome areas (socioeconomic well-being, mental health, healthy relationships and social inclusion) and intervention types from downstream (crisis response and mitigation) to upstream (prevention and social development). Reporting requirements focus on individual-level outputs and outcomes (see **Output and Outcome Definitions and Calculations**).

### COLLABORATIVE INVESTMENTS

Our collaborative investments support the backbone or shared lead organization funding to learn and adopt approaches to reach common cross-sectoral goals to increase the integration and/or effectiveness of services in the broader social system of care. Investments include collaboratives working on improving client experiences, policy advocacy, prevention and social development efforts. Collaboratives seek to shift key system dynamics (e.g., policy, power dynamics, mental models). Shared goals and expectations among partners are required and MOUs or Terms of Reference are generally expected. Reporting requirements include process and system-level outputs and outcomes and may include individual-level outputs and outcomes as relevant (see **Output and Outcome Definitions and Calculations**).

### INNOVATION

Innovation investments include training, initiatives and engagements led by the Social Impact Lab and the Social Impact Lab Alberta (SIL AB). Generally, activities involve co-designing, testing and implementing the integrity of new approaches and products intended to improve the lives of the people served. It may also include bringing solutions to the 'market' in consideration of viability, desirability and feasibility. Innovative work in agencies (focused on program and/or service design and improvements) can be supported through the inclusion of 'Innovation Grants' in programmatic and collaborative contracts.

Innovation investments are creating practical, tangible change through the Innovation Accelerator and the Social Impact Lab Alberta. The Innovation Accelerator grant helps agencies move early-stage ideas into action by combining funding, guided learning, workshops, peer collaboration and hands-on support so organizations can test, refine and strengthen solutions that respond to real community needs. At the same time, SIL AB worked alongside communities and partners to co-design and pilot low-cost, locally owned solutions, strengthen collaboration and build the skills needed to turn ideas

into implementation. Together, these approaches help move innovation beyond exploration by building capacity, supporting practical action and generating clearer pathways to community impact.

## **SIGNATURE INITIATIVES AND SPECIAL PROJECTS**

For our four Signature Initiatives, United Way is either the backbone organization or a lead organization in partnership with other funder or social impact organizations. The initiatives are cross/multi-sector, large scale, city-wide, province-wide or place-based, and address the root causes of social issues. Evaluation and reporting include a mix of individual, process and system-level outputs and outcomes (see **Output and Outcome Definitions and Calculations**).

Special projects are program investments in, and engagement with, various sectors and systems that are not included in our Signature Initiatives but may include program funding and innovation funding. The projects usually arise in direct partnership with a funder or donor. Action Table Calgary is considered a special project and is a partnership with the City of Calgary and the Calgary Police Service.

### **ALL IN FOR YOUTH (AIFY)**

People who complete high school are more likely to be employed, have higher incomes and have increased well-being compared to people who do not (Statistics Canada, 2017). The year before United Way launched All In for Youth in two Calgary high schools in 2012-13, Alberta had one of the lowest high school completion rates in Canada. United Way and [All In for Youth's partners](#), investigated the root causes preventing youth from completing high school. They identified barriers to success such as academic challenges, mental health issues and lack of positive supports. They developed programs and strategies to address those barriers, including Success Coaches, financial assistance and bursaries and tutoring. Over the years, these innovative solutions to help youth stay in school, complete school on time and successfully transition into the workforce and adulthood expanded. With its presence in 36 high schools and 12 junior high schools, All In for Youth connects youth to positive adults, reduces financial and social barriers to high school completion and introduces students to varied paths of learning and success post-grade 12.

### **PLANET YOUTH**

[Planet Youth](#) is a community-focused youth initiative led by the United Way. With local partners and research-backed data, United Way is supporting the well-being of young people within our city. Planet Youth Calgary is adapted from the [Icelandic Prevention Model](#), recognized for its proven ability to reduce substance use and improve youth mental health. Planet Youth uses a prevention model to support youth and prevent challenges before they arise. Youth voices and community members are key contributors in this model, and the initiative embraces their perspectives to offer customized solutions that address the root causes of the specific issues youth face in our communities. Planet Youth is currently being piloted in four Calgary neighbourhoods.

Planet Youth Calgary has also implemented an Indigenous Parallel. This parallel approach focuses on centering the voices and experiences of Indigenous youth in our city. We are proud to be one of the first Planet Youth sites to implement a parallel approach for supporting Indigenous young people.

### **HEALTHY AGING ALBERTA (HAA)**

[Healthy Aging Alberta \(HAA\)](#) is a 'by community, for community' initiative working to make Alberta one of the best places to grow older. HAA connects, strengthens and amplifies a network of community-based seniors serving (CBSS) organizations and groups, as well as community allies to support older adults to age on their terms.

HAA's Provincially coordinated Service Delivery Models empower communities to deliver high-quality services and supports for older adults, helping them age with dignity, independence and connection. This work is made possible through funding from the Ministry of Assisted Living and Social Services and Waltons Trust.

### **COMMUNITY HUBS INITIATIVE**

The [Community Hubs Initiative](#) (Community Hubs) is the result of a partnership between United Way and The City of Calgary, along with Rotary Clubs of Calgary as a founding partner. Community Hubs are welcoming and inclusive spaces where residents build connections, access supports and services and work together to identify and respond to community needs, all of which contribute to stronger neighbourhoods. These physical spaces provide a mix of resources that address area-specific needs.

This initiative currently exists in five communities in Calgary, with six different locations. Some examples of activities that occur at each of the Community Hubs include communal gardening, knitting groups, drop-in employment workshops and social groups, among many other activities. In keeping with the [Enough for All](#) poverty reduction strategy, everyone should have at least three people to call on in a time of need, and Community Hubs forge these vitally important social connections.

### **ACTION TABLE CALGARY (ATC)**

[Action Table Calgary](#) (ATC) is a collaborative initiative designed to provide coordinated interventions for Calgarians facing complex situations with multiple risk factors and safety concerns. ATC follows the Situation Table model, a structured, multi-sectoral approach that brings together agencies from various sectors to respond swiftly to individuals and families experiencing Acutely Elevated Risk (AER). The goal of ATC is to prevent crises before they escalate, ensuring that individuals receive the appropriate wraparound supports in a timely manner.



# PROBLEM DISCUSSION AND QUANTIFICATION OF THE CHALLENGE

## PROGRAMMATIC AND COLLABORATIVE INVESTMENTS

UWCA's Programmatic and Collaborative Investments provide programs, services and systemic interventions related to **socioeconomic well-being, mental health, healthy relationships and social inclusion**. All these issues are interconnected and interventions that address one may also impact another. The interventions offered by these investments increase access to necessary services in the community by improving service delivery methods, increasing the number of services available and through advocacy work aiming to improve conditions for people in need.

To address these issues as they are occurring at different stages of people's lives, the funded interventions address these issues across a spectrum of intervention types including crisis response, mitigation, prevention and social development. This ensures that people who are already experiencing these issues are receiving the appropriate support, but we are also preventing these issues from occurring in future generations to reduce their prevalence in the longer term.

### SOCIOECONOMIC WELL-BEING

The 2021 Census reported that approximately 9%, or 112,565 people, are living below the poverty line in Calgary, including 27,720 children younger than 18 (Statistics Canada, 2022). The unemployment rate in Calgary in February 2026 was 6.6%, which is more than 74,000 people (City of Calgary, 2026). While this is an overall improvement compared to 2025, some key industries such as trades have seen a significant loss of more than 18,000 jobs in the last year (City of Calgary, 2026). Lack of a livable income and employment can impact many aspects of a person's life. 38% of Calgarians report feeling stress due to finances, 23% feel stress due to housing concerns and 28% are accessing community-based food services (Calgary Foundation, 2025). These results suggest that many Calgarians cannot afford their basic needs, which can heavily impact their overall well-being.

### MENTAL HEALTH

In 2024, there were more than 239,000 emergency visits in Alberta for mental health related conditions or disorders (Government of Alberta, 2026). In Calgary, 57% of people rate their mental health as good or excellent: this suggests that approximately 688,000 people in the city do not feel that their mental health is thriving (Calgary Foundation, 2025). The need for mental health supports in the city is clear, however for Calgarians who have tried to access mental health services, just over one-quarter report experiencing difficulties doing so (City of Calgary, 2025).

Mental health can impact and be impacted by other factors occurring in a person's life. For example, only 23% of unemployed Calgarians report good or excellent mental health compared to 57% of the general population (Calgary Foundation, 2025). Furthermore, many Calgarians have reported experiencing stress due to other issues such as finances, loneliness, health concerns and housing concerns (Calgary Foundation, 2025). This demonstrates the correlation of stress and mental health with other issues. For this reason, we need to support individuals in a multifaceted way to address the multiple, intersecting issues they may be facing.

### HEALTHY RELATIONSHIPS

Healthy relationships are important aspects of Calgarians' lives. In the 2025 [Quality of Life Survey](#), conducted by Calgary Foundation, Calgarians reported valuing relationships above health, money, freedom and other values. Despite this, 40% of Albertans do not have strong satisfaction with their friend relationships (Statistics Canada, 2024).



When relationships become unhealthy, they may lead to situations of crisis. 69% (1.1 million) of Calgarians are concerned about rates of domestic violence (Calgary Foundation, 2025). Calgary Police Services responds to approximately 20,000 calls a year related to domestic conflict (City of Calgary, 2023). While this statistic is one indicator that domestic conflict is an issue in Calgary, it does not capture the full extent of domestic conflict occurring in our city. We know from research that domestic conflict is under-reported, and victims of domestic violence may be reluctant to seek help if they do not feel safe doing so.

### **SOCIAL INCLUSION**

79% of Calgarians have a strong or moderate sense of belonging to their community (Calgary Foundation, 2025). This suggests that approximately 336,000 Calgarians have a low sense of belonging to their community. Minority and racialized groups are important populations to understand in relation to social isolation due to the systemic barriers to social inclusion that they experience in our society. 34% of Calgarians report they sometimes, often or always feel uncomfortable or out of place due to aspects of their identity (Calgary Foundation, 2025). Additionally, 46% of Calgarians think racism is growing in Calgary (Calgary Foundation, 2025). These indicate that a lack of social inclusion, especially for minority and racialized Calgarians, is a current issue.

Social isolation has serious physical, mental and emotional consequences. When people are socially isolated, they are at a higher risk of experiencing physical health problems, mental health challenges and poverty (Novotney, 2019; Stewart et al. 2009). By supporting inclusion and building community relationships, we can combat some of these potential impacts of social isolation in our city.

\*Population estimates were calculated by applying the survey result (e.g., percentage) to the total population of Calgary in 2025 (1.6 million) (Government of Alberta, 2026). The margin of error on the Calgary Foundation Quality of Life Survey results is +/- 3.10%, 19 times out of 20.

### **INNOVATION**

Calgary's economic, political and social landscape is ever-changing: innovation is essential to keep up with the times and meet the evolving needs of our city and stakeholders. United Way initiated an Innovation Strategy in 2018 as a driver for social change. The Social Impact Lab (the SIL) opened in 2018, partnering with J5 Design, to address Calgary's societal challenges through an innovation and design thinking lens.

The initial focus of the SIL was on capacity-building for United Way-funded partners, developing new prototypes and solutions to address social issues, and providing new opportunities for donor engagement. It was designed as a welcoming, physical hub for innovation, one that would encourage collaboration between United Way and partners, donors, corporations and others to solve both immediate and systemic social issues impacting Calgarians.

A challenge that couldn't be foreseen was the COVID-19 pandemic. This put a halt to many in-person activations and plans, as the world shut down and pivoted to online approaches. In-person interactions with the community were limited and service providers needed to focus on emergency responses to the pandemic and downstream interventions rather than upstream, preventative community solutions.

Where there are challenges, there are also opportunities. At the SIL, this meant being flexible and adaptable and re-engineering key programs and activities to a digital and online format. It also meant devising and implementing strategies to meet the immediate needs of Calgary's social sector

including programs to address food insecurity and partnering with immigrant-serving agencies on a vaccine rollout program.

In the first five years of the SIL, United Way helped build organizational capacity in the social sector, developed social innovation solutions and built relationships and partnerships. The first external capacity building program introduced was Inspire, and the SIL created solutions to support youth mental health such as Natural Supports YYC. Activities were scaled through funding from the Government of Alberta (GoA) for The Social Impact Lab Alberta. Additionally, an important partnership with the University of Calgary (UCalgary) and Innovate Calgary through the UCeed social investment program was formed. The SIL also served as a welcoming and contemporary place to host and engage donors in new ways of work in the community, and a place to evolve approaches to corporate partnerships including campaigns. The SIL has proven to be a significant source of expertise and value to the core work of United Way.

In 2024, United Way launched a new five year Innovation Strategy, grounded in learning from the first five years. The strategy integrates information from internal and external environmental scans, the United Way Strategic Plan Refresh and the Community Impact Framework. It embeds innovation across all departments and reflects organizational values, culture and commitment to operational effectiveness and efficiency. Ultimately the Innovation Strategy solves pain points and creates value for our organization and the community. Innovation at United Way represents an exciting shift to the foundational way our organization approaches our work. A true enterprise effort, it will support our core strategic priorities and embed innovation in everything we do.

## **SIGNATURE INITIATIVES AND SPECIAL PROJECTS**

### **ALL IN FOR YOUTH (AIFY)**

Approximately 15% of Calgary students are not completing high school in a three-year window and 10% are not completing high school in a five-year window as of the 2024-25 school year (Calgary Board of Education, 2025; Calgary Catholic School District, 2025). People who complete high school are more likely to be employed, have higher incomes and increased well-being compared to people who do not complete high school (Statistics Canada, 2017). While this is the case, many students face barriers to completing high school. By reducing these barriers, building strong adult-youth connections and supporting high school completion, we can support students' future well-being.

Further information and detailed reports on the All In for Youth Initiative can be found online at <https://calgaryunitedway.org/impact/kids/all-in-for-youth/>.

