

2024 **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 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 2024, 31 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. The Community Impact 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; and
- designing and implementing large-scale initiatives that build for the future and deepen community impact.

Find out how the Community Impact Framework guides the investments of United Way of Calgary and Area, and how it reflects United Way's learnings and understandings of emerging trends and non-profit sector needs, and our commitment to create lasting change for people through 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 also often seek to affect change at a system-level (i.e., beyond individual/family intervention levels).

Donor Choice: Donors to United Way Calgary and Area 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 2024, 753 organizations received \$4.2M in donations through Donor Choice.

Focus Areas: Through consultation and analysis, we're able to identify where Calgarians need support and where our investments will show results. The four focus areas (mental health, socioeconomic well-being, healthy relationships, and social inclusion) each concentrate on specific needs, are interrelated outcomes and aspects of each person's quality of living and connect with the programs and initiatives we fund and lead in partnership with local experts. The desired population level outcomes for each focus 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.

Intervention Types: United Way of Calgary and Area uses the following categories to define the kinds of interventions we invest in across focus 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.

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 1 unique individual (e.g. 1 participant attends 30 counselling sessions). Contacts is also a measure reported in annual and 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.

Programmatic Investments: Funding at an organization 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 Signature Initiatives in 2024 include the All in For Youth Initiative, the Community Hubs Initiative, Planet Youth, and Healthy Aging Alberta.

Social Innovation: Social 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 innovation 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 Social Impact Lab Alberta.

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 funding and innovation funding. The projects usually arise in direct partnership with a funder or donor. In 2024, Action Table Calgary celebrated a successful pilot year as a special project.

OVERVIEW OF PROGRAMS

At UWCA we fund and manage four different 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 UW focus areas (mental health, healthy relationships, socioeconomic well-being, 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 Social Impact Lab Alberta. Generally, activities involve designing and testing 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/service design and improvements) can be supported through the inclusion of 'Innovation Riders' in programmatic and collaborative contracts.

SIGNATURE INITIATIVES AND SPECIAL PROJECTS

For our four Signature Initiatives UWCA 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 or place-based initiatives that 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

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 complete high school (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 - like academic challenges, mental health issues, and a lack of positive supports - and 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 and complete school on time and successfully transition to 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, removes financial and social barriers to high school completion, and introduces students to varied paths of learning and success post-grade 12.

COMMUNITY HUBS INITIATIVE

The [Community Hubs Initiative](#) is the result of a partnership between United Way Calgary and Area 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 hubs forge these vitally important social connections.

HEALTHY AGING ALBERTA

[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.

In 2024, HAA expanded its impact, strengthened leadership, and elevated national conversations surrounding seniors' services. Its Community Leadership Council grew to better reflect diverse communities, while its national influence was reinforced by Provincial Director Karen McDonald's appointment as Co-Chair of the National Community Based Senior Services (CBSS) Leadership Council, shaping sector-wide progress. 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 Seniors, Community and Social Services in partnership with the Ministry of Health, and Waltons Trust.

PLANET YOUTH

[Planet Youth](#) is a community-focused youth initiative led by the United Way of Calgary and Area. Together with local partners and research-backed data, United Way Calgary and Area 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 utilizes 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 needs of youth 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.

ACTION TABLE CALGARY

[Action Table Calgary](#) (ATC) is a collaborative initiative designed to provide coordinated interventions for Calgarians facing complex situations involving 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. ATC completed a one-year pilot in 2024.

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 under 18 (Statistics Canada, 2022). The unemployment rate in Calgary in October 2024 was 7.4%, meaning approximately 80,600 people are unemployed (City of Calgary, 2024). Lack of a livable income and employment can impact many aspects of a person's life. 38% of Calgarians report they are making sacrifices to pay their mortgage and 78% of renters report making sacrifices to pay their rent (Calgary Foundation, 2024). 21% of Calgarians are accessing community-based food services (Calgary Foundation, 2024). These results suggest that many Calgarians are not able to afford their basic needs, which can heavily impact their overall well-being.

MENTAL HEALTH

In 2023, there were over 239,000 emergency visits in Alberta for mental health related conditions or disorders (Government of Alberta, 2025). In Calgary, 56% of people rate their mental health as good or excellent; this suggests that approximately 616,000 people in the city do not feel that their mental health is thriving (Calgary Foundation, 2024). The need for mental health supports in the city are clear, however 29% of Calgarians don't have timely access to mental health services and supports (Calgary Foundation, 2024).

Mental health can impact and be impacted by other factors occurring in a person's life. 54% of Calgarians reporting poor or below average mental health also reported being always or often stressed about housing (Calgary Foundation, 2024). This demonstrates the need to support individuals in a multifaceted way to address the multiple issues they may be facing.

HEALTHY RELATIONSHIPS

Healthy relationships are important aspects of Calgarians' lives. In the 2024 [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). Healthy relationships are also linked to other aspects of well-being. 51% of Calgarians with poor or below average mental health report being always or often lonely (Calgary Foundation, 2024).

When relationships become unhealthy, they may lead to situations of crisis. 59% (826,000) of Calgarians are concerned about rates of domestic violence (Calgary Foundation, 2024). 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

76% of Calgarians have a strong or moderate sense of belonging to their community (Calgary Foundation, 2024). This suggests that approximately 336,000 Calgarians have a low sense of belonging to their community. Racialized groups are an important population to understand in relation to social isolation due to the systemic barriers to social inclusion that they experience in our society. 87% of members of racialized groups in Calgary have reported experiencing discrimination based on religion, ethnicity, skin colour, language, accent, gender, or sexual orientation (Calgary Foundation, 2024). Additionally, 60% of members of racialized groups think racism is growing in Calgary (Calgary Foundation, 2024). These indicate that a lack of social inclusion, especially for 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, 2029; Stewart et al. 2009). By supporting inclusivity and building of 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 (i.e. percentage) to the total number of Calgarians in the surveyed demographic group. 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 of Calgary and Area initiated an Innovation Strategy in 2018 as a driver for social change. The Social Impact Lab (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 5 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) & 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, as well as 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 5-year Innovation Strategy, grounded in the 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 that we do.

SIGNATURE INITIATIVES AND SPECIAL PROJECTS

ALL IN FOR YOUTH

14% of Calgary students are not completing high school in a 3-year window and 11% are not completing high school in a 5-year window as of the 2020-21 school year (Government of Alberta, 2023). 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/>.

COMMUNITY HUBS INITIATIVE

Approximately 336,000 Calgarians have a low sense of belonging to their community (Calgary Foundation, 2024). Calgarians have also been volunteering less and less over the last five years, with 49% reporting they volunteered their time in 2024 (Calgary Foundation, 2024). 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 support the strengthening of neighbourhoods 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/>.

HEALTHY AGING ALBERTA

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.

PLANET YOUTH

In 2023 there were 53,000 emergency department visits for mental health related issues in Albertan children and youth ages 0-24 (Government of Alberta, 2025). In Calgary, 40% of students rate their mental health as poor or below average (Calgary Foundation, 2024). 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/>.

ACTION TABLE CALGARY

The Calgary Police Service responds to many calls to situations that are complex and would benefit from multi-sectoral interventions. For example, police responded to 5,218 mental health concern calls in 2024 (Calgary Police Service, 2025). Many of these 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 1 unique individual (e.g. 1 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 2022-2024** for the most recent results.

Focus Areas: Through consultation and analysis, we're able to identify where Calgarians need support and where our investments will show results. The four focus areas (mental health, socioeconomic well-being, healthy relationships, and social inclusion) each concentrate on specific needs, are interrelated outcomes and aspects of each person's quality of living and connect with the programs and initiatives we fund and lead in partnership with local experts. The desired population level outcomes for each focus 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 focus area are included in relevant tables in this document.

Intervention Types: United Way of Calgary and Area uses the following categories to code the reach of programs we invest in across focus 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 analyzed 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).

Organizations that are funded by UWCA collect and report on measures that are most relevant to the programs and services we're supporting. Organizations have project-specific outcomes and indicators, as well as their own evaluation frameworks. Each indicator is coded to one of UWCA's focus areas (socioeconomic well-being, social inclusion, healthy relationships, and mental health) 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 accessing the funded programs.
- **Impact** – the number of people that experience a positive change because of their participation in programs.
- **Effectiveness** – the percentage of the people reached that experience a positive impact.

COLLABORATIVE OUTPUTS AND OUTCOMES

Annual reports are submitted to UWCA 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 2024 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:

- **Funded Collaboratives:** the number of collaboratives funded by UWCA 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 UWCA.

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 2022-2024**). 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 refers 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 2022-2024** 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 Community Hubs and Planet Youth correspond with the calendar year (i.e. January 1-December 31). Data reported for All In for Youth pertain to the school year (i.e. September 1 to June 31 of the following year). 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 is coded to one or more of UWCA’s focus areas (socioeconomic well-being, social inclusion, healthy relationships, and mental health) to support aggregation of results.

ALL IN FOR YOUTH

Data collection for outputs and outcomes 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 that indicated 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 focus areas and included in our overall outputs, outputs by focus area, outcomes overall and outcomes by focus area.

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>.

