



**ACTION  
TABLE**

CALGARY

**Annual  
Report**

**2025**



# Land Acknowledgement

In the spirit of our journey to promote reconciliation, we would like to honour the truth of our shared history and acknowledge Treaty 7 territory and the traditional lands of the Blackfoot Confederacy, which includes the Kainai, Siksika, and Piikani First Nations. We acknowledge the traditional lands of the Tsuut'ina First Nation and the Stoney Nakoda, including the Chiniki, Bearspaw and Goodstoney First Nations. We would also like to recognize the Métis people and the Inuit people who have made their home here in Moh'kins'stis, also known as Calgary.



# Thank you to our table members and partners

We extend our sincere appreciation to all agency partners for your ongoing dedication, leadership, and collaboration. This initiative demonstrates the power of collaboration and the impact that can be achieved when we work together toward a common purpose.

Thank you for being an essential part of Action Table Calgary. We look forward to continuing this important work and building on the progress we have made together.

- The Alex
- Alpha House
- Assisted Living and Social Services - PDD/FSCD
- Big Hill Haven
- Bridge to Oasis
- Calgary Alternative Support Services
- Calgary Board of Education
- Calgary Catholic Immigration Society
- Calgary Counselling Centre
- Calgary Drop-In Centre
- Calgary Food Bank
- Calgary Heritage Housing
- Calgary Housing Company
- Calgary Humane Society
- Canadian Immigrant Women's Association
- Calgary John Howard Society
- Calgary Urban Project Society
- Canadian Centre for Men and Families
- Canadian Mental Health Association
- Carya
- Centre for Newcomers
- Centre for Sexuality
- Centre for Suicide Prevention
- Children's Cottage Society
- Closer to Home Community Services
- Distress Centre - SORCe
- Elizabeth Fry Society of Calgary
- EnviroS
- Families Matter Society
- FearIsNotLove
- Home Front
- Hope Mission
- Hull Services
- The Immigrant Education Society
- Immigrant Outreach Society
- Jewish Family Services Calgary
- Kindred Connections Society
- Ladies in the Family Foundation
- Lion Heart Foundation
- Miskanawah
- The Mustard Seed
- My Potentia
- Northeast Addiction and Mental Health
- Primary Care Network - Calgary and Area
- Primary Care Network - Foothills
- Punjabi Community Health Services
- Recovery Alberta Calgary Zone
- Rise Calgary
- Rowan House Society
- SafeLink Alberta
- Sagesse
- Somali Canadian Society of Calgary
- Trellis Society for Community Impact
- Unison at Kerby Centre
- Veterans Affairs Canada
- Women In Need Society
- Wood's Homes