### **PLANET YOUTH**

In 2024 there were more than 51,000 emergency department visits for mental health related issues in Albertan children and youth ages 0-24 (Government of Alberta, 2026). In Calgary, 32% of students rate their mental health as poor or below average (Calgary Foundation, 2025). Youth mental health is an issue that must be addressed in our city, and this issue is correlated with other negative health behaviors and outcomes. For example, Alberta youth with poor self-reported mental health report more cigarette, alcohol and cannabis use (Borkenhagen & Singh, 2024). We aim to address youth mental health in our community by providing health-promoting environments and preventative interventions to address the root causes of this issue.

Further information and detailed reports on the Planet Youth Initiative can be found online at <https://www.planetyouthcalgary.ca/>.

### **HEALTHY AGING ALBERTA (HAA)**

Alberta's senior population is growing rapidly. By 2051, one in five Albertans will be 65 years or older (Government of Alberta, 2023). But for many, aging comes with social isolation, financial insecurity and barriers to essential services. Healthy Aging Alberta (HAA) supports and coordinates community organizations and groups that promote physical and mental well-being, reduce social isolation and empower older adults to remain active in their communities. By partnering with the community-based seniors serving sector and leveraging funding from the Government of Alberta, HAA helps older adults age with dignity, independence and connection.

Further information and detailed reports on the HAA Initiative can be found online at [Healthy Aging Alberta - United Way of Calgary and Area](#)

### **COMMUNITY HUBS INITIATIVE**

Approximately 336,000 Calgarians have a low sense of belonging to their community (Calgary Foundation, 2025). Calgarians have also been volunteering less over the last five years: 87% of people reported volunteering at least once per year in 2020 and this dropped to 64% in 2025 (Calgary Foundation, 2025). These statistics suggest that Calgarians are experiencing barriers to connecting and contributing to their local communities. By providing inclusive and welcoming spaces where connections can be built, services can be accessed and residents can support each other, we can strengthen neighborhoods to improve the outcomes of their residents.

Further information and detailed reports on the Community Hubs Initiative can be found online at <https://calgaryunitedway.org/impact/communities/community-hubs/>.

### **ACTION TABLE CALGARY (ATC)**

The Calgary Police Service responds to many situations that are complex and would benefit from multi-sectoral interventions. For example, police responded to 5,565 mental health concern calls in 2025 (Calgary Police Service, 2025). Many of the people involved in these calls would benefit from gaining access to other supports that can address their mental health concerns and other related needs.

The need for initiatives like ATC was underscored by the 2020 PolicyWise for Children & Families and the Centre for Suicide Prevention report, [Transforming Calgary's Crisis Response System](#), which highlighted the need to improve support for Calgarians experiencing crises related to mental health concerns, addictions and similar challenges. Recommendations included strengthening the system, addressing gaps and improving the quality of care. ATC represents a significant step toward fulfilling those recommendations.



# OUTPUT AND OUTCOME DEFINITIONS AND CALCULATIONS

## GENERAL OUTPUTS AND OUTCOMES

The following are definitions of outputs and outcomes that apply across programs.

**People Served** is a measure reported in programmatic and relevant collaborative reports (see Outputs section). It represents the number of individuals served through a recorded intake process. For example, if the same participant visited the initiative 30 times [their identity verified by some type of record], they would only be counted as one unique individual (e.g., one participant attends 30 counselling sessions).

**Contacts** is also a measure reported in programmatic and relevant collaborative reports. It represents the total number of individuals served who have not been through a recorded intake process. For example, if a participant anonymously calls a support phone line 30 times, they would be counted as 30 contacts due to the inability to identify them with a unique identifier or name.

Funded organizations also report on their number of volunteers for the programs and collaboratives we support, and these outputs are aggregated along with volunteers in UWCA engagement activities. Volunteer hours are also tracked by each funded organization and by UWCA for the reporting period and are added together to calculate overall totals.

See **Overall Outputs 2023-2025** for the most recent results.

**Outcome Areas:** Through consultation and analysis, we're able to identify where Calgarians need support and where our investments will show results. The four outcome areas each concentrate on specific needs, are interrelated outcomes and aspects of each person's well-being and connect with the programs and initiatives we fund and lead in partnership with local experts. The desired outcomes for each outcome area are:

- **Socioeconomic Well-Being:** All people's well-being is enhanced by social and economic opportunities.
- **Mental Health:** All people have positive mental health.
- **Healthy Relationships:** All people experience safe and caring relationships.
- **Social Inclusion:** All people feel that they belong and have equitable opportunities to fully take part in society.

Recent outputs and outcomes by outcome area are included in relevant tables in this document.

**Intervention Types:** United Way uses the following categories to code the reach of programs we invest in across outcome areas (from downstream to upstream):

- **Crisis Response:** Critical response for individuals and families experiencing crisis.
- **Mitigation:** Intervening to address the escalation of issues.
- **Prevention:** Proactively reducing specific issues at the community or individual level.
- **Social Development:** Promoting and maintaining community level well-being. Activities are universal, not issue specific and can focus on protective factors.

Recent outputs (reach) and outcomes (impact and effectiveness) by intervention type are included in tables in the Outcome section of this document.

## PROGRAMMATIC OUTPUTS AND OUTCOMES

Annual reports are submitted to UWCA by organizations receiving funding for programs. Standardized templates are completed by each organization to gather data regarding their outputs, outcomes and financials. The data collected is then reviewed and aggregated to represent the outputs and outcomes of UWCA's program-based investments. These reports contain data pertaining to the prior calendar year (i.e. January 1-December 31).

United Way funded organizations collect and report on measures that are most relevant to the programs and services we're supporting. Organizations have project-specific outcomes and indicators, and their own evaluation frameworks. Each indicator is coded to one of United Way's outcome areas (mental health, healthy relationships, socioeconomic well-being and social inclusion) and by intervention type (social development, prevention, mitigation or crisis response). Measures that are aggregated across programmatic investments include:

- **Programs Supported:** The number of programs funded by UWCA and delivered by funded organizations.
- **Reach:** The number of people who accessed the funded programs.
- **Impact:** The number of people that experienced a positive change because of their participation in programs.
- **Effectiveness:** The percentage of the people reached that experienced a positive impact.

## COLLABORATIVE OUTPUTS AND OUTCOMES

Annual reports are submitted to United Way by organizations receiving funding for collaborative initiatives in the community. Standardized templates are completed by each organization to gather data regarding their outputs, outcomes and financials. These reports contain data pertaining to the calendar year (i.e. January 1-December 31). Reported results focus on the collaboratives evaluation of progress on their strategy. Collaboratives report on their goals and objectives and qualitative and quantitative results demonstrating progress on the objectives they prioritized in the prior year (see **Collaborative Investment Highlights** for a summary of 2025 results). Where collaboratives are also working on enhancing the delivery of programs and services they also report on the reach, impact and effectiveness of those interventions.

Outputs that are aggregated across collaborative investments include:

- **Collaboratives Supported:** the number of collaboratives funded or supported by United Way in the reporting period.
- **Collaborative Member Organizations:** the number of organizations that are members of collaboratives that may or may not receive direct funding from United Way.

## INNOVATION OUTPUTS AND OUTCOMES

The innovation team through The Social Impact Lab lead several initiatives with reach to individuals, communities and organizations (see **Social Impact Lab Outputs 2023-2025**). Learnings are documented and evaluated internally to inform decisions about further investments.



Outputs include:

- **Beneficiaries:** individuals, communities or organizations that have participated in and/or directly benefited from a Social Impact Lab initiative as grant recipients or through capacity building. The number of individuals listed here may not be unique individuals, as beneficiaries may have participated in projects/programs more than once and/or in more than one initiative.
- **Projects/Programs:** Social Impact Lab projects and programs refer to the ways each initiative is implemented among beneficiaries. The term “programs” is used to refer to educational opportunities for beneficiaries to learn about human-centred design, while social innovation “projects” refer to the application of innovation approaches to addressing relevant problems/questions in communities or with organizations.

Recent outputs and outcomes are included in the **Social Impact Lab Outputs 2023-2025** and **Social Impact Lab Outcomes** sections of this document.

## **SIGNATURE INITIATIVE AND SPECIAL PROJECT OUTPUTS AND OUTCOMES**

Initiatives managed by UWCA collect data through customized data collection and reporting tools that have been designed to measure the impact of each initiative. The data collected includes outputs, outcomes and financial information. Data reported for All In for Youth pertain to the school year (i.e. September 1-June 31). Data reported for Community Hubs and Planet Youth correspond with the calendar year (i.e. January 1-December 31). Healthy Aging Alberta programs have different reporting periods to match provincial funding agreements. Each Signature Initiative managed by UWCA has a unique evaluation framework that outlines project-specific outputs, outcomes and indicators. Each initiative and all relevant outcomes are coded to United Way’s outcome areas (mental health, healthy relationships, socioeconomic well-being and social inclusion) to support aggregation of results.

### **ALL IN FOR YOUTH (AIFY)**

Data collection for outputs and outcomes for the All In for Youth (AIFY) Initiative is done through the collection of annual reports from the All In for Youth partner organizations and schools that implement each program that is part of the initiative. The definitions of the outputs are as follows:

- **Number of positive adult-youth connections:** The number of youth participants across all AIFY programs
- **Number of school partners:** The number of schools who are participating in the AIFY initiative
- **Number of community organization partners:** The number of funded organizations that are participating in the AIFY initiative by providing programming for students
- **Number of volunteers:** The number of people who have volunteered for AIFY related programs in schools and community.

Each of the outcomes is representative of the percentage of youth surveyed indicating they experienced the outcome statement. Some examples of outcomes are as follows (please note, this is not a comprehensive list of all outcomes):

- Percentage of students that report an increase in their math marks: This number represents the percentage of students participating in the math tutoring program who have self-reported that their math mark has improved since beginning tutoring.
- Percentage of students who feel they have gained the skills needed for academic success: This number represents the percentage of students working with the Success Coach program who reported that they have gained the skills needed for academic success through a survey response.



- Percentage of students who indicated that they felt participation in the Turning Points program would help them in their high school studies going forward: This number represents the percentage of students participating in the Turning Points program that reported they felt the program would help them in their high school studies through a survey response.

To include AIFY in our overall results, the initiative's reach and selected outcomes are coded to the socioeconomic well-being and healthy relationships outcome areas and are included in our overall outputs, outputs by outcome area, outcomes overall and outcomes by outcome area.

## PLANET YOUTH

Planet Youth data collection for outputs involves documentation of activities and programs undertaken by Planet Youth Managers and coalitions in each of the pilot communities. The number of organizations involved in collaborating on that activity, number of participants and the type of activity are also documented.

The definitions of reported outputs are as follows:

- **Beneficiaries**
  - Attendees - This number represents the number of youth and non-youth who attended a Planet Youth activity or program. If one youth attends more than one activity or program they may be counted in each attendance.
- Strongly engaged beneficiary - The number of youth and non-youth who attended or participated in an activity, event, program or initiative. This count reflects unique individuals with meaningful engagement, such as those who showed interest in Planet Youth, provided contact information or completed an intake or registration process to avoid double counting.
- Brief contact beneficiary - The number of youth and non-youth reached through an initiative, event, program or messaging where brief contact was made, or a repeated contact was made with an individual who had previously engaged with Planet Youth. Individuals may appear in both the strongly engaged and brief contact counts if they engaged with the initiative more than once.
- **Community Coalition Meetings:** This number represents the number of community coalition meetings that have occurred.
- **Events, Programs and Outreach:** This number represents the number of events, programs or outreach that were completed by Planet Youth Managers.

Outcomes for this initiative are measured using various tools. Program specific surveys are used for programmatic aspects of the initiative, and these are reported by Planet Youth's partner organizations. A standardized survey is also delivered in schools to measure population-level outcomes. Some examples of outcomes are as follows (please note, this is not a comprehensive list of all outcomes):

- Percentage of teen mentors that improved their understanding about the importance and benefits of developing secure and happy relationships: This number represents the number of teen mentors in the Big Brother's Big Sisters school-based mentorship program that reported improving their understanding of developing secure and happy relationships through a survey response.
- Percentage of students that rate their mental health as good or very good: This number represents the percentage of students who report that they feel their mental health is good or very good in the Planet Youth school survey.

To include Planet Youth in our overall results, the initiative's reach and selected outcomes are coded to the appropriate outcome area and are included in our overall outputs, outputs by outcome area, outcomes overall and outcomes by outcome area.



### HEALTHY AGING ALBERTA (HAA)

Healthy Aging Alberta (HAA) collects and evaluates data to measure its impact using various tools and methods. Learn more about HAA's contributions in Alberta by reading the [2024-2025 Annual Report](#).

Healthy Aging CORE Alberta connects the Community Based Senior Serving (CBSS) sector and allied partners to professional development opportunities such as events, training, resources, funding opportunities and discussion forums on promising practices and innovation. Data collection methods employed involve collecting data directly from the CORE platform and Google Analytics. A definition for the key output is:

- **Number of members:** Number of active CORE Alberta members collaborating on the platform.

The platform also hosts groups of sector leaders collaborating on key issues in digital communities of practice. Outcomes of the CORE platform are evaluated using a post-event survey completed by CORE event attendees. Definitions for some of the outcomes measured are as follows:

- Percentage of attendees that feel empowered to participate in collaborative work to address system issues: This represents the percentage of surveyed CORE event attendees who indicated that by attending the CORE event, they felt empowered to participate in collaborative work to address system issues
- Percentage of attendees that feel they can reach out and form relationships with professionals from the event(s): This represents the percentage of surveyed CORE event attendees who indicated that by attending the CORE event, they built connection and could form relationships with other professionals who attended the event.

HAA hosted the fourth set of Regional Gatherings in spring 2025. The events are designed to foster growth, collaboration and innovation and provide valuable insights into the current state of the seniors-serving sector. Definitions for the outputs are as follows:

- **Number of gatherings:** Total number of gatherings (in-person) hosted.
- **Number of attendees:** Total number of people that attended the Regional Gatherings.