COMMUNITY HUBS INITIATIVE

Data collection for outputs in the Community Hubs initiative involves documentation of activities and programs undertaken at the 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 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.
- Number of activities with collaborations: This represents the number of activities or programs that were completed in collaboration with at least one other organization or resident leader.

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 that 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 residents 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 ability to 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 focus area and included in our overall outputs, outputs by focus area, outcomes overall and outcomes by focus area.

HEALTHY AGING ALBERTA

Healthy Aging Alberta's (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 [2023-2024 Annual Report](#).

- a) 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 like 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.
- b) HAA hosted the third set of [Regional Gatherings](#) in spring 2024. 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 and virtual) 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 gained connections that will support their work in enhancing older Albertans' lives: This represents the number of attendees across all the regional gatherings that gained connections that will support their work in enhancing older Albertans' lives
- c) HAA has three service delivery models including Home and 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: Total number of CBSS organizations in Alberta that are receiving funding via the Home and Community Supports, Social Prescribing, and/or Assisted Transportation service delivery models.

- Number of communities: Total number of communities being served by the funded CBSS organizations via the Home and Community Supports, Social Prescribing, and/or Assisted Transportation service delivery models.
- Total older adults served: Total number of older adults that have been served via Home and 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.

- d) In 2024, HAA completed its third developmental evaluation of the initiative using two primary data sources:
- Reflective Interviews: 19 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 310 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 as a result of 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 Healthy Aging Alberta 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 Healthy Aging Alberta is responsive to the needs of the CBSS sector and the older adults they serve.

Outcomes for Healthy Aging Alberta have not been aggregated in this annual report 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.

Please see the most recent Healthy Aging Alberta report here: [Healthy Aging Alberta: 2023-2024 Annual Report by United... - Flipsnack](#)

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:

- Attendees - Youth: This number represents the number of 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.



- Attendees – Non-Youth: This number represents the number of non-youth who attended a Planet Youth activity or program. This includes both adults and young children. If one person attends more than one activity or program they may be counted in each attendance.
- 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 mental health focus area and included in our overall outputs, outputs by focus area, outcomes overall and outcomes by focus area.

ACTION TABLE CALGARY

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 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 focus 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-centred way.



ALLOCATION OF RESOURCES BY PROGRAM

FUNDING BY PROGRAM TYPE, 2022-2024

Program Type	2022		2023		2024	
	Investment (\$000)	Organizations (#)	Investment (\$000)	Organizations (#)	Investment (\$000)	Organizations (#)
Programmatic Investment	\$16,253	85	\$21,112	72	\$13,689	76
Collaborative Investment	\$10,362	46	\$9,181	45	\$10,367	57
Innovation	\$2,341	2	\$2,848	4	\$2,187	4
Signature Initiatives & Special Projects	\$6,867	21	\$13,433	48	\$16,602	83
Donor Choice	\$8,114	-	\$4,364	-	\$4,217	-
Total	\$43,937	122	\$50,938	134	\$47,062	173

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 FOCUS AREA, 2022-2024

Focus Area	2022		2023		2024	
	Investment (\$000)	Organizations (#)	Investment (\$000)	Organizations (#)	Investment (\$000)	Organizations (#)
Socio-Economic Well-Being	\$9,334	46	\$8,889	57	\$9,813	81
Mental Health	\$6,291	33	\$7,620	45	\$11,245	101
Healthy Relationships	\$8,423	49	\$9,576	82	\$9,396	130
Social Inclusion	\$9,235	45	\$11,486	78	\$12,390	119
Total	\$33,283	73	\$37,571	103	\$42,845	143

Organizations receive funding for programs and initiatives that may address more than one focus area, therefore the total number of organizations does not equal the sum of organizations funded in each focus area. The organization count also does not include individual organizations supported through the Area Community Partnerships but does include the municipalities that distributed funds locally. The above breakdown does not include investments that are not focus area specific. Investments that are not focus area specific in 2022-23 included: Innovation, Community Services Response Fund (\$6.3M; included in 2023 programmatic funding only) and Donor Choice. In 2024, Innovation investments were coded to the focus areas so they may be included in this breakdown. Donor Choice in 2024 (\$4.2M) 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, 2022-2024

Output	2022	2023	2024
People Served	167,301	223,242	242,288
Contacts	485,877	589,715	536,960
Programs Supported	143	140	146
Funded Collaboratives	17	16	15
Collaborative Member Organizations	295	218	268
Funded Organizations	122	134	173
Community Service Recovery Fund Organizations	N/A	67	67
Volunteers*	14,278	15,134	16,926
Volunteer Hours*	419,185	446,957	433,865

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

OUTPUTS BY FOCUS AREA, 2022-2024

Focus Area	People Served			Programs and Collaboratives (#)			Volunteers (#/hours)		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Socio-Economic Well-Being	91,532	112,428	120,073	90	84	87	4,276/ 153,451	5,196/ 197,854	6,690/ 186,266
Mental Health	81,604	92,771	131,737	84	90	90	6,998/ 362,252	7,634/ 381,547	9,606/ 384,932
Healthy Relationships	65,206	84,784	114,796	74	84	81	3,213/ 109,774	4,687/ 165,048	6,083/ 151,068
Social Inclusion	133,270	167,429	188,383	113	115	116	7,831/ 342,759	7,968/ 355,384	9,786/ 357,896
Total	167,301	223,242	242,288	160	156	161	9,064/ 408,113	9,313/ 433,342	10,852/ 419,687

Organizations receive funding for programs that may address more than one focus area, therefore the total number of unique individuals served, programs, collaboratives, volunteers, and volunteer hours does not equal the sum by focus area. The reach of Donor Choice investments is not included in this breakdown. In 2022 and 2023, the reach of Innovation investments was not included but has been included in 2024. Volunteers/hours include those reported by funded organizations but do not include UW volunteer engagement activities.



UNITED WAY VOLUNTEER ENGAGEMENT ACTIVITIES 2024

Volunteer Engagement Activities	Volunteers	Volunteer Hours
Community Engagement	5,978	11,655
GAIN Team	44	1,200
Women United	9	275
Gen Next	10	302
Major Donor Cabinet	15	341
Campaign Cabinet - Including Co-Chairs	8	234
Leaders Cabinet	7	160
Tomorrow Fund	3	11
Total	6,074	14,178

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

SOCIAL IMPACT LAB OUTPUTS 2022-2024

Social Impact Lab Initiative	Beneficiary Type	# of Beneficiaries			# Projects/Programs		
		2022	2023	2024	2022	2023	2024
Disrupt-ATHON	Individuals	150	n/a	n/a	1	n/a	n/a
	Organizations	1	n/a	n/a			
Inspire	Individuals	41	72	139	1	2	2
	Communities	1	2	1			
	Organizations	23	15	17			
Natural Supports	Individuals	2,000	1,100	1,200	1	1	1
Open Market	Individuals	1,228	2,121	3,549	6	34	11
	Communities	2	1	1			
Project Empathy	Individuals	22	31	25	2	14	5
Responsible Disruption*	Individuals	726	1,700	2,000	1	21	23
Social Impact Lab Alberta	Individuals	56	319	598	2	3	5
	Communities	2	3	8			
	Organizations	13	55	127			
Steps to Support (S2S)	Individuals	2,900	812	1600	1	1	1
UCEED Grants	Organizations	7	16	6	7	16	6
Total	Individuals	7,123	6,155	9,111	22	92	54
	Communities	5	6	10			
	Organizations	37	77	160			

*In 2021 and 2022, Responsible Disruption was a Zoomcast, attracting a total of 3,282 listeners. In 2023 and 2024, it transitioned to a podcast format, with 1,700 downloads in 2023 and 2,000 downloads in 2024.



ALL IN FOR YOUTH (AIFY) OUTPUTS 2022-2024

Output	Year			
	21/22		22/23	23/24
Beneficiaries	Positive adult youth connections	4,522	6,933	10,154
	Number of community organization partners	6	6	6
	Number of School Partners	25	30	47
Number of Programs	10		10	10
Number of Volunteers	529		160	202

COMMUNITY HUBS INITIATIVE OUTPUTS, 2022-2024

Output		Year		
		2022	2023	2024
Beneficiaries	Number of Participants	43,158	60,924	65,837
	Number of Sites	5	5	5
Number of Activities		592	918	1,249

HEALTHY AGING ALBERTA OUTPUTS 2022-2024

Output		2022	2023	2024
Healthy Aging CORE Alberta	Number of members	1,526	1,897	2,250
Regional Gatherings	Number of gatherings	6	8	12
	Number of attendees	299	269	433
Service Delivery Models [Transportation, Community & Home Supports, Social Prescribing]	Number of funded community organizations	9	32	54
	Number of communities	9	76	119
	Total older adults served	12,667*		

*Note: This is the total number of older adults served since October 2022, for the three Service Delivery Models. Please note that the reporting periods for this data varies depending on each of the service delivery models.

PLANET YOUTH OUTPUTS 2024

Output		2024
Beneficiaries	Attendees - Youth	3,964
	Attendees - Non-Youth	3,580
Community Coalition Meetings (across 4 coalitions)		48
Events Program and Outreach		222

*Community work for the Planet Youth initiative began in 2024. For this reason, 2024 is the first and only current year of data available.