## Background

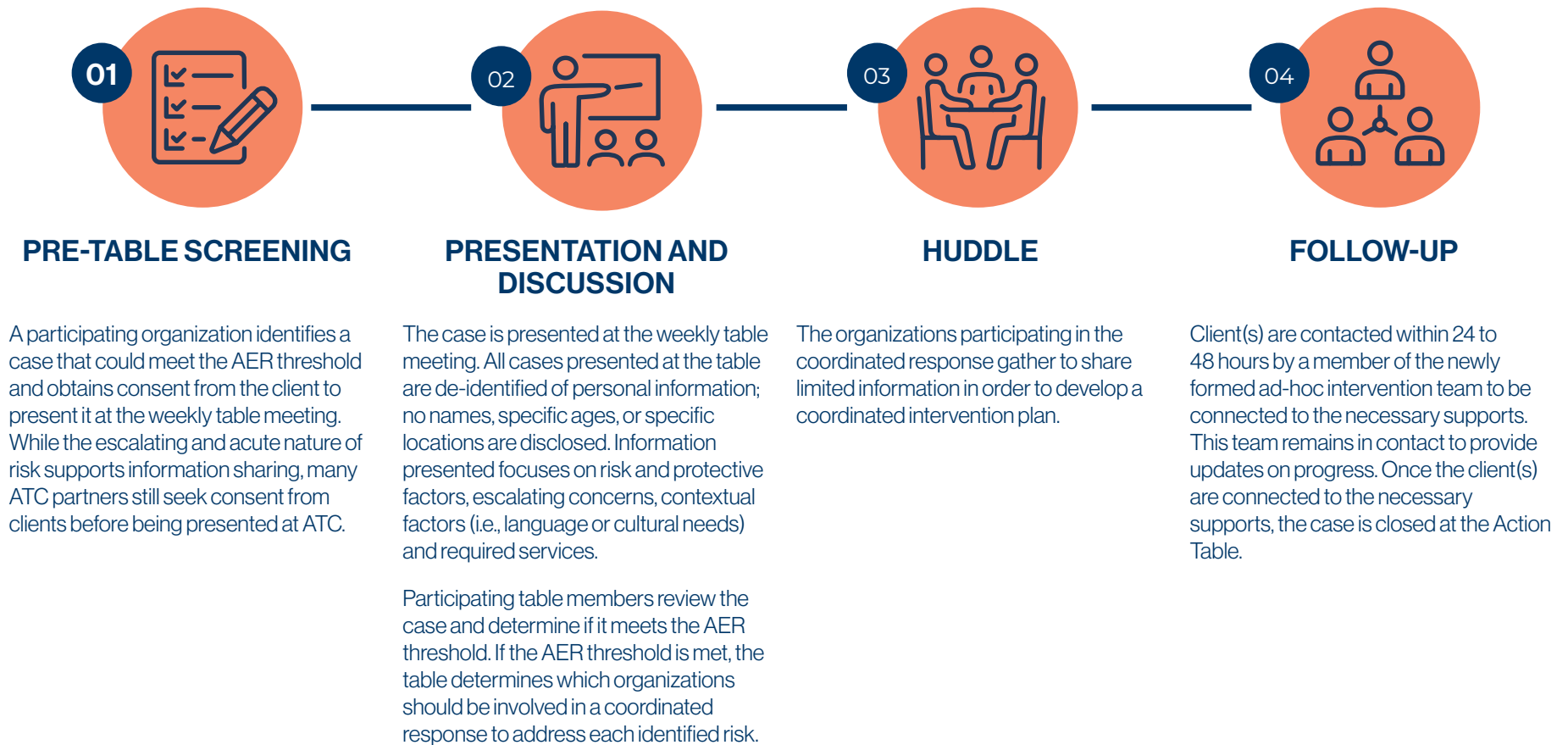
Action Table Calgary (ATC) is a collaborative initiative designed to provide coordinated interventions for Calgarians experiencing complex and acute situations that involve multiple risk factors and safety concerns. ATC follows the Situation Table model, a structured, multi-sectoral approach that brings together organizations from various sectors to intervene before a crisis escalates; rapidly coordinating and connecting households with the critical supports they need from various service providers. ATC is inspired by the successful Situation Table model in Toronto called FOCUS, which has been operating for over ten years, expanding to seven tables across the city.

This initiative started in January 2024, and is collaboratively led by the United Way of Calgary and Area, the City of Calgary, and the Calgary Police Service (CPS). Currently, the table includes 57 agencies across different sectors, all working together to deliver coordinated, timely support to those in need.

The goal of ATC is to prevent crises before they escalate, ensuring that individuals are connected to appropriate wraparound supports in a timely manner.

# How Action Table Calgary Works

ATC operates as a weekly action-oriented meeting, bringing together representatives from social services, healthcare, housing, education, law enforcement, and other community-based organizations. Each week, the representatives participating in ATC have the opportunity to present cases where they believe that an individual, family, or group is at an Acutely Elevated Risk (AER)<sup>1</sup>.