Following each gathering, attendees completed a post-event feedback survey. Definitions for some of the outcomes measured are as follows:

- Percentage of attendees that have gained knowledge that will support their work in enhancing the lives of older adults: This represents the number of attendees across all the Regional Gatherings that gained knowledge that will support their work in enhancing the lives of older adults.
- Percentage of attendees that have established new collaborations or partnerships by participating in this Regional Gathering: This represents the number of attendees across all the Regional Gatherings that established new collaborations or partnerships by participating in this Regional Gatherings.

HAA has three service delivery models including Community Supports, Social Prescribing and Assisted Transportation, all designed to enhance opportunities and resources for older adults. Definitions for the outputs are as follows:

- **Number of funded community organizations:** Number of CBSS organizations in Alberta that are receiving funding via Community Supports, Social Prescribing and/or Assisted Transportation service delivery models. Some of these organizations receive multiple streams of funding from HAA.



- **Number of communities:** Number of communities being served by the funded CBSS organizations via Community Supports, Social Prescribing and/or Assisted Transportation service delivery models. Some of these communities are supported by multiple streams of funding from HAA.
- **Total older adults served:** Total number of older adults that have been served via Community Supports, Social Prescribing and/or Assisted Transportation, since 2022.

Each of the service delivery models have their own evaluation frameworks with outputs and outcomes being measured using various tools and methods.

- Please see the latest Service Delivery Model report: [A Place to Belong As We Age](#)

In 2025, HAA completed its fourth developmental evaluation of the initiative using two primary data sources:

- **Reflective Interviews:** 17 interviews with HAA team members, partners and stakeholders.
- **Survey** to Community-Based Senior Serving Organizations and Community Allies: Sent to CORE members, Regional Community Developer contacts, event attendees and other stakeholders, receiving 250 responses.

Definitions for some of the outcomes measured are as follows:

- Percentage of survey respondents that think of HAA as building a strong CBSS sector that functions in a coordinated and collaborative way: This represents the percentage of surveyed participants who indicated that they think of HAA as building a strong CBSS sector that functions in a coordinated and collaborative way.
- Percentage of survey respondents that agree they have established new collaborations or partnerships by participating in HAA: This represents the percentage of surveyed participants who indicated that they have established new collaborations or partnerships as a result of participating in HAA.
- Percentage of survey respondents that agree that HAA is responsive to the needs of the CBSS sector and the older adults they serve: This represents the percentage of surveyed participants who indicated that they agree/strongly agree that HAA is responsive to the needs of the CBSS sector and the older adults they serve.

Outcomes for HAA are not aggregated with other initiative results because data collection and analysis for HAA, under provincial funding and reporting requirements, have different reporting cycles than other UW investments.

### COMMUNITY HUBS INITIATIVE

Data collection for outputs in the Community Hubs initiative involves documentation of activities and programs undertaken at each Community Hub site, along with the number of organizations involved in collaborating on that activity, number of participants and the intended outcome area for the activity.

Definitions for the outputs are as follows:

- **Number of participants:** This represents the number of people who attended an activity or program hosted by the Community Hub site. If one person attends more than one activity or program, they will be counted once for each attendance.
- **Number of sites:** The number of physical locations operating as a Community Hub.
- **Number of activities:** This represents the number of activities or programs completed by the Community Hub site. Activities and programs include group activities/events/programs, one-on-one resident support and hub coordination and partnership work. Each activity is intended to address one or more of the four outcome areas: Access to Services, Community Connectedness, Economic Participation and Resident Leadership.



Outcomes of the initiative are evaluated using a survey completed by participants. Definitions for the outcomes are as follows:

- Percentage of participants developing greater confidence in their ability to be leaders in their community: This represents the percentage of surveyed participants who indicated they experienced a short-, mid- or long-term outcome related to being a leader in their community.
- Percentage of participants who feel connected to their community: This represents the percentage of surveyed participants who indicated that they experienced a short-, mid- or long-term outcome related to feeling a sense of connection to their community.
- Percentage of participants that feel that services or information about services is accessible: This represents the percentage of surveyed participants who indicated that they experienced a short-, mid- or long-term outcome related to accessing services or information about how to access services.
- Percentage of participants that feel they are improving their capacity for economic participation in their community: This represents the percentage of surveyed participants who indicated that they experienced a short-, mid- or long-term outcome related to economic participation, including improving their financial situation or improving skills that may support their capacity for economic participation.

To include Community Hubs in our overall results, the initiative's reach and selected outcomes are coded to the social inclusion and socioeconomic well-being outcome areas and included in our overall outputs, outputs by outcome area, outcomes overall and outcomes by outcome area.

#### **ACTION TABLE CALGARY (ATC)**

Data for Action Table Calgary's (ATC) outputs are administrative data that is collected through intake forms and case completion documentation. The definitions for outputs are as follows:

- **Number of member organizations:** This represents the total number of organizations that have signed participation agreements with ATC.
- **Number of cases presented at ATC:** This represents the total number of cases that were presented to be considered for intervention at an ATC meeting. This includes both cases that were voted as Acutely Elevated Risk and therefore chosen to move into the intervention phase as well as cases that were not voted Acutely Elevated Risk.
- **Number of cases identified as Acutely Elevated Risk:** This number represents the number of cases that were presented at ATC and identified as Acutely Elevated Risk. These cases were taken to the intervention phase.
- **Number of cases closed:** This number represents the number of cases that were taken to the intervention phase and were closed after services were offered and either accepted or denied by the client(s).

Outcomes for this initiative are currently being evaluated using administrative data. A key quantitative outcome is the percentage of cases closed that were successfully connected to services. This represents the percentage of closed cases where the client accepted services and was provided with the necessary resources to support their acute needs. Other outcomes are measured using qualitative data analysis methods on stories that have been collected from partner organizations.

The reach of Action Table Calgary is included in our overall count of people served and is coded to all four outcome areas (mental health, healthy relationships, socioeconomic well-being and social inclusion) as it is an approach for advancing work in all four areas in a person-centered way. The Action Table Calgary quantitative outcomes are coded to the socioeconomic well-being outcome area and aggregated to our overall results.

## ALLOCATION OF RESOURCES BY PROGRAM

### FUNDING BY PROGRAM TYPE 2023-2025

| Program Type                             | 2023               |                   | 2024               |                   | 2025               |                   |
|--|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|
|  | Investment (\$000) | Organizations (#) | Investment (\$000) | Organizations (#) | Investment (\$000) | Organizations (#) |
| Programmatic Investment                  | \$21,112           | 72                | \$13,689           | 76                | \$14,594           | 67                |
| Collaborative Investment                 | \$9,181            | 45                | \$10,367           | 57                | \$9,703            | 42                |
| Innovation                               | \$2,848            | 4                 | \$2,187            | 4                 | \$1,671            | 8                 |
| Signature Initiatives & Special Projects | \$13,433           | 48                | \$16,602           | 83                | \$15,934           | 70                |
| Donor Choice                             | \$4,364            | -                 | \$4,217            | -                 | \$6,018            | -                 |
| <b>Total</b>                             | <b>\$50,938</b>    | <b>134</b>        | <b>\$47,062</b>    | <b>173</b>        | <b>\$47,920</b>    | <b>154</b>        |

Organizations may receive multiple kinds of investments and therefore the total number of organizations does not equal the sum of organizations listed by program type. United Way does not evaluate programs funded exclusively through Donor Choice. To be included in the organization count for a particular year, an organization would need to have received a funding payment and submitted a report.

### FUNDING BY OUTCOME AREA 2023-2025

| Outcome Area              | 2023               |                   | 2024               |                   | 2025               |                   |
|---------------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|
|                           | Investment (\$000) | Organizations (#) | Investment (\$000) | Organizations (#) | Investment (\$000) | Organizations (#) |
| Socio-Economic Well-Being | \$8,889            | 57                | \$9,813            | 81                | \$12,113           | 99                |
| Mental Health             | \$7,620            | 45                | \$11,245           | 101               | \$9,074            | 117               |
| Healthy Relationships     | \$9,576            | 82                | \$9,396            | 130               | \$10,102           | 132               |
| Social Inclusion          | \$11,486           | 78                | \$12,390           | 119               | \$10,612           | 139               |
| <b>Total</b>              | <b>\$37,571</b>    | <b>103</b>        | <b>\$42,844</b>    | <b>143</b>        | <b>\$41,902</b>    | <b>154</b>        |

Organizations receive funding for programs and initiatives that may address more than one outcome area; therefore, the total number of organizations does not equal the sum of organizations funded in each outcome area. The organization counts in 2023 and 2024 do not include individual organizations supported through the Area Community Partnerships but do include the municipalities that distributed funds locally. In 2025, all funded organizations were coded to outcome areas. The above breakdown does not include investments that are not outcome area specific. Investments that are not outcome area specific in 2023 included: Innovation, Community Services Response Fund (\$6.3M) and Donor Choice. Starting in 2024, Innovation investments were coded to the outcome areas so they could be included in this breakdown. Donor Choice is not included in the breakdown above.



## OUTPUTS

Outputs help us to understand the reach and kinds of services provided by funded and partner organizations. Outputs across investments include people served, contacts made, programs supported, collaborative members and partners, funded organizations, volunteers and volunteer hours.

### OVERALL OUTPUTS 2023-2025

| <b>Output</b>                                      | <b>2023</b> | <b>2024</b> | <b>2025</b> |
|--|-------------|-------------|-------------|
| People Served                                      | 223,242     | 242,288     | 272,386     |
| Contacts   | 589,715     | 536,960     | 573,622     |
| Programs Supported                                 | 140         | 146         | 169         |
| Collaboratives Supported                           | 16          | 15          | 12          |
| Collaborative Member Organizations/Sector Partners | 218         | 268         | 348         |
| Funded Organizations                               | 134         | 173         | 154         |
| Community Service Recovery Fund Organizations      | 67          | 67          | n/a         |
| Volunteers*  | 15,134      | 16,926      | 19,286      |
| Volunteer Hours*                                   | 446,957     | 433,865     | 323,362     |

\*Includes volunteers and hours reported by funded organizations as well as those for United Way volunteer engagement activities.

### OUTPUTS BY OUTCOME AREA 2023-2025

| <b>Outcome Area</b>       | <b>People Served</b> |                |                | <b>Programs and Collaboratives (#)</b> |             |             | <b>Volunteers (#/hours)</b> |                            |                            |
|---------------------------|----------------------|----------------|----------------|--|-------------|-------------|-----------------------------|----------------------------|----------------------------|
|                           | <b>2023</b>          | <b>2024</b>    | <b>2025</b>    | <b>2023</b>                            | <b>2024</b> | <b>2025</b> | <b>2023</b>                 | <b>2024</b>                | <b>2025</b>                |
| Socio-Economic Well-Being | 112,428              | 120,073        | 173,252        | 84                                     | 87          | 108         | 5,196/<br>197,854           | 6,690/<br>186,266          | 5,350/<br>128,685          |
| Mental Health             | 92,771               | 131,737        | 123,191        | 90                                     | 90          | 121         | 7,634/<br>381,547           | 9,606/<br>384,932          | 6,435/<br>223,261          |
| Healthy Relationships     | 84,784               | 114,796        | 128,853        | 84                                     | 81          | 92          | 4,687/<br>165,048           | 6,083/<br>151,068          | 4,311/<br>126,375          |
| Social Inclusion          | 167,429              | 188,383        | 161,763        | 115                                    | 116         | 136         | 7,968/<br>355,384           | 9,786/<br>357,896          | 7,907/<br>206,388          |
| <b>Total</b>              | <b>223,242</b>       | <b>242,288</b> | <b>272,386</b> | <b>156</b>                             | <b>161</b>  | <b>181</b>  | <b>9,313/<br/>433,342</b>   | <b>10,852/<br/>419,687</b> | <b>14,665/<br/>309,363</b> |

Organizations receive funding for programs that may address more than one outcome area, therefore the total number of people served, programs, collaboratives, volunteers and volunteer hours does not equal the sum by outcome area. The reach of Donor Choice investments is not included in this breakdown. In 2023, the reach of Innovation investments was not included but has been included in 2024 and 2025. Volunteers/hours include those reported by funded organizations but do not include UW volunteer engagement activities.



**UNITED WAY VOLUNTEER ENGAGEMENT ACTIVITIES 2023-2025**

| Volunteer Engagement Activities        | Volunteers   |              |              | Volunteer Hours |               |               |
|--|--------------|--------------|--------------|-----------------|---------------|---------------|
|  | 2023         | 2024         | 2025         | 2023            | 2024          | 2025          |
| Community Engagement                   | 5,669        | 5,978        | 4,509        | 10,673          | 11,655        | 11,254        |
| GAIN Team                              | 49           | 44           | 47           | 952             | 1,200         | 691           |
| Women United                           | 31           | 9            | 13           | 778             | 275           | 403           |
| Gen Next                               | 25           | 10           | 13           | 423             | 302           | 403           |
| Major Donor Cabinet                    | 15           | 15           | 10           | 200             | 341           | 320           |
| Campaign Cabinet - Including Co-Chairs | 15           | 8            | 6            | 170             | 234           | 390           |
| Leaders Cabinet                        | 13           | 7            | 8            | 294             | 160           | 260           |
| Tomorrow Fund                          | 4            | 3            | n/a          | 25              | 11            | n/a           |
| HAA Provincial Summit                  | n/a          | n/a          | 15           | n/a             | n/a           | 278           |
| <b>Total</b>                           | <b>5,821</b> | <b>6,074</b> | <b>4,621</b> | <b>13,515</b>   | <b>14,178</b> | <b>13,999</b> |

For more information about the activities listed, please refer to the UWCA annual report or our website.