ACTION TABLE CALGARY OUTPUTS 2024 (PILOT YEAR)

Output	2024
Number of member organizations	51
Number of cases presented at ATC	108
Number of cases identified as AER	92
Number of cases closed	89

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 (focus 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 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 2024 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 mental health, healthy relationships, socio-economic well-being, or social inclusion due to the intervention. **Effectiveness** refers to the percentage of those sampled 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 focus area and intervention type, therefore the total reach and impact of interventions may not equal the overall reach and impact.

OUTCOMES OVERALL

Outcomes	Year	Intervention Type				Overall
		Downstream	Midstream		Upstream	
		Crisis Response	Mitigation	Prevention	Social Development	
Reach	2022	16,614	27,729	11,163	1,529	36,839
	2023	15,227	28,307	12,423	2,030	37,675
	2024	11,050	27,087	21,990	4,287	55,196
Impact	2022	16,307	24,995	9,494	1,244	33,332
	2023	14,940	25,587	10,791	1,803	34,402
	2024	10,889	23,943	19,088	3,598	49,486
Effectiveness	2022	98%	90%	85%	82%	91%
	2023	98%	90%	87%	89%	91%
	2024	99%	88%	87%	84%	90%

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



OUTCOMES BY FOCUS AREA - SOCIOECONOMIC WELL-BEING

Outcomes	Year	Intervention Type				Overall
		Downstream	Midstream		Upstream	
		Crisis Response	Mitigation	Prevention	Social Development	
Reach	2022	-	1,652	1,556	91	3,299
	2023	127	1,978	1,568	-	3,673
	2024	-	3,087	2,820	-	4,989
Impact	2022	-	1,331	1,357	72	2,760
	2023	127	1,630	1,394	-	3,151
	2024	-	2,584	2,391	-	4,167
Effectiveness	2022	-	81%	87%	79%	84%
	2023	100%	82%	89%	-	86%
	2024	-	84%	85%	-	84%

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

OUTCOMES BY FOCUS AREA - MENTAL HEALTH

Outcomes	Year	Intervention Type				Overall
		Downstream	Midstream		Upstream	
		Crisis Response	Mitigation	Prevention	Social Development	
Reach	2022	15,683	6,951	2,715	91	23,456
	2023	13,547	8,030	3,249	-	21,374
	2024	10,335	8,254	3,996	174	21,323
Impact	2022	15,485	5,919	2,333	49	22,058
	2023	13,438	7,124	2,799	-	20,367
	2024	10,250	7,003	3,496	164	19,746
Effectiveness	2022	99%	85%	86%	54%	94%
	2023	99%	89%	86%	-	95%
	2024	99%	85%	87%	94%	93%

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

OUTCOMES BY FOCUS AREA - HEALTHY RELATIONSHIPS

Outcomes	Year	Intervention Type				Overall
		Downstream	Midstream		Upstream	
		Crisis Response	Mitigation	Prevention	Social Development	
Reach	2022	977	3,927	2,564	253	7,611
	2023	1,553	3,966	4,003	1,261	9,759
	2024	715	3,983	6,488	1,575	12,115
Impact	2022	866	3,271	2,146	164	6,343
	2023	1,375	3,207	3,558	1,180	8,350
	2024	639	3,186	5,785	1,218	10,252
Effectiveness	2022	89%	83%	84%	65%	83%
	2023	89%	81%	89%	94%	86%
	2024	89%	80%	89%	77%	85%

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



OUTCOMES BY FOCUS AREA - SOCIAL INCLUSION

Outcomes	Year	Intervention Type				Overall
		Downstream	Midstream		Upstream	
		Crisis Response	Mitigation	Prevention	Social Development	
Reach	2022	-	15,497	4,691	1,205	21,171
	2023	-	15,390	5,168	1,481	21,097
	2024	-	11,763	8,686	2,538	16,769
Impact	2022	-	14,756	4,002	1,059	19,606
	2023	-	14,488	4,356	1,293	19,408
	2024	-	11,170	7,416	2,216	15,321
Effectiveness	2022	-	95%	85%	88%	93%
	2023	-	94%	84%	87%	91%
	2024	-	95%	85%	87%	91%

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

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. A few highlights from their activities in 2024 include:

- The backbone organization for the AAN, Cerebral Palsy become an Enough for All Champion and became an organization partner in the Centre for Newcomers' WRAPCAP (Wraparound and Capacity Building) Program. Formalizing new partnerships has broadened access to allies and stakeholders who are not directly involved in disability but have a shared vision.
- AAN's 75 member organizations met to identify issues, share ideas/knowledge and network. Meetings included spotlight presentations and discussions.
- AAN broadened engagement and communications within the sector, with sector partners and with the community in the following areas:
 - Poverty Reduction: Policy advocacy relating to the Canada Disability Benefit at the provincial and federal levels.
 - Human Rights: Members were encouraged to advocate with their local MLAs regarding the recommendations of the Office of the Child & Youth Advocate's report on Young People with Disabilities in the Child Intervention and Youth Justice System. Members also reviewed and discussed the Alberta Ombudsmen's scathing review of the Persons with Developmental Disabilities Program.
 - Newcomers with Disabilities: Members discussed the challenges facing new immigrants with disabilities.
 - Accessible and Affordable Transportation: The AAN supported the CNIB national campaign on education regarding snow removal and advocate with the cities of Calgary and Edmonton against provincial funding cuts to the Low-Income Transit Pass Program.
 - Inclusive Recreation: AAN led a letter campaign against federal funding cuts for temporary employment for summer camp programs.
 - Consultations: AAN consulted with the City of Calgary on expansion of the Fair Entry Program, with Pedesting on their App for accessible pathways in YYC, with the Premier's Council on accessibility legislation and with Every Canadian Counts on the National Disability Insurance Program.
- AAN increased resource and knowledge sharing in the sector through presentations, events, the Barrier Free Alberta and AAN websites and social media as well as the Life Without Limits Podcast.
- Based on learnings from the past year, AAN is working on a new campaign: "Accessibility Legislation...it is more than you think." that will focus on:
 - Creating more clear and concise education and promotion materials
 - Building relationships with the business community who will benefit from accessibility legislation
 - Continuing to communicate with our supporters and provide clear action for them to participate
 - Seeking other allies in the community including government and media

Quote from an AAN member:

"I wanted to share how inspired and optimistic I am with what I am seeing from yourself and all of the services, agencies, advocates etc. joining AAN. This is groundbreaking! I truly mean this. To see all of us coming together, to see explanations about what a Safe Space looks like. The land acknowledgements. The information sharing. The coming to meet and build trust and community within all of the disability community is so empowering to witness!

I am encouraging others to join, to see be a part of the big shift I am witnessing here! Keep up this very important work! We cannot know the outcome, only that through relationship building, the building of trust and sharing, comes capacity and hope for change! I am very grateful to all who come to these meetings and the work that goes into organizing the same."

ASPIRE CALGARY

Momentum was appointed as the Aspire backbone organization in 2018. In this role, Momentum builds partners' capacity, organizes the collaborative, aligns partners activities, develops strategy, builds community, brokers funding, monitors reporting and impact, and supports communications. Aspire is committed to supporting low income Calgarians to reduce debt, increase savings, and build assets.

Aspire builds community partners' capacity in four pillars of financial empowerment work: financial coaching, education savings, matched savings programs, and free tax-filing and benefits navigation support. Aspire uses a collective impact model: it builds strong, trusting relationships with community organizations to address complex social and economic problems like poverty. Momentum and Rise Calgary train organizations to deliver financial empowerment services to a diverse array of Calgarians who live on lower incomes, including but not limited to racialized people and newcomers, women, seniors, people living with cognitive challenges, young adults, racialized and 2SLGBTQIA+ communities, and Indigenous Peoples. Each Aspire community partner receives funding for the financial empowerment work they deliver to the community, and they receive ongoing learning opportunities to explore best practices and cultivate community connections in well-attended Communities of Practice. Since its inception, Aspire has financially empowered over 50,000 low-income Calgarians through the various program pillars. For example, participants in access to benefits programs have accessed over \$15 million in tax filing returns. Aspire has played a crucial role in positively shaping the landscape of poverty in Calgary and supporting diverse communities to develop a robust social and economic livelihood. All are designed to reduce poverty in our city.

In 2024 Aspire launched a 3-Year Strategic Direction, providing a roadmap of Aspire's top strategic priorities which it will strive to pursue by year end 2027. Developed in collaboration with Aspire partners and key stakeholders, the three over-arching goals are growing the Aspire collaborative by 10% per year, strengthening the connections between Aspire community partners, and advancing systems and financial empowerment related public policy. Forming an Aspire Strategic Advisory Committee is one of the sub-goals of the growing Aspire pillar. Key Aspire stakeholders including Vibrant Communities Calgary and United Way highlighted how important it was for the Aspire Collaborative to nurture and support community-based governance. The Strategic Advisory Committee will enhance the governance of the Aspire Collaborative and has three primary goals: advance responsible stewardship, drive effective performance, and ensure ethical behavior. The first Aspire Strategic Advisory Committee meeting commenced in February 2025.