<sup>1</sup> AER is defined as any situation impinging on individuals, families, groups or places with an extremely high probability of victimization from crime or social disorder. If these situations are not addressed, they will call for targeted enforcement or other emergency responses. The acute nature of these situations is an indicator that circumstances have accumulated to the point where crisis is imminent or new circumstances could severely increase the threat of victimization.

# 2025 Action Table Calgary **Key Highlights**

## PARTICIPATION

**57**

partners  
participating in  
ATC

*(up from 51 at the end  
of 2024)*

A full list of partners  
can be found at the  
beginning of this report.

## INTERVENTIONS

**1**

day (average) to  
first contact

*(down from 3.3 at the  
end of 2024)*

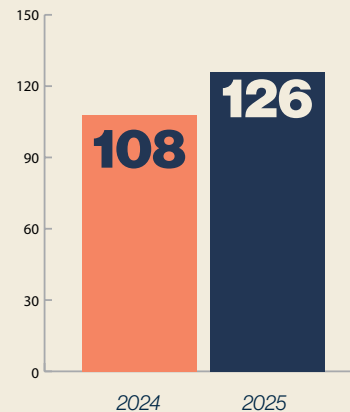
**15.5**

days (average) to  
close a case

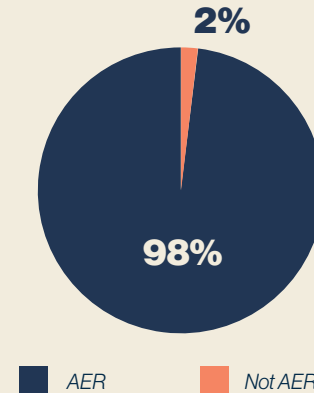
*(down from 17.9 at the  
end of 2024)*

## CASE OVERVIEW

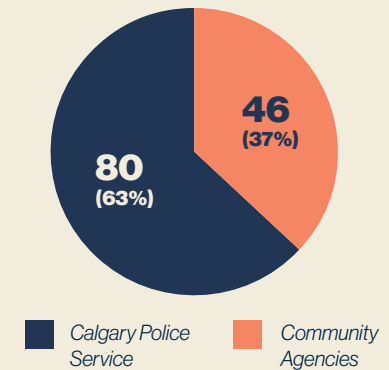
Number of cases brought  
to ATC



Total Cases Voted AER

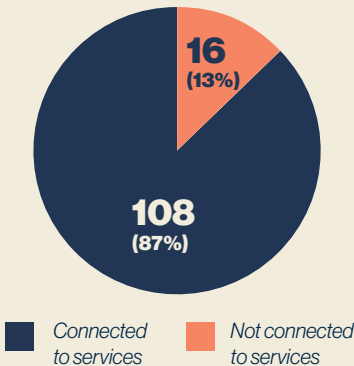


Case Submission by  
Organization Type



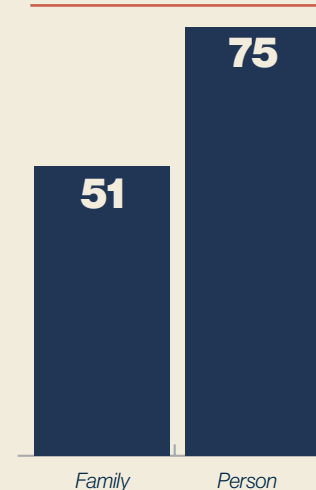
CPS is highlighted to show how often social complexity defaults to police response and the importance of redirecting these cases to community supports.

Total Closed Cases  
Connected to Services



Reasons for not connecting include refusing services, moved out of the city, or became incarcerated/institutionalized.