**SOCIAL IMPACT LAB OUTPUTS 2023-2025**

| Social Impact Lab Initiative                | Beneficiary Type | # of Beneficiaries |       |       | # Projects/Programs |      |      |
|---|------------------|--------------------|-------|-------|---------------------|------|------|
|   |                  | 2023               | 2024  | 2025  | 2023                | 2024 | 2025 |
| Inspire                                     | Individuals      | 72                 | 139   | 18    | 2                   | 2    | 1    |
|   | Communities      | 2                  | 1     | 2     |                     |      |      |
|   | Organizations    | 15                 | 17    | 3     |                     |      |      |
| Natural Supports*                           | Individuals      | 1,100              | 1,200 | 1,600 | 1                   | 1    | 1    |
| Open Market                                 | Individuals      | 2,121              | 3,549 | n/a   | 34                  | 11   | n/a  |
|   | Communities      | 1                  | 1     | n/a   |                     |      |      |
| Project Empathy                             | Individuals      | 31                 | 25    | 12    | 14                  | 5    | 3    |
| Responsible Disruption**                    | Individuals      | 1,700              | 2,000 | 1,100 | 21                  | 23   | 3    |
| Social Impact Lab Alberta                   | Individuals      | 319                | 598   | 155   | 3                   | 5    | 5    |
|   | Communities      | 3                  | 8     | 15    |                     |      |      |
|   | Organizations    | 55                 | 127   | 50    |                     |      |      |
| Steps to Support (S2S)                      | Individuals      | 812                | 1,600 | 1,100 | 1                   | 1    | 1    |
| UCEED Grants                                | Organizations    | 16                 | 6     | 7     | 16                  | 6    | 7    |
| Innovation Learning and Development Program | Individuals      | n/a                | 55    | 123   | n/a                 | 5    | 20   |
| Innovation Accelerator Grant                | Organizations    | n/a                | 11    | 6     | n/a                 | 11   | 6    |
| Total                                       | Individuals      | 6,155              | 9,166 | 4,108 | 92                  | 70   | 47   |
|   | Communities      | 6                  | 10    | 17    |                     |      |      |
|   | Organizations    | 86                 | 161   | 66    |                     |      |      |

\*Platform visitor

\*\*Podcast downloads



**ALL IN FOR YOUTH (AIFY) OUTPUTS 2023-2025**

| Output               |   | Academic Year |        |        |
|----------------------|---|---------------|--------|--------|
|                      |   | 22/23         | 23/24  | 24/25  |
| Beneficiaries        | Positive Adult Youth Connections          | 6,933         | 10,154 | 14,569 |
|                      | Number of Community Organization Partners | 6             | 6      | 5      |
|                      | Number of School Partners                 | 30            | 47     | 48     |
| Number of Programs   |   | 10            | 10     | 10     |
| Number of Volunteers |   | 160           | 202    | 381    |

**PLANET YOUTH OUTPUTS 2024-2025**

| Output   | 2024      | 2025             |                |
|--|-----------|------------------|----------------|
|  | Attendees | Strongly engaged | Brief contacts |
| Beneficiaries (Community Outreach) - Adults, Youth, and Children | 7,544     | 4,793            | 11,861         |
| Community Coalition Meetings (across 4 coalitions)               | 48        | 50               |                |
| Events Program and Outreach                                      | 222       | 331              |                |

\*Data collection methods for beneficiaries of community engagement were changed between 2024 and 2025. This change included identifying people at different levels of engagement. Please see output definitions for definitions of each measure.

**HEALTHY AGING ALBERTA (HAA) OUTPUTS 2023-2025**

| Output   |   | 2023  | 2024  | 2025   |
|--|---|-------|-------|--------|
| Healthy Aging CORE Alberta   | Number of Members                         | 1,897 | 2,250 | 2,511  |
| Regional Gatherings  | Number of Gatherings                      | 8     | 12    | 6      |
|  | Number of Attendees                       | 269   | 433   | 250    |
| Service Delivery Models [Transportation, Community Supports, Social Prescribing] | Number of Funded Community Organizations* | 32    | 54    | 63     |
|  | Number of Communities*                    | 76    | 119   | 182    |
| Total Older Adults Served**  |   | 4,267 | 7,200 | 14,755 |

\*HAA funds organizations across three streams, with some receiving multiple supports. The breakdown of these by each Service Delivery Model in 2025 is:

- Transportation: 19 funded community organizations providing service across 65 communities in Alberta
- Social Prescribing: 17 communities implementing social prescribing programs
- Community Supports: 27 funded organizations supporting 100 communities across Alberta

\*\*Note: HAA's reach is estimated based on the average reach per funded community organization. The total number of older adults served is tracked cumulatively, with a total reach of 27,422 since October 2022.

**COMMUNITY HUBS INITIATIVE OUTPUTS 2023-2025**

| Output               |                        | Year   |        |        |
|----------------------|------------------------|--------|--------|--------|
|                      |                        | 2023   | 2024   | 2025   |
| Beneficiaries        | Number of Participants | 60,924 | 65,837 | 69,452 |
|                      | Number of Sites        | 5      | 5      | 5      |
| Number of Activities |                        | 918    | 1,249  | 1,327  |



**ACTION TABLE CALGARY (ATC) OUTPUTS 2024-2025**

| <b>Output</b>                                      | <b>2024</b> | <b>2025</b> |
|--|-------------|-------------|
| Number of Member Organizations                     | 51          | 57          |
| Number of Cases Presented at ATC                   | 108         | 126         |
| Number of Cases Identified as Acutely Elevate Risk | 92          | 124         |
| Number of Cases Closed                             | 89          | 124         |

## OUTCOMES

Outcomes measure the broader results or changes resulting from the delivery of services, at the program level or resulting from collective efforts at the system level. For partners who work on the front line to support people, outcomes could be changes in skills, knowledge, attitudes, behaviours or circumstances. For partners who work at a system level, outcomes could be changes in policies, practices, resources, relationships, connections, power dynamics or mental models. Outcomes can be used to assess whether people are better off because of an intervention or if partners are advancing the goals of their collective efforts.

The outcomes, as presented in the tables below, represent a sample of the population of people accessing relevant (outcome area aligned) programs from funded organizations and Signature Initiatives (i.e., a sample of total number of people served). Data below were aggregated from samples of participants in programs delivered by funded organizations, collaboratives or through Signature Initiatives and Special Projects and do not equal the full reach (people served) of these interventions. The results do not include the outcomes of Innovation investments as they have separate and initiative-specific data collection and evaluation processes. For more information about the impact of Innovation programs please refer to the 2025 annual report or relevant sections of this document.

In the tables below, **Reach** refers to the sample of participants in funded programs that completed program evaluations. **Impact** refers to the number of sampled participants in these programs that experienced an improvement in socio-economic well-being, mental health, healthy relationships or social inclusion due to the intervention. **Effectiveness** refers to the percentage of sample participants that experienced a positive impact due to the intervention. Please note that organizations receive funding for programs and initiatives that may address more than one outcome area and intervention type, therefore the total reach and impact of interventions may not equal the overall reach and impact.

### OUTCOMES OVERALL

| Measure       | Year | Intervention Type |            |            |                    | Overall |
|---------------|------|-------------------|------------|------------|--------------------|---------|
|               |      | Downstream        | Midstream  |            | Upstream           |         |
|               |      | Crisis Response   | Mitigation | Prevention | Social Development |         |
| Reach         | 2023 | 15,227            | 28,307     | 12,423     | 2,030              | 37,675  |
|               | 2024 | 11,050            | 27,087     | 21,990     | 4,287              | 55,196  |
|               | 2025 | 15,033            | 80,361     | 27,116     | 4,265              | 113,325 |
| Impact        | 2023 | 14,940            | 25,587     | 10,791     | 1,803              | 34,402  |
|               | 2024 | 10,889            | 23,943     | 19,088     | 3,598              | 49,486  |
|               | 2025 | 12,199            | 71,234     | 23,338     | 3,774              | 98,973  |
| Effectiveness | 2023 | 98%               | 90%        | 87%        | 89%                | 91%     |
|               | 2024 | 99%               | 88%        | 87%        | 84%                | 90%     |
|               | 2025 | 81%               | 89%        | 86%        | 88%                | 87%     |

Organizations receive funding for programs and initiatives that may address more than one outcome area and intervention type; therefore, the total reach and impact of interventions may not equal the overall reach and impact.



**OUTCOMES BY OUTCOME AREA - SOCIOECONOMIC WELL-BEING**

| Measure       | Year | Intervention Type |            |            |                    | Overall |
|---------------|------|-------------------|------------|------------|--------------------|---------|
|               |      | Downstream        | Midstream  |            | Upstream           |         |
|               |      | Crisis Response   | Mitigation | Prevention | Social Development |         |
| Reach         | 2023 | 127               | 1,978      | 1,568      | -                  | 3,673   |
|               | 2024 | -                 | 3,087      | 2,820      | -                  | 4,989   |
|               | 2025 | 258               | 3,590      | 5,467      | 127                | 9,191   |
| Impact        | 2023 | 127               | 1,630      | 1,394      | -                  | 3,151   |
|               | 2024 | -                 | 2,584      | 2,391      | -                  | 4,167   |
|               | 2025 | 216               | 3,190      | 4,427      | 103                | 7,734   |
| Effectiveness | 2023 | 100%              | 82%        | 89%        | -                  | 86%     |
|               | 2024 | -                 | 84%        | 85%        | -                  | 84%     |
|               | 2025 | 84%               | 89%        | 81%        | 81%                | 84%     |

Organizations receive funding for programs and initiatives that may address more than one outcome area and intervention type; therefore, the total reach and impact of interventions may not equal the overall reach and impact.

**OUTCOMES BY OUTCOME AREA - MENTAL HEALTH**

| Measure       | Year | Intervention Type |            |            |                    | Overall |
|---------------|------|-------------------|------------|------------|--------------------|---------|
|               |      | Downstream        | Midstream  |            | Upstream           |         |
|               |      | Crisis Response   | Mitigation | Prevention | Social Development |         |
| Reach         | 2023 | 13,547            | 8,030      | 3,249      | -                  | 21,374  |
|               | 2024 | 10,335            | 8,254      | 3,996      | 174                | 21,323  |
|               | 2025 | 14,105            | 10,648     | 5,782      | -                  | 21,542  |
| Impact        | 2023 | 13,438            | 7,124      | 2,799      | -                  | 20,367  |
|               | 2024 | 10,250            | 7,003      | 3,496      | 164                | 19,746  |
|               | 2025 | 11,376            | 8,976      | 5,186      | -                  | 17,782  |
| Effectiveness | 2023 | 99%               | 89%        | 86%        | -                  | 95%     |
|               | 2024 | 99%               | 85%        | 87%        | 94%                | 93%     |
|               | 2025 | 81%               | 84%        | 90%        | -                  | 83%     |

Organizations receive funding for programs and initiatives that may address more than one outcome area and intervention type; therefore, the total reach and impact of interventions may not equal the overall reach and impact.

**OUTCOMES BY OUTCOME AREA - HEALTHY RELATIONSHIPS**

| Measure       | Year | Intervention Type |            |            |                    | Overall |
|---------------|------|-------------------|------------|------------|--------------------|---------|
|               |      | Downstream        | Midstream  |            | Upstream           |         |
|               |      | Crisis Response   | Mitigation | Prevention | Social Development |         |
| Reach         | 2023 | 1,553             | 3,966      | 4,003      | 1,261              | 9,759   |
|               | 2024 | 715               | 3,983      | 6,488      | 1,575              | 12,115  |
|               | 2025 | 670               | 3,350      | 5,470      | 1,681              | 8,351   |
| Impact        | 2023 | 1,375             | 3,207      | 3,558      | 1,180              | 8,350   |
|               | 2024 | 639               | 3,186      | 5,785      | 1,218              | 10,252  |
|               | 2025 | 607               | 2,683      | 4,777      | 1,427              | 7,164   |
| Effectiveness | 2023 | 89%               | 81%        | 89%        | 94%                | 86%     |
|               | 2024 | 89%               | 80%        | 89%        | 77%                | 85%     |
|               | 2025 | 91%               | 80%        | 87%        | 85%                | 86%     |

Organizations receive funding for programs and initiatives that may address more than one outcome area and intervention type; therefore, the total reach and impact of interventions may not equal the overall reach and impact.



**OUTCOMES BY OUTCOME AREA - SOCIAL INCLUSION**

| Measure       | Year | Intervention Type |            |            |                    | Overall |
|---------------|------|-------------------|------------|------------|--------------------|---------|
|               |      | Downstream        | Midstream  |            | Upstream           |         |
|               |      | Crisis Response   | Mitigation | Prevention | Social Development |         |
| Reach         | 2023 | -                 | 15,390     | 5,168      | 1,481              | 21,097  |
|               | 2024 | -                 | 11,763     | 8,686      | 2,538              | 16,769  |
|               | 2025 | -                 | 62,773     | 10,397     | 2,457              | 74,241  |
| Impact        | 2023 | -                 | 14,488     | 4,356      | 1,293              | 19,408  |
|               | 2024 | -                 | 11,170     | 7,416      | 2,216              | 15,321  |
|               | 2025 | -                 | 56,385     | 8,948      | 2,244              | 66,293  |
| Effectiveness | 2023 | -                 | 94%        | 84%        | 87%                | 91%     |
|               | 2024 | -                 | 95%        | 85%        | 87%                | 91%     |
|               | 2025 | -                 | 90%        | 86%        | 91%                | 89%     |

Organizations receive funding for programs and initiatives that may address more than one outcome area and intervention type; therefore, the total reach and impact of interventions may not equal the overall reach and impact

In the Annual Report, several agency results are highlighted as examples of “Work in Action” for each outcome area. Below is a table that provides information about the sample sizes and populations served for each of these results.