Also in 2024, Aspire digitized, modernized and streamlined the methods by which it collects tax data from 14 Aspire community partners. Now Aspire tax clinic data is collected instantly and digitally

allowing Aspire to know its full impact when it needs to know it. The new digital process and platform created efficiencies across the collaborative, saving Aspire partners' hundreds of hours in time spent reporting. It also enhanced the accuracy of community partners' tax filing efforts which empower low-income Calgarians to access millions of dollars in tax returns every year. Beyond improving service delivery, this secure, digital platform enables Aspire to gain insights into the demographic information of 13,000 low-income tax filers it empowers every year. This data highlights who Aspire is and is not serving and might serve to inform future program or policy development in the future.

In 2024 there were:

- 347 participants in a matched savings program who increased their assets, providing an opportunity for financial stability. In total, participants increased their assets by \$322,933 or an average of \$930 each.
- 1,462 people participated in financial coaching.
- 13,203 tax returns filed through 3,883 Aspire tax clinics generating over \$5.6 million in refunds.
- 677 RESPs were opened by low income Calgarians.

BASIC NEEDS FUND

The Basic Needs Fund (BNF) helps Calgarians stabilize their economic situation and prevent new crises by assisting with immediate financial assistance for housing and utilities. The BNF program is crucial to Calgary's social service system offering emergency financial assistance support to low-income Calgarians experiencing a financial crisis or life event. This program keeps families housed, allows people to escape violence, escape homelessness, ensures everyone has heat and electricity, and ensures kids can participate fully in school. The Basic Needs Fund continues to serve Calgarians facing emergency financial crises or shocks. In 2024, the fund has reached 790 Calgarians supporting utility, rental arrears, unexpected childcare expenses, technology, prescriptions, food, and housing needs. Our next collaborative steps are to move toward strengthened interagency referral processes and a case consult process. As a result of this, we expect to have stronger aggregate data on client profiles, outcomes, and experiences with a focus on fewer repeat clients. The BNF continues to support our individual clients to avoid an imminent crisis as the collaborative moves its goals forward. In 2024, at CUPS, Rise Calgary and The Distress Centre, we connected with 16,222 Calgarians seeking financial help.

A key success in early 2024 was quickly and effectively receiving an additional pool of resources from the City of Calgary and United Way Calgary and Area to provide additional funds to Calgarians for First and/or Last Month's Rent. Facing a severe housing crisis, our Collective accepted the additional pool of funding, determined what resources were needed to be in place for effective delivery and delivered the outcomes outlined by the First and Last Month's Rent initiative. We achieved consensus and mobilized quickly leveraging the additional funds for distribution thanks to our common framework and regular communication as a collaborative.

This success resulted in further investments made to the Basic Needs Fund by the City of Calgary and United Way Calgary and Area to fight the consistently rising cost of living realities within our city. Through the launch of the Affordability Fund, and thanks to the advocacy of United Way Calgary and Area, the Basic Needs Fund accepted new investments into the delivery of the program and the distribution of emergency relief funding for Calgarians.

In 2024:

- 1,004 people applied to the Basic Needs Fund and Affordability Fund.
- 790 people received a total of \$842,426 dollars from both funds.

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 2024, CDLI received funding through City of Calgary for the Building Connected Communities Project Implementation call for proposals. As of October 2024, CDLI has hired a Building Connected Communities Project Team which works alongside the CDLI Network core staff.

CDLI is built to be consistently identifying needs and addressing them through each of the core strategies. As needs are identified in one area of our work we are discussing if they are coming up in others, asking what resources might exist that can address them and if there is a way that CDLI can facilitate idea generation to move the conversation forward if we aren't seeing any other way to address it. The impacts of working in this way are:

- Connecting community minded people in a supportive environment to build relationships, learn and inspire new ways to take action.
- Tangible action such as co-design of workshops and events and collaborative creation of tools and resources when it is determined none exist that meet the specific need. Once tools or resources are created, they are shared on our website (or more broadly depending on capacity and opportunity) freely for others to use.

CDLI operates as a network which includes opportunities open for all members to collaborate and contribute to the work in each of our core strategies. CDLI core staff are integral to coordinating, creating safe and engaging spaces, keeping projects moving and outreach, however none of our achievements in 2024 could have been accomplished without the collaboration of organizations and individuals. This collaboration is both with CDLI and between members of the network.

CDLI is grateful for the relationship with the United Way of Calgary and Area Community Hubs team and looks forward to continuing that relationship in 2025. The Community Hubs team supports the distribution and reach of CDLI to folks like Community Connectors, Community Hub Coordinators, and other programs/projects either using or wanting to use a community development lens. CDLI has benefited from being able to access UWCA virtual learning opportunities. These opportunities contribute to our continued learning and capacity. CDLI is also grateful for the support received from UWCA staff and volunteers for the Resources for Grassroots Organizations and Initiatives event which encouraged renewing of relationships with folks outside of the Community Hubs team.



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 over 60 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.

Some of the highlights of their system change focused work in 2024 include:

- **Influencing policy change:** As the only organization solely focused on poverty-related policy work in the city, VCC leads the Social Policy Collaborative (SPC) to advance policies that address systemic barriers to poverty reduction.
 - VCC successfully supported the advocacy of E4A Champions and other stakeholders through its strong public support of the City of Calgary's affordable housing strategy, continued funding for Calgary's Low-Income Transit Pass, and Trellis' proposed affordable housing development in Bowness.
 - E4A research has directly and indirectly informed municipal and provincial policy changes, with key stakeholders noting that it has "opened doors" for exploring better approaches to homelessness support.
 - The City of Calgary has allocated funding for daytime resource centres and supports for individuals experiencing homelessness, one of the E4A's policy recommendations.
 - The provincial government is revising its shelter accommodation expectations to focus on service quality rather than compliance checklists, with funding tied to improvements.
- **Changing mental models:** A key goal of VCC's work stewarding Enough for All is to increase public awareness and understanding of poverty in our community. Through publications, campaigns, and media appearances, VCC has increased Calgarians' awareness of and support for tackling the root causes of poverty through Enough for All.
 - VCC was quoted in over 550 media stories, driving conversations on poverty and affordability and raising the public profile and credibility of Enough for All. Major releases like the No Place to Go report and 2024 living wage resulted in extensive media coverage, broadening public understanding of poverty in Calgary.



- VCC released 8 episodes of the Let's Talk Poverty podcast, with episodes focusing on topics such as affordable housing, loneliness and poverty, designing trauma-informed spaces, and homelessness in Calgary.
 - VCC launched the Unfold awareness campaign, based on a study by the University of Calgary's School of Public Policy that VCC funded in 2023 (<https://www.policyschool.ca/wp-content/uploads/2023/10/HSP116-HousedPeopleCalgaryRisk.Kneebone.pdf>). Using impactful storytelling to make research data accessible and compelling, this campaign focused on the realities of Calgarians living at risk of homelessness (<https://unfold.enoughforall.ca>). The campaign received over 20,000 visits to its landing page.
- **Shifting resource flows:** Through coordinated efforts, VCC influences the strategic distribution of resources, including information, knowledge, and funding.
 - VCC's research is making its way to decision-makers and informing their conversations and opinions. In November 2024, VCC released Calgary's 2024 living wage calculation (<https://enoughforall.ca/projects/calgarys-living-wage-2024>). In addition to garnering significant media attention (73 media mentions across multiple platforms), VCC's living wage research was directly quoted and discussed at the 31st Alberta Legislature's First Session in the 2024 Fall Sitting.
 - Collaborative policy advocacy, led by VCC, influences how resources are allocated to ensure they reach the communities most in need. By advocating for funding that supports systemic change and fostering partnerships, VCC helps align financial resources with poverty reduction strategies. In 2024, VCC's advocacy efforts around No Place to Go added leverage to the Downtown Safety Leadership Table's recommendations, which were subsequently funded in the City's mid-year budget adjustment cycle. Following external-facing advocacy led by VCC, the municipality continued gap funding for the Low-Income Transit Pass.
- **Building relationships and shifting power dynamics:** By convening Enough for All Champions, community leaders, and people with lived experience, VCC fosters a connected network that collectively addresses poverty. Further, VCC's efforts to uplift lived experiences and integrate them into policy and strategy are central to redistributing power within the system.
 - The 2023 Enough for All Evaluation, completed in 2024, shows that Champions have shifted their focus from 'sector focused' work like multi-sectoral engagement towards elevating dignity, anti-racism, lived experience, and diversity for staff, clients, and community.
 - E4A evaluations consistently show that Champion engagement and events, such as the Annual Champion Gathering, support sector coordination, collaborative relationships, systems navigation, and shared commitment to poverty reduction among stakeholders.
 - VCC's lived experience engagement directly informs its policy advocacy and community-based research. For example, the findings from our lived experience consultation on mental health in 2024 will inform a mental health focused research project planned for 2025/2026.
- **Influencing practice change:** VCC's work encourages the adoption of innovative practices among partners to better serve vulnerable populations and implement person-centered approaches.
 - Partners and stakeholders use the methods and outcomes of VCC's consultations with individuals with lived experience to inform their work. For example, the What We Heard report on mental health (<https://enoughforall.ca/resources/what-we-heard-mental-health-2024>) led to meetings with City Strategists from City of Calgary's Mental



- Health Strategy to discuss VCC's approach to convening people with lived experience and provide advice on different ways of engaging community.
- VCC is dedicated to advancing Indigenous Truth and Reconciliation, guided by strong partnerships with Indigenous leaders, advisors, and community members. According to the 2023 Enough for All Evaluation, completed in 2024, E4A Champions reported a significant increase in their alignment with the goal that "All Indigenous people are equal participants in Calgary's future", rising from 31% in 2020 to 66% in 2023.