Case Type



**123**

cases received consent  
before the discussion

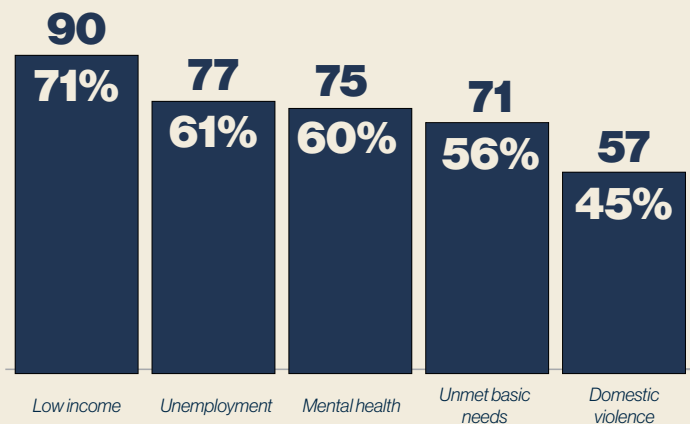
Total number of cases in 2025 that received consent from the client(s) before being presented at the table. The urgent nature of some situations make obtaining consent before intervention difficult, however, consent is always gained before the intervention team engages to provide coordinated supports.

**Average of 3**

cases presented  
per week

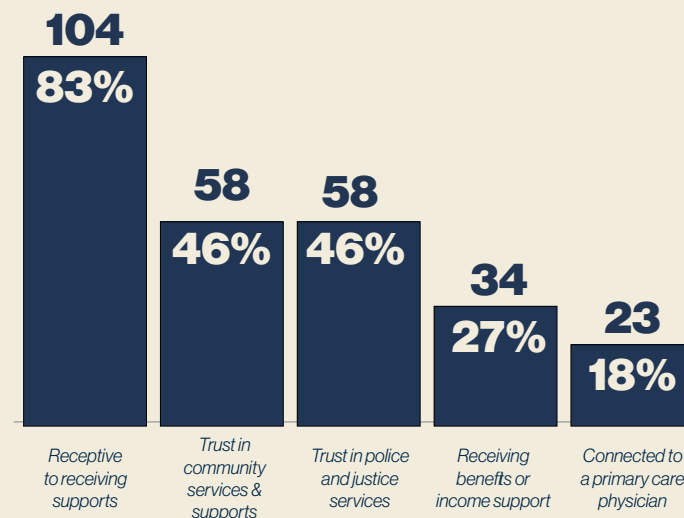
## Top 5 Risk Factors

The Risk Factors highlight circumstances that increased the likelihood of crisis for individuals discussed at Action Table Calgary. By reviewing this data, ATC partners can identify common or compounding risk factors, spot gaps in services or supports, align resources and strategies to emerging needs, and monitor trends to guide proactive, collaborative responses. Understanding these patterns helps the sector take more coordinated, data-informed action to reduce crises and strengthen community well-being.



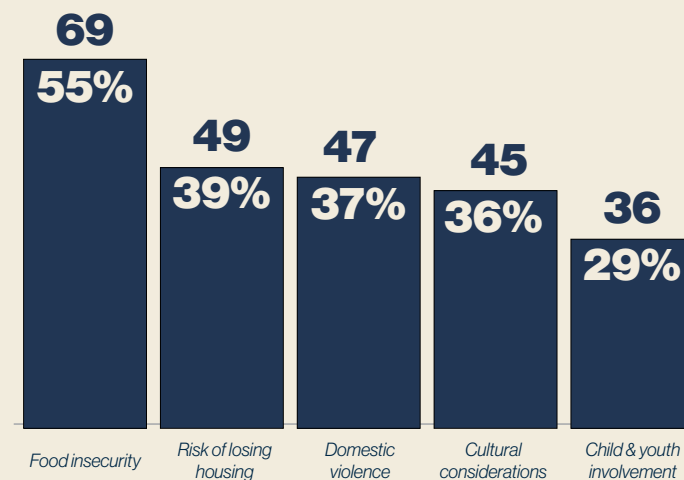
## Top 5 Protective Factors

The Protective Factors highlight the current strengths and supports in a case — such as housing stability, community connection, access to health services, or cultural supports. These factors can help reduce the likelihood of crisis or support more positive outcomes. By reviewing this information, ATC partners can recognize common strengths across cases, identify gaps in access to protective supports, inform strategies that reinforce resilience and stability, and support a balanced, strength-based view of community needs.