**WORK IN ACTION EXAMPLES- SURVEY INFORMATION**

| <b>2025 Results</b>   | <b>Sample</b> | <b>Sample Meeting Indicator</b> | <b>Population receiving service(s)</b> |
|---|---------------|---------------------------------|--|
| <b>Socioeconomic Well-Being</b>   |               |                                 |  |
| 94% of surveyed recipients of the Basic Needs Fund agreed or strongly agreed that the money they received helped them to improve their situation.   | 391           | 366                             | 1,034                                  |
| 88% of surveyed Meals on Wheels clients reported feeling less worried about covering their monthly household expenses.  | 218           | 192                             | 1,560                                  |
| 97% of participants surveyed in Momentum Money Management and Financial Coaching report increased knowledge regarding money management.   | 1,044         | 1,012                           | 1,290                                  |
| 84% of surveyed participants in WINS employment training found employment within 90 days of program end.  | 93            | 78                              | 165                                    |
| 96% of surveyed participants in the YW Economic Prosperity Program reported feeling more confident and empowered about managing their money.  | 419           | 402                             | 1,564                                  |
| <b>Mental Health</b>  |               |                                 |  |
| 82% of children and youth surveyed developed new competencies and skills and feel like they belong through Boys and Girls Club of Airdrie's programs.   | 422           | 347                             | 422                                    |
| 95% of surveyed Calgary Counselling Centre clients report they are stable, improved, or recovered after their last counselling session.   | 1,951         | 1,857                           | 4,422                                  |
| 87% of surveyed participants in the Calgary Mental Health Association Recovery College, School of Peer Support, or Peer Services reported increased skills and confidence in their self-management/care and wellness journey. | 1,488         | 1,292                           | 1,590                                  |



| <b>2025 Results</b>   | <b>Sample</b> | <b>Sample Meeting Indicator</b> | <b>Population receiving service(s)</b> |
|---|---------------|---------------------------------|--|
| 88% of surveyed Centre for Refugee Resilience Therapy clients at Calgary Catholic Immigration Society reported increased knowledge of how to improve their mental well-being  | 50            | 44                              | 240                                    |
| 89% of Distress Centre clients surveyed reported they are better able to cope with their presenting issues after their final counselling session.   | 207           | 185                             | 373                                    |
| <b>Healthy Relationships</b>  |               |                                 |  |
| 95% of participants in the Calgary Immigrant Women's Association Family Conflict Prevention Program report learning new coping strategies to address their needs in safe and caring relationships.  | 27            | 26                              | 96                                     |
| 89% of surveyed participants in Carya's Elder Abuse Prevention, Families in Community, Seniors Space, and Wellness Collective reported having supportive relationships and feeling connected to each other and their community.                               | 244           | 216                             | 871                                    |
| 91% of surveyed caregivers report understanding their child's development and their current developmental stage after completing Families Matter Society of Calgary programming.  | 199           | 182                             | 230                                    |
| 74% of completed case plans in Fear Is Not Love's Men's Counselling indicate improvement in goals, particularly relations to skills needed for safe and respectful relationships.   | 130           | 96                              | 231                                    |
| 84% of surveyed participants and volunteers at Sageesse reported having enriched their practices and relationships based on learnings in programs.  | 1,074         | 902                             | 1,396                                  |
| <b>Social Inclusion</b>   |               |                                 |  |
| 93% of participants surveyed express more connection with other people or organizations than before their involvement with ActionDignity.   | 80            | 74                              | 568                                    |
| 89% of seniors surveyed at the Calgary Seniors' Resource Society reported increased practical, social, and emotional support.   | 217           | 194                             | 1,751                                  |
| 97% of surveyed Calgary service providers and professionals who received "Creating a Culture of Respect for 2SLGBTQ+ Clients and Colleagues" training from the Centre for Sexuality reported "good" or "excellent" levels of skills in creating safer spaces. | 758           | 736                             | 1,581                                  |
| 96% of participants surveyed report that they became more involved in the community by being involved with the Women's Centre.  | 463           | 446                             | 11,717                                 |
| 81% of youth participants surveyed in the YMCA's Achievement Program are thinking about how they can have a positive impact on the world.   | 130           | 105                             | 346                                    |

These results are for illustrative purposes only and do not equal the full reach of United Way-funded interventions and investments across outcome areas.



## COLLABORATIVE INVESTMENT HIGHLIGHTS

### ALBERTA ABILITY NETWORK

Alberta Ability Network (AAN) represents a strategic partnership of a broad base of stakeholders with a shared vision to influence policy, increase social prosperity and decrease inequities for the disability sector. Working together in collaboration, the membership sets strategic direction, identifies evidence informed priorities that can be actioned, capitalizes and enhances existing systems and initiatives.

2025 accomplishments of the AAN include:

- 1. Strengthened cross sector collaboration and engagement:** In 2025, AAN continued to operate as a province-wide collaborative bringing together people with disabilities, disability serving organizations, health practitioners, researchers, community advocates and government partners. The network sustained participation from more than 100 organizations and individual champions across Alberta, reinforcing its role as a central convener in the disability sector.
- 2. Advanced disability-informed policy and advocacy:** AAN maintained a strong focus on influencing policy and government decision making in 2025. Its work emphasized identifying systemic barriers and elevating lived experience to inform public policy affecting Albertans with disabilities. Key policy areas AAN helped shape or contribute to included:
  - a) Income support and poverty reduction discussions.
  - b) Access to government services and system navigation.
  - c) Human rights-based approaches to disability policy.
  - d) This advocacy aligned closely with broader provincial disability policy discussions taking place in 2025, including reforms to disability income assistance and long term strategic planning across the sector.
- 3. Provided leadership on accessibility legislation through Barrier-Free Alberta:** One of AAN's most tangible accomplishments in 2025 was its leadership in the Barrier Free Alberta initiative, which emerged directly from AAN's Human Rights Table. Through this work, AAN helped:
  - a) Mobilize disability advocates and organizations province wide, creating a unified advocacy voice on accessibility across Alberta.
  - b) Build public and sector awareness about the need for strong accessibility legislation.
  - c) Maintain sustained pressure on Government of Alberta to position accessibility as a legislation priority and advance accessibility standards aligned with human rights principles.
- 4. Addressed systemic barriers facing persons with disabilities:** Throughout 2025, AAN's activities remained grounded in its core mandate to identify and address systemic barriers. This included:
  - a) Facilitating dialogue on inequities in income security, housing access and services.
  - b) Supporting sector responses to proposed changes in disability income programs.
  - c) Sharing information and amplifying analysis from disability advocacy organizations to support informed engagement with government consultations.
- 5. Strengthened the disability sector's collective capacity:** By sustaining forums, tables and collaborative spaces, AAN helped strengthen the disability sector's ability to respond collectively to emerging policy and system changes in 2025. This included:



- a) Knowledge sharing across regions and disability types.
- b) Supporting coordinated advocacy rather than fragmented responses.
- c) Elevating lived experience perspectives within sector discussions.

Overall, the AAN:

- Reinforced its role as Alberta’s key disability-sector convenor.
- Advanced policy and system-level advocacy grounded in lived experience.
- Provided leadership on accessibility through Barrier-Free Alberta.
- Strengthened cross-sector collaboration and collective advocacy capacity.
- Contributed meaningfully to province-wide disability policy conversations during a period of significant system change.
- Together, these accomplishments positioned AAN as a critical connector and influencer in Alberta’s disability ecosystem throughout 2025.

## **ASPIRE CALGARY**

Aspire Calgary is Canada’s first community-based Financial Empowerment (FE) collaborative. Its roots date back to 2012, when United Way and Momentum convened the Financial Futures Collaborative. With leadership from founding partners including the City of Calgary, Vibrant Communities Calgary, Bow Valley College, Rise Calgary, United Way and Momentum, the initiative gained traction and was officially rebranded in 2018 as the Aspire Calgary Financial Empowerment Collaborative.

Today, Aspire Calgary is a network of 21 community service organizations working collectively to reduce poverty across Calgary, surrounding areas and Treaty 7. Aspire leads the Financial Empowerment pillar of Calgary’s poverty reduction strategy, Enough for All.

Aspire Calgary’s work is organized across five core pillars:

1. Financial Education
2. One-to-one Financial Coaching
3. Access to Benefits, including support with the Disability Tax Credit (DTC), Canada Disability Benefit (CDB), Registered Education Savings Plans (RESPs) and Registered Disability Savings Plans (RDSPs)
4. Matched Savings Programs
5. No-cost Tax Filing

Aspire Calgary operates using a collective impact model, grounded in strong, trust-based relationships and shared accountability among partners. Each program pillar is supported by a Community of Practice that provides training, mentorship, shared curriculum, tools, peer learning, problem-solving and hands-on professional development. Aspire Calgary partners also receive specialized training, such as Benefits Wayfinder training through Prosper Canada. Momentum is an accredited American Council on Education (ACE) training provider and offers year-round financial empowerment training to Aspire Calgary partners and other nonprofit organizations.

Since its inception, Aspire Calgary has supported tens of thousands of people through coordinated financial empowerment interventions. Collective results as of the end of 2025 include:

- 7,596 individuals supported through Financial Coaching
- 2,848 participants in Matched Savings Programs, with \$1,056,463 in matched contributions
- 19,112 individuals educated about RESPs, with 4,812 RESPs opened
- 70,313 tax returns filed, resulting in more than \$23 million in tax refunds

Aspire continues to play a critical role in strengthening Calgary's poverty-reduction landscape and advancing long-term economic stability, well-being and asset building for low-income communities.

In 2025 there were:

- 243 people completed the matched savings program and increased their assets providing an opportunity for financial stability. In total, participants increased their assets by \$311,462 or an average of \$1,282 each.
- 2,585 people participated in financial coaching.
- 17,725 tax returns filed through 1,215 tax clinics generating more than \$6.1 million in refunds.
- 612 RESPs were opened by low-income Calgarians.

## **BASIC NEEDS FUND**

The Basic Needs Fund (BNF) supports Calgarians in stabilizing their economic situation and preventing crises by providing immediate financial assistance for essential needs such as housing and utilities. As a key component of Calgary's social service system, the BNF helps low-income individuals facing financial shocks or life events remain safely housed, maintain access to heat and electricity, escape homelessness or violence and ensure children can fully participate in school.

The Basic Needs Fund (BNF) continued to play a critical role in supporting Calgarians experiencing financial crises in 2025 with 1,034 Calgarians receiving financial assistance with essential needs such as utilities, rental arrears, food, transportation and housing supports. Across the collaborative—CUPS, Rise Calgary and Distress Centre Calgary—frontline teams connected with 20,605 Calgarians seeking financial assistance, underscoring the ongoing demand for emergency support and the BNF's role in helping individuals avoid imminent crises.

Client follow-up surveys across the three collaborative partners indicate that the Basic Needs Fund is highly accessible and helpful in stabilizing households. 94% report that the BNF helped to improve their situation. Access to wrap-around resources is a consistent feature of the client experience. A large majority reported receiving information about other supports (79%) and most reported no barriers to accessing that information (85%). When barriers existed, they tended to involve eligibility constraints, language, or outdated contact information, underscoring where system navigation can be strengthened.

Three-quarters of participants also described gains in financial understanding following caseworker conversations suggesting that trauma-informed systems navigation and coaching alongside crisis funding is contributing to more confident day-to-day money management for many households.

For those receiving help with housing costs, the fund frequently served as a bridge to housing stability resources. At follow-up, 76% of participants said they were still housed in the same place, indicating that timely assistance plus navigation can support sustained stability and shelter diversion.

Clients consistently emphasized dignity, speed, and stress reduction: "It was an easy process and meaningful help during a time of need" (Distress Centre), and "I didn't feel judged... the process was secure and helped us get back on our feet" (Rise Calgary). Others highlighted concrete outcomes such as eviction prevention, cleared utilities arrears and safe moves from violence or unsafe housing. At the same time, comments surfaced opportunities to improve—notably wait times, proof-of-payment visibility and clearer guidance when eligibility for other programs is tight, this data offers starting points to practical, client-informed refinements as the collaborative scales.



In May 2025, the Basic Needs Fund Collaborative Manager was hired at Distress Centre Calgary to oversee and coordinate operational efforts among the three partner agencies. With this role, the manager has prioritized aligning services, strengthening collaboration between agencies, and creating consistent communication channels across the Collaborative. They have worked closely with front-line teams to build stronger stakeholder relationships, initiate the development of and launch a pilot for a new data management portal, and further streamlined support for individuals and families.

In November, the Collaborative approved the launch of a nine-month Direct Agency Referral Pilot Program, set to begin in January 2026. Supported by dedicated funding from the Affordability Fund, the program provides external community partners with a single, secure online portal through which they can submit applications on behalf of their clients. This model is designed to benefit all invested parties: participants gain access to the Basic Needs Fund (BNF) through trusted organizations they already engage with; community partners are better equipped to support clients and connect them to appropriate resources; and within the BNF Collaborative, the program broadens the Fund's reach while reducing staffing costs. Organizations interested in joining the program are invited to attend a one-hour onboarding session with the BNF Collaborative Manager, which introduces the program, clarifies application expectations and establishes a strong foundation for ongoing partnership.

## **CALGARY COMMUNITIES AGAINST SEXUAL ASSAULT (CCASA)**

Calgary Communities Against Sexual Assault's (CCASA) Sexual Assault/Sexual Abuse Crisis Intervention Services are comprised of two primary strategies: the Support and Information Line (SIL) and the Calgary Sexual Assault Response Team (CSART). Additionally, since a new initiative pilot project in partnership with Alberta Association of Sexual Assault Centre's (AASAS) started in 2024, CCASA has continued to fund the Integrated Case Management Project (ICM) as part of the Crisis Intervention Services.

CCASA's Support and Information Line is available seven days a week to anyone in Calgary and surrounding areas who has been affected by sexual violence. The line provides callers with specialized information on sexual assault/abuse and its impacts, crisis intervention, coping strategies, reporting options and safety plans, as well as referrals to a wide range of services in the Calgary area. Family or friends of survivors use the line for their own support and to obtain information or referrals for their loved ones. In addition, professionals (teachers, police officers, victim services, medical professionals, counsellors, students) use the line to obtain information about sexual violence and for consultation purposes. The line is the hub of the organization and is the entry point to all programs within CCASA including counselling, education, recent sexual assault accompaniment, police and court support and the integrated case management team. Even more importantly, it is a line where people are provided a safe and confidential place to begin to share their experiences.

CCASA's Crisis and Support Program staff also provide crisis intervention, information and support on Alberta's One Line for Sexual Violence Line. The One Line is a collaborative service that is delivered in partnership between CCASA, the Alberta Association of Sexual Assault Services (AASAS) and the Sexual Assault Centre of Edmonton (SACE). The One Line offers specialized phone, text and chat support to all Albertans, including information on and referrals to services in the areas where callers reside. All calls originating in southern Alberta are directed to CCASA.