DEMENTIA NETWORK CALGARY

Dementia Network Calgary (DNC) is a growing 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, it is based on a collective impact model, an innovative approach to tackling complex social and systemic issues, which requires the coordinated efforts of cross-sector stakeholders. The Alzheimer Society of Calgary is the backbone organization for DNC and critical to its success.

Alberta's health care system (including continuing care) is changing. System navigation is identified as a major need for people impacted by dementia. As the number of people impacted by dementia continues to grow, accessing supports in community is a challenge. The wait times for long-term care is increasing and community resources are struggling to meet the needs of those waiting. Stigma associated with dementia causes isolation and distress in both the caregiver and the person with the disease. In general, the community does not understand how to support people living with dementia.

The composition of the Network's strategic council allows them to better understand the complex nature of the needs listed above. They intend to both expand the diversity of the council and form specific action teams with targeted expertise to set targets, measures and implement actions. They recognize their ability to convene people from a variety of sectors to learn from each other and form consensus around needs and challenges in community and to support working groups (action teams) to begin to address these needs. They are able to bring together the community of people impacted by dementia to learn from their experience to ensure that they are addressing the "right" issues and then to amplify their voices with the broader community and decision makers/policy makers.

By connecting with the community of people with lived experience and acting on what they hear as well as sharing the work they are doing, they can provide a sense of hope and purpose for those to want to engage for change. Public education and increased awareness work together to decrease the stigma around dementia. If people are less fearful of dementia, they are more willing to learn how to support people who are impacted, people can live safely, for a longer time, in community.

In 2024, they were made aware of an issue with a critical home care program in Alberta. Due to existing strong relationships, they were quickly able to gather accurate information which allowed them to mobilize partners to respond. Along with many partners, they advocated for reinstatement of Client-Directed Home Care. The number of organizations who quickly provided support to this initiative allowed them to influence the policy decision and ensure that families were able to continue to access this much needed resource. Also in 2024, working with hundreds of people with lived experience, organizations rallied support for a dementia inclusive park to be built in Calgary. The project is expected to break ground in April 2025 and will showcase dementia-inclusive design while providing a safe, inclusive space for community building. The community support needed to propel this initiative is massive and could not have been achieved without the support of many partner organizations.

"In the spring of 2024, the tenth anniversary year of Dementia Network Calgary, the members of the Strategic Council gathered for a full day session to reflect on how far we have come and the opportunities for the future. The gathering reminded me of how powerful it is when we bring people together from all parts of the system who are working to support people with dementia, and their caregivers. Taking time to look at the bigger picture and understanding what we can accomplish when we work collectively and collaboratively is personally and professionally rewarding for me. As someone who has had multiple family members who have developed dementia, I have always been so impressed with the way the Council has given us a voice in the planning, development and execution of its activities to improve the lives of people impacted by dementia. Our work in the spring and throughout the remainder of 2024 has re-affirmed our commitment to continuing to build our momentum in engaging the broader Network to create change. It makes me proud to see how Dementia Network Calgary allows "the sum to be greater than its parts" by working together to make Calgary a place where people impacted by dementia can live life well."

- Diane Rennie, Chair, Dementia Network Calgary Strategic Council

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 2024, 131,422 referrals for newcomer services were coordinated through Gateway and 12,229 personalized "Gateway Plans" were developed for newcomers. 83 organizations have signed on as Gateway partners to respond to the emerging needs of newcomers. 85% of surveyed service users reported that they would refer family members or friends to Gateway.

Emerging and existing needs in the community that Gateway has identified include:

- Income support & basic needs
- Job search and employment service
- Language classes
- Housing vulnerability
- Access to health care and mental health services in 1st language

Collaborative resources they have identified to address these needs include:

- Leveraging the Food Link program in collaboration with the Food Bank to ensure families in need have access to food.
- Coordinating and facilitating group sessions on job search tools and resources.
- Exploring partnerships through the Partner Success team that align with emerging community needs.
- Engaging new partners in the space of mental health support as well as including Mental Health First Aid Training to frontline staff to respond to some urgent needs.

Gateway provides targeted support to address immediate needs and long-term goals to ensure empowerment for newcomer families. They measure the effectiveness of our interventions through focus groups and follow-up surveys that help them to assess if client needs are met and identify any additional resources required. They use real-time data to strategically develop partnerships tailored to meet the unique needs of their diverse client base. The Newcomer Knowledge Hub (K-Hub) generates and shares knowledge for improved newcomer services, especially for people with diverse backgrounds. Monthly workshops are jointly facilitated by the Partner Success team, K-Hub, and University of Calgary for sharing research and best practices with settlement practitioners. Insights gathered inform ongoing learning and improvement in cultural competency.

Some achievements in 2024 include:

- Identifying gaps within the sector and maintaining feedback loops with partners and clients to address trends and gaps
- Optimizing the limited resources (sharing space, collaboration, referrals of clients to the appropriate support)
- Organizing joint Job fairs to connect newcomer job seekers with local employers
- Sharing data through K Hub

HOMEFRONT SOCIETY FOR THE PREVENTION OF DOMESTIC VIOLENCE

In 2024, 3,168 clients accessed HomeFront programs. Through this project, clients experience an improved coordinated social system of care through the development of culturally appropriate interventions that are equitable and inclusive to support families in building healthy relationships. For the project to be sustainable and adopted by stakeholders approaches to fairness and equity amongst stakeholders must be considered throughout. The following approaches were used to advance this work in 2024:

- Achieve organizational justice: For the project to be sustainable and adopted by stakeholders approaches to fairness and equity amongst stakeholders must be considered throughout the project.
- Reduce bias: The second key approach will help individuals and partners of HomeFront recognize and address the prejudices that impact their behavior, attitudes, and organizational outcomes. Racial profiling, judge bias and discrimination will be addressed through training opportunities, and system process changes
- Develop cultural competence: The third key approach to this project will be facilitating learning opportunities to help stakeholders learn about their cultural differences and how to effectively interact across such differences within the justice system.



- Act on the added value that diversity brings: Finally, the project will help stakeholders to learn to incorporate and use the value that different perspectives and beliefs bring to all the different dimensions of domestic violence prevention and intervention work.

Today, Homefront feels better prepared to navigate future challenges because of the United Way funded initiative. It has provided a strong approach to build trust and understand the truth – two qualities that will be critical to navigating the future. HomeFront has identified two calls-to-action that have emerged from this project, they include:

1. Give people opportunities to tell stories that promote safety and healing: A cornerstone of this project was to engage, listen and respond to the lived experience of equity-seeking people who they work with. This is more than just asking questions – it's about listening and giving people the opportunity to share their experience in a way that feels right to them. This work demands a process that promotes safety and healing. The most effective way they have achieved this is to give story participants power and control to determine how much, to whom, and in what way their story is told. This past, an outlet was created for former clients to share their stories in ways that promote safety and healing through a magazine HomeFront is publishing in 2025 called, Resolutions. Resolutions exist to tell the stories behind the frontlines and beyond the headlines. Story participants are engaged in every aspect, from the design to the approval of how the magazine will be shared.
2. Never exploit vulnerability: The systems HomeFront works in are often opportunistic and impact the people they serve. They perpetuate colonial ideologies that mark individuals as one-dimensional characters -- upholding harmful narratives of dominant society. To challenge this, they challenge themselves by using a critical lens on everything they do. From how they share data to redefining their boundaries – ensuring they practice what they preach. A key learning during this reporting period is the stance of not engaging in media stories after a tragic event. In early 2024, CBC National interviewed HomeFront about a domestic homicide, a sister, a daughter, and a mother of three. The news story opened by showing her blood on the snow where her life was taken. The edit sent waves of fear in our community and reduced hope that things can change. Our collective challenge to end domestic violence cannot overshadow the experience of the families, friends, and coworkers who are grieving the death of a friend and loved one. Using tragic events to promote new programs and old narratives do nothing but attempt to sell the status quo as something new. Homefront met with family members and coworkers impacted by domestic homicides in 2024 and 2025 to listen to their lived experience. They are moving in a direction informed by the people they serve.

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

The SORCe Strategic Partnership Framework was finalized in 2024, with 2025 focused on its implementation through the recommendations report. Key priorities include integrating the framework into daily practices, leveraging technology to enhance collaboration, and reviewing policies and procedures with current partnership organizations. An additional goal is to review and update the Theory of Change alongside the partnership table to better reflect current state.

In 2024, the SORCe collaborative strengthened its network by welcoming back Alpha House's Encampment team, establishing a new partnership with Immigrant Services Calgary, and deepening its collaboration with the Food Bank. Additionally, a new community partnership with the Animal Rescue Foundation (ARF) was formed, providing pet food and supplies for participants with pets.