CSART is a partnership between CCASA, AHS, CPS, RCMP and the Crown Prosecutor's Office that specializes in providing a comprehensive and coordinated response to individuals who have



experienced a sexual assault. CSART's primary goal is to provide a one-time intervention in the immediate aftermath of a sexual assault for people in Calgary and surrounding areas. The program is based primarily out of the Sheldon M. Chumir Health Centre and is mobile to other hospitals within Calgary. Clients accessing CSART can select from a range of service options including specialized medical treatment, reporting to police or the Third Option, which provides medical treatment and collection of a sexual assault exam kit with no police involvement; empowering survivors to decide whether to report to the police within one year. With the Third Option, forensic evidence is collected by a trained doctor and preserved in a safe, locked room at the Sheldon M. Chumir Health Centre. For those living in rural areas, accessing Third Option requires traveling to Calgary. CSART's Safe Night initiative provides vetted taxi transportation and, if needed, a safe night in a hotel, for those traveling into Calgary to access the program.

CCASA's role on CSART is to provide information to clients (as well as their support people) on sexual assault trauma and recovery to normalize their symptoms and prepare them for the process of healing. Also, clients are provided with police reporting options and information regarding the criminal justice process to assist clients in making the most informed decision possible. Staff provide crisis intervention, risk assessment, safety planning and advocacy as well as explore clients' needs in terms of follow-up from CCASA and other community services. For each client who has consented, CCASA attempts to follow up within three days to reassess their ongoing needs.

As noted in the 2024 report, CCASA was selected as a pilot site for Alberta's Integrated Case Management (ICM) initiative and hired two Case Managers to provide trauma-informed supportive counselling, psychoeducation around trauma and sexual violence, advocacy, system navigation and stabilization support. Since September 2024, the program has offered flexible service delivery (virtual, on-site and community-based sessions) to focus on enhancing client readiness for counselling by prioritizing safety and stabilization before they engage in CCASA's specialized sexual violence therapy. Referrals are made through intake or internally by staff. While there is no limit on the number of sessions, the program is designed to be intensive and provide ongoing frequent support to help clients reach their goals. Although provincial funding has ended, CCASA remains committed to continuing this service for clients, and is actively seeking funding for this program.

In 2025, 338 clients accessed CSART as recent victims of sexual assault, 189 secondary clients were also served through the program. Secondary clients are those who accompany their loved ones to the care site. These individuals often also experience their own traumatic impacts related to the sexual assault and are therefore also in need of information, support and sometimes referrals of their own. These secondary clients are supported by the CCASA worker while they are at the care site as well. The Support and Information Line received 1,345 crisis calls, of which 948 identified as survivors of sexual assault.

## **COMMUNITY DEVELOPMENT LEARNING INITIATIVE**

Community Development Learning Initiative (CDLI) is a network for community-minded people that advances and expands community development practice by connecting people and organizations, creating opportunities for inspiration, exploring new opportunities and learning and by supporting people to take tangible action in their own communities. CDLI's work supports the conditions for people from diverse backgrounds to feel capable of inspiring change in their communities. With a wealth of local resources, knowledge and experience, CDLI provides a welcoming and inclusive space to gather community-minded people working toward a socially equitable future, to build relationships and partnerships that support community building across Calgary and beyond. They achieve this through core strategies of convening communities in conversation, providing capacity building and by



being a resource hub. CDLI's work within each of these strategies strives to model Asset-Based Community Development practices.

In 2025, CDLI hosted:

- 13 Mini-Summits
- 11 Communities of Practice
- 105 hours of network-weaving meetings; and
- 174 new network members.

Accomplishments last year for CDLI included:

1. **Sustained city-wide practitioner learning and connection:** CDLI continued to function as Calgary's central learning and connection hub for community development practitioners. It hosted monthly Practitioner Gatherings across the year, creating consistent spaces for reflection, shared learning and peer support among residents, frontline practitioners, funders and community leaders. Throughout CDLI maintained continuity and trust across Calgary's community development network, supporting practitioner wellbeing and knowledge exchange during ongoing social and economic pressures.
2. **Launched and advanced the *Building Connected Communities Project*:** A major accomplishment was the launch and implementation of the Building Connected Communities (BCC) Project, including:
  - a. Introducing the BCC project team and community partners early in the year
  - b. Embedding Asset Based Community Development (ABCD), anti-racism and decolonization approaches into on the ground community work
  - c. Supporting Community Connectors embedded in partner organizations to strengthen local relationships and community capacity.
3. **Expanded learning resources and tools for community engagement:** CDLI developed and shared new learning resources focused on practical community engagement. These included tools and reflections designed to help practitioners navigate complexity, inclusion and participation in diverse community contexts. Doing so increased accessibility of community development knowledge and supported more reflective, intentional engagement practices across sectors
4. **Deepened focus on anti-racism, decolonization and storytelling:** CDLI strengthened its anti-racism and decolonization lens through their programming leading to elevated lived experience and relational approaches and supporting culturally grounded, equity focused community development practice. This included:
  - a. "Storytelling for Change" sessions featuring community leaders and organizations
  - b. Learning events exploring land, identity, belonging and power in community development practice
  - c. Ongoing integration of these perspectives into practitioner gatherings and resource development.
5. **Engaged communities in civic and democratic conversations:** In the lead up to and during Calgary's 2025 municipal election year, CDLI convened learning and dialogue focused on community, democracy and participation—including reflections on what community means in a municipal context. These efforts encouraged civic engagement grounded in community values and helped practitioners and residents connect local action to broader democratic processes
6. **Strengthened CDLI's reimagined vision in action:** Building on its reimagined vision launched in late 2023, CDLI used 2025 to operationalize its updated mission: weaving together learning, engagement and action for socially just and connected futures. The



organization expanded its role as a connector across communities of place, identity and interest.

Collectively, these accomplishments reinforced CDLI's role as a key backbone organization for community development learning, relationship-building, and systems-level reflection in Calgary.

## **DEMENTIA NETWORK CALGARY**

Dementia Network Calgary (DNC) is a group of knowledgeable, capable and passionate individuals from across public, private and nonprofit sectors in Calgary and area with an interest in Alzheimer's disease and related dementias.

Created in 2013, the Network uses a collective impact approach to engage cross-sector stakeholders to work collaboratively on systems change in support of people impacted by dementia. Alzheimer Society of Calgary acts as the backbone organization for DNC and is critical to its success.

The DNC's Strategic Council provides guidance and oversight, ensuring that the Network remains focused on its strategic priorities. The Council represents a range of knowledge areas related to dementia, and includes representatives from Assisted Living Alberta, City of Calgary, University of Calgary, United Active Living, Bethany Care Society, Health Coalition of Alberta, the Brenda Strafford Foundation, United Way of Calgary and area and people with lived experience. In addition to the strategic council, the Network engages with and connects dozens of other organizations depending on the area of focus.

Accomplishments in 2025 for the Dementia Network included:

1. **Advanced dementia-inclusive community infrastructure:** Dementia Network Calgary (DNC) played a key convening and advocacy role in advancing Canada's first public dementia inclusive park, the Martin Family Legacy Garden. Working with Parks Foundation Calgary, the City of Calgary, Alzheimer Calgary and community partners, DNC helped elevate dementia inclusive design principles and public awareness. Ground was officially broken in May 2025, marking a major milestone toward inclusive public spaces that support people living with dementia and their care partners. These efforts embedded dementia-inclusive design into civic infrastructure and raised the visibility of dementia as a community wide issue, not only a health issue.
2. **Strengthened cross-sector collaboration and backbone leadership:** Throughout the year, DNC continued to function as a cross-sector backbone network, bringing together health, social services, municipal partners, researchers, community organizations and people impacted by dementia. The network's work emphasized alignment, shared learning and collective action to address stigma, care gaps and system fragmentation. DNC's 10-year milestone in 2025 further reinforced the value of long-term, sustained collaboration in advancing dementia inclusive systems and communities.
3. **Launched a centralized digital hub for dementia in Calgary:** In mid-2025, Dementia Network Calgary launched its new website and digital platform, creating a centralized hub for:
  - a. Dementia related events and learning opportunities
  - b. Community initiatives and advocacy updates
  - c. Resources for caregivers, professionals and community members

This platform improved visibility, coordination and access to information across Calgary's dementia ecosystem, making it easier for Calgarians to engage, collaborate and access support.



4. **Elevated public awareness and reduced stigma:** DNC supported and amplified public awareness campaigns, community gatherings and learning events that centered lived experience and challenged stigma. These efforts included public forums, storytelling initiatives and partnerships aligned with the Still Me movement to reframe dementia as a condition where people can continue to live with dignity, purpose and connection. These efforts support a narrative shift from risk and decline to quality of life and inclusion
5. **Supported knowledge mobilization and learning:** DNC curated and shared key knowledge resources through its Knowledge Hub, including access to the 2025 World Alzheimer Report and other research informed tools. The network also supported learning opportunities for professionals and community members focused on dementia inclusive practice, care innovation and prevention.

Collectively, these accomplishments positioned Dementia Network Calgary as a key systems level connector and catalyst, helping shape a more dementia inclusive, informed and supportive Calgary.

## ENOUGH FOR ALL POVERTY REDUCTION STRATEGY

Vibrant Communities Calgary (VCC) stewards Enough for All (E4A), Calgary's community-owned poverty reduction strategy (<https://enoughforall.ca/strategy>). They advocate for changes that address poverty in our city by convening stakeholders to understand issues and solutions and examining research to form evidence-based positions. They also work to inform the development and implementation of public policy that improves the economic and social well-being of Albertans through the Social Policy Collaborative (<https://enoughforall.ca/social-policy-collaborative>). As convenors, they align and leverage the work of hundreds of organizations and thousands of Calgarians to reduce poverty in our city.

The three goals of E4A are:

- All Calgarians live in a strong, supportive and inclusive community
- All Calgarians have sufficient income and assets to thrive
- All Indigenous people are equal co-creators of Calgary's future

While poverty is always about income, it is not only about income. E4A includes ten Levers of Change, key areas of focus where Calgary can move the needle on poverty: employment, income support, transportation, housing, justice, physical and mental health, early learning and care, adult literacy and foundation learning, financial empowerment and food security.

The collaborative includes more than 76 E4A Champions (<https://enoughforall.ca/get-involved/champions>), local organizations and businesses that sign on to advance the strategy, create a line of sight between action and impact and help improve the lives of Calgarians by working to reduce poverty in Calgary.

E4A accomplishments in 2025 included:

1. **Launched Calgary's Enough for All Well-Being Dashboard:** In January 2025, E4A released the *Enough for All Well Being Dashboard*, a major new public data and accountability tool. Developed with 12 subject matter experts across nine domains of well-being, the dashboard tracks progress on income, housing, employment, education, food security, transit, mental health and more. It builds on the earlier *Beneath the Surface* report and is designed to be updated regularly as new data becomes available. The dashboard is expected to:
  - a. Strengthen shared measurement of poverty and well being
  - b. Enable evidence informed policy and advocacy
  - c. Make complex poverty data accessible to decision makers and the public



2. **Advanced living wage leadership and public dialogue on affordability:** In partnership with the Alberta Living Wage Network, E4A published the 2025 Calgary Living Wage, set at \$26.50/hour, reflecting the real cost of living in the city. The release was widely covered by media and supported public conversation about affordability, wages and policy solutions. E4A also released the *Living Wage Outcomes Harvest* in March 2025, documenting how living wage policies benefit workers, employers and communities. These efforts continue to normalize living wages as a poverty reduction policy tool and provide evidence linking wages, affordability and well-being
3. **Informed municipal and federal elections with community-driven policy:** 2025 was both a municipal and federal election year, and E4A played a central role in ensuring poverty reduction priorities were visible. Key contributions included:
  - a. Publishing a Vibrant Communities Calgary / E4A Municipal Election Platform
  - b. Producing federal policy input through the Social Policy Collaborative
  - c. Sharing timely research on housing, income support, transportation and employment to inform candidates and votersThese efforts positioned poverty reduction and well-being as election relevant issues and helped candidates and the public understand policy tradeoffs and solutions
4. **Elevated lived experience and community voice:** E4A continued to center lived experience of poverty in 2025 through:
  - a. Community engagement reports such as *Your Voice, Our Future*
  - b. Storytelling, public dialogue and End Poverty Month activities
  - c. Expanding inclusive engagement approaches like Kaleidoscope Spaces, which invite broader and more diverse participation in systems change.These efforts strengthened dignity based and inclusive poverty reduction practice and ensured lived experience informed research, advocacy and engagement
5. **Strengthened policy advocacy and systems change:** Throughout 2025, E4A and its Champions advanced coordinated advocacy across the 10 Levers of Change (e.g., income, housing, transportation, employment). Notable outcomes included:
  - a. Rapid advocacy contributing to the restoration of Low-Income Transit Pass funding
  - b. Policy analysis on social assistance adequacy, food insecurity, gig work and housing pressures
  - c. Ongoing engagement with provincial and municipal governments on affordability and income support.These efforts are used to demonstrate the power of coordinated, systems focused advocacy and to influence public policy discussions during a high-stakes economic period
6. **Marked 20 years of systems change leadership:** 2025 marked Vibrant Communities Calgary's 20th anniversary, celebrating two decades of stewardship of E4A and systems change work. The year included reflection, evaluation and learning that reinforced E4A's role as a trusted, evidence-based policy and community partner, engaging more than 15,000 Calgarians in 2025 alone.

Together, these accomplishments positioned E4A as Calgary's key backbone for poverty reduction systems change, blending data, lived experience, policy and collective action.

## GATEWAY

Immigrant Services Calgary (ISC) initiated the Gateway project in April 2020. The primary objective of Gateway is to empower newcomers to unleash their potential in their economic, social and civic integration. Gateway specifically strives to assist in the transformation of the Calgary and Southern Alberta newcomer experience with unified assessments and referrals to service providers.

In addition to the initial mission of the collaborative, ISC has introduced the Newcomer Knowledge Hub (K-Hub). In tandem with Gateway, they offer a comprehensive approach, to empower newcomers and ensure a successful settlement journey.

Gateway has streamlined the Settlement Experience (a client-centric approach) by providing a welcoming entry point with multilingual Client Care, flexible appointment scheduling and comprehensive needs assessments. The personalized settlement plans, and the seamless referrals connect newcomers to the most relevant resources based on their unique needs and location. The K-Hub is powering evidence-based practices through research driven solutions, data driven insights, continuous improvement and knowledge sharing and investing in the future by contributing to forming a future generation of skilled professionals and researchers through meaningful internships.

In 2025, 89,331 referrals for newcomer services were coordinated through Gateway and 13,821 personalized “Gateway Plans” were developed for newcomers. 82 organizations have signed on as Gateway partners to respond to the emerging needs of newcomers. 95% of surveyed service users experience a successful settlement journey through Gateway.

Gateway has identified several emerging and ongoing needs in the community. There is a growing demand for inclusive employment pathways and financial autonomy. These are deeply connected to an individual's mental health, sense of dignity and overall well-being. Financial insecurity continues to contribute to social isolation and emotional distress, especially among racialized newcomers and women caregivers. At the same time, clients face persistent challenges navigating complex systems like healthcare, education and immigration, which further increases stress and social isolation. The cost of living, housing insecurity and childcare affordability remain significant barriers to integration.

In response to these needs, Gateway serves as an integrated referral and coordination hub, streamlining access to services across organizations and minimizing duplication. These efforts enable them to deploy services efficiently and client-responsively, while continually identifying gaps and adjusting through collaborative learning and feedback loops among partners and funders.

A key achievement in 2025 is the evolution of the Gateway model, which has successfully transitioned from a pilot initiative to the adopted regional model for newcomer needs assessment and service navigation in Calgary. This transformation reflects a collective commitment to systems change. Through this collaborative model, they've built standardized referral pathways, and most importantly, leveraged the subject matter expertise of their partners. For example, clients with complex needs can be referred to specialized case management services, while 2SLGBTQIA+ clients are connected to identity-affirming programs offered by experienced community partners. These coordinated referrals ensure clients receive support that is both targeted and culturally responsive.

## **SORCE**

SORCe is a co-located, store-front collaborative comprised of a variety of agencies offering programs to support people experiencing, or at risk of, experiencing homelessness. The collaborative operates primarily with staffing and infrastructure allocations from partner agencies along with funding grants for operational expenses. With that in mind, SORCe, as the umbrella name for the collaboration does not directly fund any service delivery programs.



SORCe objectives are to:

- increase access to supports with a 'No wrong door', low-barrier and multi-service approach
- provide trauma-informed and person-centered care coordination and services
- jointly provide services that support wellness goals in the domains of housing, health, financial, justice, community connection, addiction and mental health

Accomplishments in 2025 included:

1. **Delivered high-volume, low-barrier support to vulnerable Calgarians:** SORCe continued to operate as one of Calgary's most trusted low barrier access points for people experiencing or at risk of homelessness. Through its co-located, multi-agency model, SORCe supported thousands of individuals with immediate and coordinated access to housing, health, justice, income and basic needs services. Service reach highlights included:
  - a. 8,135 individuals supported
  - b. 19,864 service transactions, including referrals
  - c. 1,924 clothing and hygiene items distributed
  - d. 6,709 food hampers providedThese efforts reduced system fragmentation, enabled people to access multiple supports without repeating their story and provided a consistent, dignified point of entry into care
2. **Strengthened coordinated entry and financial empowerment outcome:** SORCe played a critical role in coordinated entry and financial empowerment programming, supporting people to access income supports, benefits and debt relief. Participants supported through SORCe's Financial Empowerment work received more than \$1 million in combined benefits in 2025 alone. These efforts increased financial stability for individuals at risk of homelessness; reduced income related barriers to housing and supported progress toward long term stability, not just crisis resolution
3. **Sustained an integrated, multi-agency "no wrong door" model:** SORCe continued to operate its co located service model, bringing together organizations from the homeless serving, health, legal, justice and municipal sectors. Partners worked side by side to provide real time coordination, warm hand offs and shared problem solving for complex client needs. These efforts improved continuity of care, improved access to appropriate supports and reduced burden on emergency, justice and crisis systems
4. **Evolved and relocated to support growing demand:** In response to increasing service demand and evolving system needs, SORCe successfully relocated to a new site in southwest Calgary in 2025. The move preserved walk in access while maintaining daily operating hours and continuity of care for participants.
5. **Demonstrated long-term systems impact and sector leadership:** In December, SORCe marked 13 years of operation, with sector partners highlighting its role as a proven, scalable model for integrated service delivery. Evaluations and partner reflections emphasized SORCe's contribution to:
  - a. Housing stability
  - b. Diversion from justice and emergency systems
  - c. Improved coordination across health, social and justice services.

Together, these accomplishments positioned SORCe as a critical service in Calgary's social-support ecosystem, blending immediate relief with long-term stabilization and systems change.



## THE WAY IN NETWORK

The Way In is a classic “system community navigator” program providing outreach, supportive referrals and case management services for older adults across Calgary. The Way In functions as a network of four agencies; Calgary Chinese Elderly Citizens Association (CCECA), Calgary Seniors Resource Society (CSRS), Carya and Jewish Family Services Calgary (JFSC). The Way In Network works collaboratively to deliver consistent system navigation services across the city and in partnership with Distress Centre Calgary coordinates a centralized intake system operated by 211 Information and Referral Specialists. In addition to outreach services, each agency offers a variety of other senior-serving programs and holds expertise in areas such as urgent social work response, volunteerism, mental health/addictions supports, social programs, elder abuse response, in-home supports and many more.

The leadership and supervisors of each of the agencies work collectively to reduce barriers to service and ensure consistent services across the City of Calgary. As a network, the agencies continuously work to identify barriers to efficient service delivery and develop innovative ways to address these issues. This may include improving processes for external referrals to different service providers on behalf of clients, developing new service delivery strategies and refining program processes.

403-SENIORS Intake and Referral is both a programmatic and collaborative investment. The outcomes of this investment contribute to social inclusion where all people have equitable opportunities and are empowered to fully take part in society. By improving access for older adults and their families to The Way In program and other appropriate referrals allows older adults to get the services they need to reduce social isolation and support healthy aging in the community. By connecting participants with services, community navigator systems like The Way In reduce social isolation by either connecting them to programs that address social isolation or by addressing antecedents to social isolation such as low income and resources.

The Way in Network reported the following results for the first half of 2025<sup>1</sup>:

- 1,662 calls to and 510 intakes for advocacy support, referrals, and information.
- 74% of surveyed callers (129) agreed that they were more aware of resources available to them.
- 78% of calls received support to access alternative services.
- 100% of surveyed clients (166) were satisfied with the Network agencies’ services.

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<sup>1</sup> United Way funding for The Way in Network was from January 1 to June 30, 2025. In 2025, Healthy Aging Alberta supported Carya’s In Place – Social Prescribing Network (a partnership with The Way In Network agencies) and they reported results through that initiative.

## SOCIAL IMPACT LAB OUTCOMES

### INSPIRE

At the inception of The Social Impact Lab, the importance of building the capacity of the social sector to innovate and to create solutions to help solve the issues identified in the community was identified as a key problem to solve.

Inspire was developed as a human-centered design curriculum that equips changemakers and non-profits with practical design thinking skills, bridging the gap between theory and practice. Since its inception, Inspire has connected non-profits with cutting-edge learning opportunities, fostering innovation and measurable impact.

During COVID-19, when in-person learning was no longer possible, Inspire transitioned to a new LMS platform, Learndash, to support virtual delivery and scale the program more effectively. The shift was also informed by feedback, which highlighted the need for a more accessible and flexible learning experience post pandemic. Moving to an LMS made it possible to reach both individual learners and groups from United Way Calgary and Area, while improving accessibility and the overall learning experience.

Participation in Inspire has evolved over the years:

**2021:** 11 organizations and 22 individuals participated in the program.

**2022:** 7 organizations and 11 individuals engaged, reflecting a focus on refining the curriculum during this period.

**2023:** With the introduction of two programs—Individual and Organization—participation expanded to include 5 organizations and 65 individuals. Additionally, 30 individuals and 16 organizations contributed to updating Inspire.

**2024:** Participation reached 139 individuals and 17 organizations, with one community engaged through the Systems Inspire program.

**2025:** 18 people registered from three different organizations and two communities.

### THE SOCIAL IMPACT LAB ALBERTA

The Social Impact Lab Alberta (SIL AB) partners with individuals, groups and organizations to design the future, fostering capacity building, cross-sector collaboration and community-driven social innovation. Over the past five years, SIL AB has empowered changemakers to address complex social challenges, resulting in meaningful and measurable impact.

- **2021:** SIL AB engaged 55 individuals across 3 communities, initiating its foundational work in fostering collaboration and innovation.
- **2022:** Engagement increased slightly to 56 individuals and 13 organizations across 2 communities, as the Lab refined its approach to better address local needs and focus on a diversified approach to recruitment.
- **2023:** The program expanded significantly, reaching 319 individuals and 55 organizations across 3 communities, showcasing the scalability of its model.
- **2024:** SIL AB's reach grew exponentially, involving 598 individuals and 127 organizations across 5 communities: Athabasca, Brooks, Mayerthorpe, Fort McMurray and Spruce Grove. Collectively, these communities represent a population of approximately 131,500 people, amplifying the Lab's potential to drive systemic change.
- **2025,** SIL AB:



- Launched Athabasca Information Kiosk pilot (Dec 2025) with municipal co-investment to improve local access to services and information.
- Began the CLC3 research project (Feb 2025) with Athabasca University to develop a community-centered assessment tool that measures co-design effectiveness and capacity outcomes.
- Advanced community co-design across multiple sites (e.g., Athabasca, Mayerthorpe), emphasizing practical, low-cost pilots and local ownership.
- Strengthened regional collaboration (e.g., Growth Alberta Partnership / REDA) by co-designing governance structures and membership models that support clearer decision making and more coordinated regional economic development. Continued sector capacity building (design & facilitation skills, cross sector coordination) to reduce duplication, improve alignment and accelerate implementation.
- Maintained a focus on measurable outcomes and fiscal prudence - prototyping before major investment to de-risk community solutions

A shining example of SIL AB's impact is the Athabasca Design Lab, where community members co-designed the Community Coordinator and Kiosk Connector project, chosen as the community's flagship initiative. Over the last quarter, the kiosk prototype was tested, gathering valuable insights through community surveys that helped refine its design. Action committees, working in collaboration with SIL AB, continue to ensure that equal access to information and services remains central to their efforts while exploring additional applications for the kiosk to enhance its utility.

As one participant reflected:

"Working with SIL AB opened our eyes to the power of collaboration. We realized that by bringing diverse voices to the table, we could co-create solutions that were both innovative and practical."

By building local capacity, fostering trust and embracing human-centered design principles, SIL AB not only addresses immediate needs but also equips communities to sustain long-term social innovation. Each project reinforces the Lab's unwavering commitment to enhancing resilience, well-being and economic prosperity across Alberta.

## **UCEED INVESTMENTS**

Social enterprises are businesses that are solving social issues while also making a profit. They offer a sustainable solution to the social issues experienced in the Calgary community. The ecosystem of resources available to social enterprises in Calgary (Alberta) is not extensive and funding options for early-stage social enterprises are limited.

The UCEED Social Impact Fund was established by the University of Calgary with a donation from United Way of Calgary and Area and the Government of Alberta's Creative Partnerships department. The fund is managed by Innovate Calgary on behalf of the University of Calgary and UWCA, as well as providing funding, also sits on the Investment Advisory Group. The UCEED Social Impact Fund is an investment fund focused on accelerating early-stage social innovation, helping organizations in their initial phases to assemble teams, validate market demand and achieve critical milestones for business growth and sustainability.

In 2023, there were 16 recipients, in 2024, there were six recipients, and in 2025, there were seven recipients. The value of all grants in 2025 was \$975,000. Since inception, portfolio ventures have generated more than \$30-32M in revenue, raised \$49M in additional capital and created 139 jobs. There has been \$4.55M total fund capital allocated to date, with \$1.87M invested by UWCA. Impact outcome areas of invested capital include: Mental Health & Wellbeing (31%), Social Service Innovation



(22%), Educational Equity (14%), Social Safety (11%), Income Equity (8%), Food Security (8%), Housing Affordability (6%). Portfolio ventures reflect strong inclusion: 64% are women-founded and 29% are visible-minority-led.

## **INNOVATION LEARNING AND DEVELOPMENT PROGRAM**

With the evolution of the innovation delivery model at UWCA, the focus of the team now includes building the capacity of United Way team members to use innovation tools and resources in their day-to-day work. In fall 2024, UWCA launched a range of innovation-focused courses and meetups to team members to foster skill-building, creative collaboration and hands-on practice.

We launched our Innovation Learning and Development Program to equip our internal team with the skills necessary to foster innovation within the organization. This initiative aligns with United Way's core values and supports the development of an inclusive culture. By promoting more innovative and collaborative work methods, we enhance our ability to attract and retain top talent, improve work quality and productivity and reduce reliance on external consulting support.

In 2025, total of 123 participants (more than doubling participation over the prior year) engaged in 20 programs such as:

- Inspire, a self-directed online course on human-centered design.
- Design 101, a two-day training on sustainable, community-driven solutions.
- Fundamentals of Facilitation, a two-day workshop on collaboration techniques and group dynamics.
- Practice + Innovation Meetups, informal sessions to explore and apply innovative concepts and Facilitating Innovation, a course designed to enhance collaboration within the organization and community.
- The Art of Storytelling Workshop, an interactive workshop that teaches you how to craft compelling stories, tailor messages to your audience and build confidence through practical speaking and storytelling techniques.
- Facilitation Basics-Visual Storytelling: A beginner friendly session that teaches how simple visuals - words, images and symbols - can strengthen communication, boost engagement and bring clarity to meetings and workshops. Participants learn easy techniques to capture ideas visually and make facilitation more dynamic and collaborative.

Survey results from each learning option show that participants experienced notable gains in confidence, adaptability and overall preparedness. They consistently highlighted the practical tools, engaging activities and meaningful cross departmental collaboration as key strengths of their learning experience. Many described the courses as transformative and inspiring, noting that the environment felt safe, inclusive and highly engaging. Participants also valued the hands-on tools provided, emphasizing their immediate relevance and applicability to daily work. Together, these efforts are helping to strengthen a culture of innovation and teamwork across the organization.