In 2024, SORCe provided 18,081 services either through referrals to a community organization or directly through SORCe. They completed 16,031 supporting housing check-ins, 2,383 housing assessments, distributed 10,910 food hampers and 3,271 clothing donation and hygiene product packages.

THE WAY IN NETWORK

The Way In is a "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.

Intake and referral are both programmatic and collaborative investments. 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.

In 2024 The Way in Network reported the following results:

- 3,480 calls to and 1,259 intakes for advocacy support, referrals, and information.
- 82% of surveyed callers (239) agreed that they were more aware of resources available to them.
- 98% of surveyed clients (529) were satisfied with the agencies' services.

- 95% of front-line staff surveyed responded that The Way In Network's collaboration supports a positive client experience.

COMMUNITY SERVICES RECOVERY FUND OUTCOMES

In 2023, the Community Services Recovery Fund (CSRF) was a \$400M investment nationally to support charities, non-profits and Indigenous governing bodies to adapt, modernize and build resilience following the COVID-19 pandemic. The fund was delivered in partnership with Employment and Social Development Canada and through United Way Centraide, Community Foundations Canada and the Red Cross. The investments targeted the problem of organizations struggling to build on positive changes in service delivery post-crisis. The challenges for United Way Calgary and Area included demystifying impacts on arts, culture, and sports sectors, determining the best applications for improving service delivery in the social services sector, as well as managing a large volume of new organizations applying at once. This made the selection and stewardship process more difficult and time-consuming. The program aimed to support these sectors in the rebuilding phase after the pandemic, recognizing the interconnectedness of community sectors and their role in a thriving society.

Quote from the CSRF Final Report:

"We knew that many organizations were struggling - not with initial pivots and response, but with building on the positive changes that they were able to make in service delivery. [...] The CSRF also allowed us an opportunity to gather more information on how the pandemic not only impacted service providers, but also how they responded in ways that are improvements compared to what they were doing before. This funding allowed us to provide support post crisis in the rebuilding phase."

In 2023, out of 119 applications submitted and \$9.6M requested, we were able to grant almost \$5.3M to 67 organizations who wanted to address service innovation and re-design to improve programs and initiatives. A full list of organizations that received funding is included at the end of the appendix. These organizations were not included in our overall count of organizations supported in 2023 (134) as the reporting period for these projects extended into 2024. Due to the short-term and distinct nature of this fund and because funds were distributed in one year and reporting occurred the following year, the organizations are not included in the count of organizations supported in 2024, however, the list of organizations is available at the end of this document. Final reports were submitted by each of the funded organizations in Calgary and Area on August 1, 2024. Organizations that received CSRF funding were required to submit interim and final reports as well as respond to evaluation questions specific to the impact of having the funding for their project. Although each project was very different and had different outcomes, the outcomes gathered across projects are provided in the table on the next page.

CSRF ORGANIZATIONAL OUTCOMES

Level of Agreement	As a result of our CSRF project our community service organization implemented and adopted new tools and approaches.	As a result of our CSRF project, our community service organization can better anticipate, withstand, respond to, and recover from disruptions.	As a result of our CSRF project, our community service organization has modernized operations and/or adapted services to better serve Canadians in the future.
	Number of Organizations		
Strongly Agree	51	38	48
Agree	15	28	18
Disagree	1	1	1
Total	67	67	67

The funded projects supported the organizations to adapt and/or modernize following the COVID-19 pandemic. The project's expected results were to support the organization to modernize and/or adapt and help them better deliver on their mission/mandate. In addition, organizations were required to provide deliverables such as new tools, strategies, approaches, etc., that were developed because of the project.

SOCIAL IMPACT LAB OUTCOMES

DISRUPT-ATHON

United Way of Calgary and Area (UWCA) is committed to evolving to meet the diverse needs of our community. By fostering strong workplace partnerships and engaging employees, we aim to tackle and resolve social issues effectively. To support this goal, we collaborated with workplaces to gain deeper insights into their needs and enhance the employee giving and engagement experience.

Our key objectives were to:

- Understand the needs of both corporate partners and individual supporters.
- Develop products, services, and strategies that cater more effectively to these needs.
- Modernize our donor interactions and set ourselves apart in the marketplace. Ultimately, transform into a more customer-centric organization.

To better understand the needs of workplaces, donors, and employees, we conducted interviews to gather their insights. This process allowed us to identify customer needs, set ourselves apart in the field, create initiatives, and become a more customer-centric organization. A key outcome of these efforts was the introduction of the Disrupt-ATHON. This event brings together participants to rethink and collaboratively tackle social issues in our community. Through this initiative, we saw two companies and a total of 440 employees participate. These outcomes were measured as they reflected the level of donor involvement leading and employee engagement generated by the Disrupt-ATHON. Two employee-generated ideas were selected for implementation. The metrics were based on the number of people that signed into the technology platform that was created for the Disrupt-ATHON and the Zoom meeting sign-ups for the 'Shark Tank' element of the Disrupt-ATHON.

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.

Participation in Inspire has grown and 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: In response to feedback from learners, Inspire transitioned to a new LMS platform, Learndash, enhancing accessibility and user experience. This shift facilitated onboarding of individual learners and groups from the United Way of New York and Calgary and Area. Participation reached 139 individuals and 17 organizations, with one community engaged through the Systems Inspire program.

The specific metrics were chosen to measure the success of Inspire to show the reach that Inspire has had within the community.

Beyond the numbers, the program's impact is deeply personal, as shared by one participant:

"I am surprised by the areas that I found uncomfortable and how much more I needed to sit in this discomfort to feel confident in trying new things. It [Inspire] has reframed my approach to work that doesn't feel as 'tangible' or like the finish line is clear, now I am more confident in my ability to determine the direction and develop something of value."

This reflection embodies Inspire's mission to empower participants with the tools, confidence, and resilience needed to navigate complex challenges. By fostering adaptability and a growth mindset, Inspire enables individuals and organizations to identify impactful solutions and drive meaningful change in their communities.

NATURAL SUPPORTS SIMULATION

Following community feedback and aligned to Calgary city's mental wellness initiative, the Natural Supports Simulation was developed as an online interactive experience

(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 2024, the platform attracted 1,200 visitors—up from 1,100 in 2023, 2,000 in 2022, and 858 in 2021. The simulation has been adopted by four United Ways, with another joining soon. 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 practice skills in supporting youth through challenging experiences.

OPEN MARKET

Food insecurity is a critical issue in Canada. In 2019, over 4.4 million Canadians were affected, rising to 5.8 million by 2021—over 1.4 million of whom were children. In Calgary, one in five people reported difficulty affording food, and for every five families eligible for food support, only one received assistance (Proof Food Insecurity Policy Research, 2022).

Our goal was to explore why many people avoid existing food support programs. Barriers identified included limited access to culturally appropriate food, inability to select fresh or healthy options, mandatory disclosure of financial information, and lack of year-round availability. These barriers inspired us to create a solution based on dignity, access, and choice. Recognizing this community need, United Way of Calgary and Area, The Social Impact Lab, and Fresh Routes collaborated to launch the Pay What You Want Market. All vendor items had suggested retail prices, but customers were empowered to pay any amount they felt comfortable with—including paying less, nothing, or more to give back to others.

Open Market was a vibrant, local farmers' market that offered fresh food and live music in a welcoming community space.

Operating on a Pay What You Want (PWYW) pricing model, customers had the freedom to choose their payment—whether the suggested price, less, or more to help support the community.

In 2024, we hosted 11 markets and welcomed 3,549 visitors. These metrics were chosen to show the impact of Open Market in reaching those families experiencing food insecurity. To better understand the needs and experiences of our visitors, we conducted surveys as they came through and displayed a feedback board at all market locations.

The feedback gathered from customers through surveys and on-site feedback boards reflected an overwhelmingly positive experience. When asked what they liked, didn't like, and to provide additional comments, responses fell into four main categories:

- Positive Comments about the experience, initiative, and the staff, including expressions of gratitude.
- Inclusion, with many noting the welcoming, nonjudgmental atmosphere.
- Line Ups, with a few customers expressing concerns about wait times.
- Limits & Overconsumption, with some suggesting measures to prevent others from taking more than their share.

In general, customers thoroughly enjoyed their time at the market and frequently commented on the lively ambiance and approachable staff. The PWYW concept received high praise, and many customers expressed hopes for The Market's continued growth. Numerous expressions of thanks were directed toward the staff, with special appreciation for both the concept of the market and the



flexibility of the payment model. Many customers felt embraced and part of the community, sharing that the benevolence inherent in the PWYW model deeply resonated with them.

To address concerns about long lines and potential overconsumption, we introduced a "one-basket rule." This adjustment allows customers to fill their basket during each visit, streamlining the process and creating a more equitable experience. It also helps move customers more efficiently through the payment process. To further enhance the experience, we introduced live music, creating a vibrant and inviting atmosphere.

This feedback-driven approach and continued adjustments demonstrate our commitment to building a community-based solution that fosters dignity, access, and choice while contributing to broader goals of reducing food insecurity.