## **INNOVATION ACCELERATOR**

The Innovation Accelerator, is a United Way capacity-building program that provides agencies with funding, structured learning and hands-on support to test early-stage ideas, strengthen innovation skills and collaborate with peers through a cohort-based, design-led approach.

Launched in 2024, the program began with 22 applicants, ultimately funding 11 agencies to test nine early-stage innovation projects - providing space, funding and shared learning opportunities that



agencies wouldn't otherwise have had. Key learnings showed that agencies highly valued the chance to test new ideas, strengthen staff capacity and collaborate with peers, prompting UWCA to redesign the model into a more structured, cohort-based approach.

In 2025, the Innovation Accelerator was launched, expanding into a full cohort program with funding, guided learning, facilitated workshops, peer collaboration and wraparound support - with the first 2025 cohort (6 agencies) selected from 27 applicants, including grassroots organizations. The cohort is collectively working to address challenges related to navigating complex systems, strengthening social connection and creating culturally relevant, community rooted supports. Many groups are developing peer-led or peer-informed models to ensure programs reflect lived experience, build trust and reduce barriers for people seeking help. Others are focusing on creating culturally grounded spaces for mentorship, storytelling and skill sharing to counter isolation and support identity, belonging and community resilience. Several organizations are refining their program strategies, clarifying impact or building sustainable business cases to ensure their work is future-ready and aligned with evolving community needs. Overall, the cohort is striving to improve community connection, cultural relevance, peer leadership, program clarity and long-term sustainability across their initiatives.

## **NATURAL SUPPORTS SIMULATION**

Following community feedback and aligned to Calgary city's mental wellness initiative, Natural Supports was developed as an online interactive experience ([www.naturalsupportssimulation.com](http://www.naturalsupportssimulation.com)). Natural Supports is aimed at enhancing adults' skills and confidence in supporting a child or youth in their care who may be experiencing mental wellness issues with the overall goal of improving community well-being.

- In 2025, the platform attracted 1,600 visitors—up from 400 in 2024. The simulation has been adopted by five United Ways.
- Seven stories, featuring 43 individuals from 25 organizations, were reviewed and consulted in its development. User feedback is collected via a survey at the end of the experience, and we track user activity through Google Analytics.
- The data shows that 99% of users increased their awareness of how to support a youth with a mental health concern, 95% became familiar with the eight supportive skills required for assisting youth and 100% felt empathy for the youth in their scenario.
- Additionally, 96% felt prepared to be a Natural Support for youth, and 98% improved their knowledge of available resources for mental health support.

Through ongoing feedback and learnings, we made several enhancements to the site: added images, audio and simplified the text to improve accessibility, personalized resources and skills development based on participants' scores, enabled users to leave and return to the simulation, developed two new youth-focused scenarios about gender identity/expression and social isolation, addressing two prevalent health concerns among youth—anxiety and sadness. These scenarios were chosen for their relevance to current media and world events. Users have praised the simulation for its hands-on approach, with feedback highlighting how it helps to guide difficult conversations with youth. Many valued the opportunity to practice patience and persistence while using effective language, which builds confidence and practical skills in supporting youth through challenging experiences.

## **PROJECT EMPATHY (VR EXPERIENCE)**

Sometimes it is a challenge for donors to relate to the issues in our community and the people who are served by a donation to UWCA. Project Empathy is an immersive VR experience that enables



participants to understand the challenges of living in poverty from the perspective of a 10-year-old boy.

In 2025, 12 individuals participated in three sessions. Feedback from participants through a survey noted, "This is a great experience, using VR, because it helps people understand what poverty is like for a 10-year-old and what they might experience or feel." The initial goal of the project was to collect verifiable data showing that a relatively modest investment in storytelling, like VR, can significantly increase donor empathy and lead to a measurable increase in donations.

## **RESPONSIBLE DISRUPTION PODCAST**

Responsible Disruption is a social innovation podcast that grew from a 2021 Zoom-based series into a full podcast by 2023, created to build thought leadership, expand The Social Impact Lab's visibility, connect cross sector changemakers and spark new ideas and approaches to innovation. Over its first two seasons, the show expanded significantly, reaching global listeners and more than 3,000 annual downloads - while featuring diverse guests exploring emerging trends and challenges in the innovation landscape. In 2025, the podcast concluded after three episodes with conversations focused on augmented intelligence in nonprofits and the evolving relevance of arts and culture.

## **STEPS TO SUPPORT (S2S) WEBSITE**

Through interviews with businesses and organizations of varying sizes and industries, a recurring sentiment from consultations stood out: "I see people struggling around me, but I don't know how to help, I'm afraid of making it worse, or I don't feel it's my place." The Steps to Support website ([Steps to Support | Mental Health Resource](#)) was developed to strengthen naturally supportive relationships by building readiness and confidence for mental health conversations. Steps to Support is an online interactive experience designed to help anyone feel more prepared to have meaningful conversations about mental health, whether at work or in other areas of life.

In 2025, 1,100 people used Steps to Support to help someone they know facing mental health challenges. This metric is used to understand the reach of the site. This allows us to understand the effectiveness of our site promotion activities. We use Google Analytics to track site activity, providing valuable insights into user behavior. This includes identifying the most visited pages, understanding the average time spent on the platform and mapping user navigation paths. These insights allow us to evaluate engagement, pinpoint opportunities for improvement and measure the overall impact of our program.



## **LEARNINGS AND CHANGES DUE TO LEARNINGS**

### **ALL IN FOR YOUTH (AIFY)**

The All In for Youth initiative has continuously evolved since its inception to support gaps in services and respond to the changing needs of students. For example, in 2023-2024 the initiative ran a one-year pilot in selected Catholic Junior High Schools, introducing Barrier Removal Funds for their use. AIFY recognized a growing need of middle-school aged students facing new barriers that is hindering their success in dedicating time and focused energy into their academics. This service was continued on in the 2024-2025 school year due to the great impact it had in its pilot year. Also in the 2024-2025 school year, AIFY was able to support the YMCA Tutoring Table to expand their curriculum beyond math, into high school science courses. The increase in tutoring subjects available was a response to demand in the community for tutoring in science subjects including biology, chemistry and physics. These curriculums will be tested for use in the 2025-2026 school year.

### **PLANET YOUTH**

Planet Youth Calgary successfully completed its first round of research in 2024-2025. Community coalitions, made up of parents, agency partners, and other community members, were able to use insights from the research data to develop actionable solutions for their communities. This process involved a series of structured action-oriented workshops, designed by Planet Youth Calgary and supported by Planet Youth Managers. Using shared planning tools, the coalitions prioritized needs based on research data insights, refined focus areas and developed practical approaches aligned with Planet Youth domains and protective factors. Each community coalition identified key priorities and strategies for actionable interventions and change they would like to see in their communities. Community insights are informing PYC investments and actions on the ground.

### **HEALTHY AGING ALBERTA (HAA)**

In 2025, HAA's evaluation approach reflects key learnings from earlier phases of the initiative. Initially, evaluation was more externally driven and focused on establishing foundational frameworks and accountability. Over time, HAA learned that for evaluation to be meaningful and actionable, it needed to be embedded within the work and shaped by those delivering it. This led to a shift toward building internal capacity and co-developing shared frameworks with partners, improving both consistency and relevance. HAA also recognized the need to better align evaluation with strategic priorities, simplify tools and strengthen the connection between activities, outcomes and sector-level impact. As a result, evaluation in 2025 is more integrated, outcome-focused and collaborative—serving not just as a reporting mechanism, but as a dynamic tool for continuous learning, adaptation and decision-making across the initiative.

### **ACTION TABLE CALGARY (ATC)**

Action Table Calgary completed its pilot year in 2024 and was able to implement changes in 2025 based on learnings from the pilot. During the pilot year, the intake process involved identifying the risk and protective factors, as well as any case considerations applicable to the case. Risk factors, protective factors and case considerations were selected from a pre-made list adopted from Toronto's FOCUS table. With one year of case data, the team was able to analyze which risk and protective factors, as well as which case considerations were relevant in the Calgary context. With this information, the three lists were revised to better align with Calgary-specific cases.



## **LIST OF FUNDED ORGANIZATIONS IN 2025**

1. A Synergy A Prosperity
2. Aboriginal Friendship Centre of Calgary
3. Accredited Supports to the Community
4. ActionDignity
5. Age Friendly Cold Lake Society
6. Alberta Fil-Can Community Leaders' Association (AFCLA G10+)
7. Alex, The
8. Alzheimer Society of Calgary
9. Antyx Community Arts Society
10. Anzac Family Community Support Society
11. Bashaw and District Support Services
12. Between Friends
13. BGC Foothills Clubs
14. Big Brothers Big Sisters of Calgary
15. Bow Valley College
16. Boys & Girls Clubs Big Brothers Big Sisters of Edmonton & Area Society (BGCBigS)
17. Bridge to Oasis Foundation (BTO) Foundation
18. Bright Lights for Africa Foundation
19. Buds in Bloom
20. Burns Memorial Fund
21. Calgary Bridge Foundation For Youth, The
22. Calgary Catholic Immigration Society (CCIS)
23. Calgary Catholic School District
24. Calgary Chinese Elderly Citizens' Association
25. Calgary Communities Against Sexual Abuse
26. Calgary Counselling Centre
27. Calgary Drop-In Centre (the DI)
28. Calgary Immigrant Women's Association
29. Calgary John Howard Society
30. Calgary Legal Guidance
31. Calgary Meals on Wheels
32. Calgary Seniors' Resource Society
33. Camrose and District FCSS Association
34. Canadian Mental Health Association - Calgary Region
35. Carya
36. Centre For Newcomers
37. Centre for Sexuality
38. Cerebral Palsy Alberta
39. Chestermere Women's Crisis Society
40. Children's Cottage Society of Calgary
41. Christ the Redeemer Catholic Schools
42. Circle of Wisdom
43. City of Calgary
44. City of Chestermere
45. Closer to Home Community Services Society
46. Cochrane Immigrant Services Committee
47. Cochrane Public Library



48. Cochrane Society for Housing Options (CSHO)
49. Cochrane Women's Emergency Shelter Society [Big Hill Haven]
50. Connections for Families Society
51. CUPS
52. Discovery House Family Violence Prevention Society
53. Distress Centre Calgary
54. Dr. Morris Gibson (DMG) Fundraising Committee
55. Drumheller FCSS - Town of Drumheller
56. Edmonton Seniors Coordinating Council
57. Education Matters
58. Elders Knowledge Circle Society
59. Elizabeth Fry Society of Calgary, The
60. End of the Rainbow Foundation
61. Fairytales Presentation Society
62. Families Matter Society of Calgary
63. FearIsNotLove
64. FirstStep Together Society
65. Flagstaff's informed Response Sharing Team Society
66. Foothills Advocacy in Motion
67. Foothills School Division
68. Foothills School Division/Foothills Community Coalition
69. Fort Macleod FCSS - Town of Fort Macleod
70. Gems for Gems
71. Golden Circle Senior Resource Society
72. Grande Prairie and Area Council on Aging
73. Grasslands Regional FCSS
74. Growing Families Society
75. Hands Lifting Hearts Initiatives Society
76. Helping Hands Society of Cochrane & Area
77. High River Food for Thought Ltd.
78. High River Performing Arts Society
79. High River Schools: No Student Goes Hungry Program
80. HomeFront Society for the Prevention of Domestic Violence
81. Hull Services
82. Immigrant Services Calgary
83. Inclusion Foothills Association
84. Indian Society of Calgary
85. Jewish Family Service Calgary
86. Kerby Centre
87. Kindred
88. Lacombe and District Family and Community Support Services
89. Lamont FCSS - County of Lamont
90. Lethbridge Senior Citizens Organization
91. McMan Youth, Family and Community Services Association
92. Miskanawah
93. Momentum
94. Municipality of Jasper
95. Muslim Families Network Society
96. NE Centre of Community Society (formerly Genesis Centre)



97. North Rocky View Community Links
98. Npower
99. NSTEP ( Students Teachers Exercising with Parents)
100. Ogden House Seniors
101. Okotoks Family Resource Centre
102. Okotoks Public Library
103. Pivot: Empowerment, Education and Recovery Society of Alberta
104. Ponoka Family and Community Support Services Association
105. Project H.O.P.E.
106. Prospect Human Services Society
107. Rainbow Literacy & Learning Society
108. Rise Calgary
109. Rocky Mountain House and District West Country Family Service Association
110. Rowan House Society
111. Sagesse
112. Salvation Army, The
113. Seniors for Kids Society
114. Solace Grief Support Society
115. Southern Alberta Institute of Technology
116. St. Albert Community Village and Food Bank
117. Strathmore Family & Community Support Services - Roots of Empathy
118. Struggle is Your Success (SIYS)
119. Sundre Seniors SPRUCE Society
120. Technology Helps Foundation
121. The Immigrant Education Society
122. Town of Athabasca
123. Town of Beaverlodge
124. Town of Bonnyville
125. Town of Claresholm
126. Town of Cochrane
127. Town of Fox Creek - Fox Creek Community Resource Centre
128. Town of High River
129. Town of Hinton, Hinton Family Community and Support Services
130. Town of Okotoks
131. Town of Olds
132. Town of Oyen, Oyen FCSS
133. Town of Strathmore
134. Town of Sylvan Lake
135. Town of Vulcan
136. Town of Westlock
137. Town of Whitecourt
138. Trellis Society for Community Impact
139. True North Society
140. University of Calgary
141. Urban Society for Aboriginal Youth (USAY)
142. uTurn Project Inc.
143. Vibrant Communities Calgary
144. Vulcan County Health and Wellness Foundation
145. Wazin Ichinabi Ti House of Oneness Society



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146. Westend Senior Activity Centre
147. Wild Rose Community Connections
148. Women In Need Society (WINS)
149. Women's Centre of Calgary
150. Wood's Homes
151. Workers' Resource Centre
152. YMCA Calgary
153. Youth Employment Centre at City of Calgary
154. YW Calgary

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