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 2024, 25 individuals participated in five 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. By gathering survey results and in-person feedback, alongside a modest rise in donations in 2022, the project has provided insights into the potential of VR as a storytelling tool. This data supports the idea that, if executed thoughtfully, VR can be a valuable tool for United Way and the broader social services sector.

RESPONSIBLE DISRUPTION PODCAST

Responsible Disruption is a podcast that delves into social innovation and design trends. Originally launched as a Zoomcast in 2021, it transitioned to a podcast format in 2023. As we scaled the Lab provincially, we must look at ways to scale our other product offerings. Moving from a webcast to a podcast allows us to reach more people through high-quality content in a personalized manner.

The podcast started to:

- Build a reputation as a thought leader in the social innovation space.
- Create brand awareness for The Social Impact Lab.
- Raise awareness of issues in Alberta (that are also Canadian issues).
- Link the work of The Social Impact Lab to these issues
- Create space for new ideas, projects, and funding opportunities, build bridges and partnerships, and expand networks across sectors (create connections!)
- Help create and empower change leaders.
- Open minds to non-traditional ways of exploring, expressing, and engaging in innovation.

The show expanded from 9 episodes across 2021 and 2022 to 21 episodes in 2023, amassing 1,700 downloads that year. In 2024, the podcast released 23 episodes and attracted an audience of 2000 listeners. Over the past year, we've delved into some incredible topics and had inspiring guests on the show. With 23 episodes and 29 guests, Season 2 has explored a diverse range of subjects aimed at fostering innovation and driving positive change. We've reached over 2,000 downloads (Increase of 20% over 2023 downloads) for season 2, with listeners tuning in from diverse locations across the

globe, including the US, UK, Poland, Singapore, Uganda, Australia, United Arab Emirates, China, France, and many other countries.

Key themes include building resilience in the face of setbacks, encouraging creativity, and applying design thinking in different contexts. Our episodes also explored systemic approaches to innovation, community engagement, and practical strategies like "possibility thinking" to enhance leadership and adaptability in complex environments. Each episode provides valuable insights into personal growth and broader social impact, tying innovation to real-world challenges.

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 four years, SIL AB has empowered changemakers to address complex social challenges, resulting in meaningful and measurable impact.

Participation and engagement have steadily grown, reflecting SIL AB's expanding influence and commitment:

- **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.

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.

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 2024, 1,600 people used Steps to Support (an increase of 97%) 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.

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 has been 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 2022, there were seven fund recipients, in 2023, there were 16 recipients, and in 2024, there were six recipients. The investment recipients are helping to solve issues as diverse as food insecurity, disability access, to low cost eyesight assessments and overdose detection.

In response to low application numbers from the social organization community in Calgary, the fund administrators have reached out to more organizations to offer them mentoring and resources to become 'application ready' for the fund. As a result of this initiative, a broader 'pipeline' of organizations is now preparing to apply for funding - for example, in 2024, 24 non-profits took part in the Business Model Enhancement Program offered by Innovate Calgary and funded by the Government of Alberta.

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.



A total of 55 participants engaged in programs such as:

- **Inspire**, a self-directed online course on human-centered design.
- **Design 101**, a three-day training on sustainable, community-driven solutions.
- **Fundamentals of Facilitation**, a two-day workshop on collaboration techniques and group dynamics.
- **Design-Led Innovation + Problem Solving**, a five-day course that guides participants through identifying problems, ideating solutions, prototyping, testing, and refining based on feedback to develop impactful, real-world solutions.
- **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 participation metric was used as a proxy for engagement in the learning material and learning. Every participant is surveyed in each learning option. Survey results showed increased confidence, adaptability, and preparedness, with participants praising the practical tools, engaging activities, and opportunities for cross-departmental collaboration. These efforts are strengthening a culture of innovation and teamwork across the organization.

LEARNINGS AND CHANGES DUE TO LEARNINGS

COMMUNITY SERVICES RECOVERY FUND

Funding was allocated to organizations mid-April 2023, with projects having to be completed by June 30, 2024 and final reports due August 1. A significant learning curve for this project related to the scope of the project. United Way's typically are engaged with and provide funding to the social sector. They scope of this funding opportunity was the non-profit sector more broadly. This meant that we received many applications from sports and arts/culture organizations, as well as a few environmental groups. As we were not experts in these areas, we connected with other funders where possible to better understand the needs in these sectors and enlist help of other funders to support the review of applications. We were successful in bringing on funders from Family and Community Support Services and Calgary Arts Development to assist with the adjudication.

An additional learning involved developing a new process to fund non-profits (unqualified donees) directly. The federal government had changed policy to allow funding of non-profits directly just prior to this funding opportunity. This was a new opportunity for funders, and there was little guidance available on how to make this happen. Some funders enacted policies in a short period of time, while others did not. United Way of Calgary and Area felt it was important to figure out how to make this happen in time. The research, policy development and approval process that was required was quite robust and comprehensive, but due to the very short timelines and the lack of information available on how to best implement this new policy, it was set up as a learning opportunity. Once the process was complete, learnings related to documentation needed from applicants and the need for capacity building and guidance for non-profit organizations was improved and continues to be refined as needed when new learnings occur.

Over the past year, significant changes were implemented based on the insights and experience gained through the program. One of the main changes was enhancing service delivery tools and processes to better adapt to service disruptions. Organizations focused on identifying gaps and strengths, which allowed for several improvements and refinements. This preparedness has enabled organizations to be more responsive to future disruptions, whether they are fast or slow-moving crises. Moreover, relationships developed during the projects have facilitated quicker and more coordinated responses during disruptions. For instance, the Alberta Fil-Can Leaders' Association (AFCLA) showcased this through their effective crisis response in Trochu, demonstrating the value of community-based models and training.

Additionally, there was a strong emphasis on building sustainability plans, both strategic and financial. Several organizations have developed new frameworks for financial sustainability, which are crucial for long-term success. Lastly, technology upgrades played a critical role in modernizing the operations, allowing organizations to continue services effectively during a crisis. These upgrades included moving from paper-based tracking to online systems and enhancing access to services through new websites and application portals.

Quotes from the CSRF Final Report:

"Many described the need to identify gaps and strengths to refine and improve service delivery tools and processes."

"Other organizations described how the relationships developed through their projects will allow for a faster and more coordinated response in service disruption."

"The Alberta Fil-Can Leaders' Association (AFCLA) responded quickly, brought together the community, the impacted workers, the local government and service organizations in the region into a collaborative response."

"Several organizations spoke to how the funding was critical for them to be able to develop sustainability plans."

"Technology upgrades that will allow them to continue services and be more responsive in crisis through increased access."

UWCA ENVELOPE FUNDING APPROACH

United Way of Calgary and Area began using envelope funding in 2020 to provide flexibility for programmatic and collaborative investments. The term envelope funding is how United Way describes the breadth and depth of funding arrangements for programmatic and collaborative investments. Rather than solely funding specific programs, the funding envelope an organization receives is intended to allow for a range of flexible and agreed-upon uses of funding that span programmatic and operational costs. The intent of this funding approach is to allow organizations and collaboratives to have more flexibility, within agreed upon parameters, to respond to the current and emergent needs of the people they serve, while still reporting on agreed upon outcomes.

In 2023, some of our agency partners began sharing the impact of envelope funding on their work and their relationship with us. So, in the Spring of 2024, we brought together United Way-funded agency partners to better understand their experiences with envelope funding, as we work together to ignite hope and drive long-term change in our city and surrounding area. Overwhelmingly, we heard that envelope funding was helping agencies meet their social impact missions – enabling them to respond to changing needs, spark innovation and honour sector knowledge.

Philanthropic funding falls on a continuum from restricted to unrestricted. Restricted funding is often tied to specific projects (or components within specific projects). Envelope funding is a more flexible, less restricted option. We've learned that it empowers agencies to make decisions that best meet the needs they're seeing in community, while still reporting on agreed upon outcomes. Through envelope funding, we can respond to current and emerging needs and allocate funds when and where they're needed most.

Using this approach and through ongoing engagement with our funded partners, we have changed the way that we think about funding models and the relationship between funding arrangements, our mission, and community outcomes. With the help of our agency partners, we've come to understand funding models as an important mechanism for creating lasting social change with communities rather than a system for monitoring accountability in a hierarchy between funders and fundees.

Quotes from our agency partners:

"We can invest in our most aligned, high performing projects."

"Envelope Funding is an enabler of collaboration – when those costs are covered, staff can breath and focus energy towards the work."

"United Way is more of a 'builder' funder than a 'buyer' funder."



To learn more about envelope funding and why other funders should consider the approach, read our full report [here](#).

ACTION TABLE CALGARY

After approximately 6 months of implementation, a facilitated mid-point check-in meeting was held with Action Table Calgary members to gain feedback on the experience of participating in the Table thus far. Based on this feedback, a variety of guidelines and process improvements were introduced to facilitate the process more effectively and efficiently for all members. These included improvements in the internal screening process, table meetings, huddle coordination, email threads, and case closure process. One example of an improvement that was made was to clearly outline defined roles in each intervention team, including a defined “first contact” agency. Between the mid-point check-in and the end of the calendar year, the average number of days to first contact with a case reduced from 5 days to 3.3 days. This suggests that with the process improvements, there has been increased efficiency in reaching the intervention stage of cases.

LIST OF FUNDED ORGANIZATIONS IN 2024

1. A Synergy A Prosperity
2. Aboriginal Friendship Centre of Calgary
3. Accredited Supports to the Community
4. ActionDignity
5. Addiction Resource Coalition
6. Afghan Canadian Women for Global
7. Age Friendly Cold Lake Society
8. Alex, The
9. Alzheimer Society of Calgary
10. Antyx Community Arts Society
11. Anzac Family Community Support Society
12. Bashaw and District Support Services
13. Beaverlodge Christmas Hamper Food Bank Fund
14. Between Friends
15. BGC Foothills Clubs
16. Big Brothers Big Sisters of Calgary
17. Bow Valley College
18. Boys & Girls Clubs Big Brothers Big Sisters of Edmonton & Area Society (BGCBigS)
19. Boys and Girls Club of Airdrie
20. Bridge to Oasis Foundation (BTO) Foundation
21. Burns Memorial Fund
22. Calgary Board of Education
23. Calgary Bridge Foundation For Youth, The
24. Calgary Catholic Immigration Society (CCIS)
25. Calgary Catholic School District
26. Calgary Chinese Elderly Citizens' Association
27. Calgary Communities Against Sexual Abuse
28. Calgary Counselling Centre
29. Calgary Drop-In Centre (the DI)
30. Calgary Immigrant Women's Association
31. Calgary John Howard Society
32. Calgary Legal Guidance



33. Calgary Meals on Wheels
34. Calgary Seniors' Resource Society
35. Camrose and District FCSS Association
36. Canadian Mental Health Association - Calgary Region
37. Canadian Zalmi Society
38. Carya
39. Centre For Newcomers
40. Centre for Research, Education and Social Services (CRESS Centre)
41. Centre for Sexuality
42. Cerebral Palsy Alberta
43. Chestermere Women's Crisis Society
44. Children First Canada
45. Children's Cottage Society of Calgary
46. Christ the Redeemer Catholic Schools
47. Circle of Wisdom
48. City of Calgary
49. City of Chestermere
50. Claresholm & District Transportation Society
51. Closer to Home Community Services Society
52. Cochrane and Area Victim Services Society
53. Cochrane Immigrant Services Committee
54. Cochrane Public Library
55. Cochrane Society for Housing Options (CSHO)
56. Cochrane Women's Emergency Shelter Society [Big Hill Haven]
57. Connections for Families Society
58. CUPS
59. Discovery House Family Violence Prevention Society
60. Distress Centre Calgary
61. Driftpile Cree Nation
62. Drumheller FCSS - Town of Drumheller
63. Edmonton Seniors Coordinating Council
64. Education Matters
65. Elders Knowledge Circle Society
66. Elizabeth Fry Society of Calgary, The
67. EthioCare
68. Excel Family and Youth Society (EFYS)
69. F.O.C.U.S. On Seniors Association
70. Families Matter Society of Calgary
71. PearlsNotLove
72. Filipinos Rising for Inclusion and Equity to Nurture Democracy (FRIENDS)
73. FirstStep Together Society
74. Foothills Country Hospice Society
75. Foothills County FCSS
76. Foothills School Division
77. Fort Macleod FCSS - Town of Fort Macleod
78. Gems for Gems
79. Golden Circle Senior Resource Society
80. Golden Hills School Division
81. Greenview FCSS



82. Growing Families Society
83. Haiti Alberta Sports ET/And Culture Club
84. Helping Hands Society of Cochrane & Area
85. High River Food for Thought Ltd.
86. High River Performing Arts Society
87. High River Schools: No Student Goes Hungry Program
88. HomeFront Society for the Prevention of Domestic Violence
89. Hull Services
90. Iconic Community Health Centre Network
91. Immigrant Services Calgary
92. Inclusion Foothills Association
93. Indian Society of Calgary
94. Inn from the Cold
95. Iranian Cultural Society of Calgary
96. JA Southern Alberta
97. Jewish Family Service Calgary
98. Kerby Centre
99. KidSport Okotoks
100. Kindred
101. Lacombe and District Family and Community Support Services
102. Lamont FCSS - County of Lamont
103. Legal Lions Community Transportation
104. Lethbridge Senior Citizens Organization
105. Lynks Harvest Sky Services and Supports Society
106. McMan Youth, Family and Community Services Association
107. Milk River Heritage Handivan Association
108. Miskanawah
109. Momentum
110. Municipality of Jasper
111. Muslim Families Network Society
112. NE Centre of Community Society (formerly Genesis Centre)
113. North Rocky View Community Links
114. Northern Sunrise County
115. Npower
116. Nutured By Nature Mental Health and Wellness Society
117. Ogden House Seniors
118. Okotoks Family Resource Centre
119. Place2Give
120. Ponoka Family and Community Support Services Association
121. Project H.O.P.E.
122. Prospect Human Services Society
123. Provost Lions Handivan
124. Queer Calgary
125. Radiance Family Society
(Legal Name: SONSHINE SOCIETY OF CHRISTIAN COMMUNITY SERVICES)
126. Rainbow Literacy & Learning Society
127. Right Hand Support
128. Rise Calgary
129. Rocky Mountain House and District West Country Family Service Association



130. Rowan House Society
131. Ruth's House Society
132. Sagesse
133. Salvation Army, The
134. Sankofa Arts and Music Foundation
135. Seniors for Kids Society
136. Siksika Health Services
137. Solace Grief Support Society
138. South Sudanese Community Association of Calgary
139. Southern Alberta Institute of Technology
140. Spirit River (Municipal District)
141. Strathmore Family & Community Support Services - Roots of Empathy
142. The Canlearn Society for Persons with Learning Difficulties
143. The Grande Prairie and Area Council on Aging and Area Council on Aging
144. The Immigrant Education Society
145. The Marriage Advocates Canada
146. The Salvation Army Community Services (Calgary)
147. Three Hills Seniors Outreach
148. Town of Cochrane
149. Town of Fox Creek - Fox Creek Community Resource Centre
150. Town of High River
151. Town of Hinton, Hinton Family Community and Support Services
152. Town of Okotoks
153. Town of Oyen, Oyen FCSS
154. Town of Strathmore
155. Town of Sylvan Lake
156. Town of Vulcan
157. Town of Whitecourt
158. Trellis Society for Community Impact
159. University of Calgary
160. Urban Society for Aboriginal Youth (USAY)
161. Vibrant Communities Calgary
162. Westend Senior Activity Centre
163. Westlock & District FCSS - Town of Westlock
164. Wheatland Society of Arts
165. Wild Rose Community Connections
166. Wings of Hope for Africa Foundation
167. Women In Need Society (WINS)
168. Women's Centre of Calgary
169. Wood's Homes
170. Workers' Resource Centre
171. YMCA Calgary
172. Youth Employment Centre at City of Calgary
173. YW Calgary



COMMUNITY SERVICE RECOVERY FUND ORGANIZATIONS

1. ActionDignity
2. Alpha House
3. Alzheimer Society of Calgary
4. artsPlace
5. Arusha Centre, The
6. Association for the Rehabilitation of the Brain Injured, The
7. Banff Public Library
8. Between Friends
9. Calgary Chinatown Lions Club
10. Calgary Gymnastics Centre
11. Calgary Heritage Housing (CHH)
12. Calgary Opera
13. Calgary Public Library
14. Calgary Speed Skating Association
15. Calgary Zoo
16. Canadian Mental Health Association - Calgary Region
17. Carya
18. Cerebral Palsy Kids and Families
19. Circle of Wisdom Elders Seniors Centre
20. Closer to Home Community Services Society
21. Cochrane Public Library
22. CommunityWise
23. CrossPointe
24. Dashmesh Culture Centre
25. Discovery House Family Violence Prevention Society
26. Elephant Artist Relief Society
27. Epilepsy Association of Calgary
28. EthioCare
29. FearIsNotLove
30. Foothills Country Hospice Society
31. Foothills Fetal Alcohol Society
32. FRIENDS
33. GCAC
34. High River Library
35. Independent Living Resource Centre of Calgary (ILRCC)
36. Indian Society of Calgary
37. Kerby Centre
38. Lionheart Foundation
39. Nepalese Community Society of Calgary (NCSC)
40. North East Family Connections Society
41. Northmount Baptist Church
42. Oyen & District Seniors Association
43. Oyen Crossroads Museum
44. PLAN Calgary
45. PREP



46. Punjabi Community Health Services Calgary Society
47. Resourceful Futures
48. Rowan House Society
49. Sankofa Arts and Music Foundation
50. Shalem Society
51. Sheep Creek Arts Council
52. Simon House Residence Society
53. Somali Canadian Society of Calgary
54. SOS Congo
55. Southern Alberta Heritage Language Association
56. Spina Bifida and Hydrocephalus Association of Southern Alberta
57. Stoney Health Services
58. Stoney Trail Wellness Center
59. Sudanese Social Club (SSC)
60. The Anglican Cathedral Church of the Redeemer
61. The Children's Link Society
62. Theatre Calgary
63. Tribe Artist Society
64. Whitehorn Community Association
65. Woodcreek Community Association
66. Wood's Homes
67. Yamnuska Wolfdog Sanctuary



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