## Top 5 Case Considerations

The Case Considerations highlight the factors that required special attention during Action Table Calgary discussions, such as safety concerns, legal restrictions, cultural or communication needs. While not indicators of risk, these considerations reflect complexities that shaped how support is coordinated. This information helps ATC partners identify patterns that impact coordination and service delivery, inform internal training or practice improvements, support planning for more proactive, collaborative responses, and monitor trends to guide resource allocation and strategic action.



# 2025 Action Table Calgary **Key Highlights**

Feedback from table members show tremendous support for the value of the Action Table in strengthening collaboration across Calgary’s social sector. Members reported gaining new working relationships with both CPS and other community organizations, as well as deepening existing partnerships. They also highlighted how participating at the table expands their knowledge of available services and supports, builds their own capacity to navigate complex cases, and ultimately serves as a valuable resource for their front-line staff. Together, these findings reinforce that the Action Table is not only a space for coordinated problem solving, but a valuable and consistent meeting space where expertise is shared, relationships are built, and sector wide strengths are amplified.

| SURVEY RESPONDANTS WHO...                                                                             | PERCENTAGE |
|-------------------------------------------------------------------------------------------------------|------------|
| gained new or strengthened existing relationships with other agencies                                 | 90%        |
| gained new or strengthened existing relationships with the CPS                                        | 71%        |
| gained knowledge of community services and supports they were not previously aware of                 | 98%        |
| strongly agree or agree that ATC increases capacity of their front-line staff to handle complex cases | 69%        |
| believe ATC is a valuable resources for the people they serve in community                            | 98%        |



# Success Stories

The supports offered by ATC's partner organizations provide a tangible impact to clients' lives. These stories exemplify how crises can escalate and how it is possible to reduce the risk of this happening to an individual, family or the community.

For privacy reasons, the names of the clients have been changed and reference to supporting agencies has been removed to maintain anonymity.

## BENSON

Benson arrived in Canada full of hope but quickly found himself alone when his sponsorship fell through. In a city he wanted to call home, he faced mounting barriers to employment, housing, and stability. But he faced an even more daunting test when he was diagnosed with kidney failure, and with it, a future that suddenly felt more uncertain and overwhelming.

Without a place to call his own, Benson relied on relatives already stretched thin. When that support could no longer hold, he turned to a local shelter. He was grateful, but unable to truly rest, recover, or focus on his health. Each setback compounded the last, placing him at greater risk.

When Benson's situation was brought forward to the Action Table, it marked a turning point. Through coordinated action across partner agencies, he was connected to the supports he urgently needed: access to food and clothing, an employment program that led to a job, and most critically, a pathway to stable housing.

With the right supports at the right time, Benson was able to regain his footing. Today, he is rebuilding his life with stability, dignity, and a renewed focus on his health, proof of what's possible when a community comes together before a crisis becomes irreversible.





David was nearing his senior years when his world began to unravel. He was facing legal troubles, the threat of eviction, and mounting instability. When he met with a case worker, he wasn't ready to accept help. But in that moment, something critical surfaced. The caseworker was able to connect with David's partner, Jody, and discovered her need was more imminent

Jody was living with serious medical challenges and quietly enduring abuse from her partner. Her health had deteriorated to the point where she could no longer function independently, leaving her deeply vulnerable.

Recognizing the urgency, a case worker brought Jody's situation forward to the Action Table. What followed was swift, coordinated action. Across agencies, supports were mobilized. Healthcare, legal assistance, food security, and housing all became pieces working together to stabilize her life.

The turning point came when Jody was able to move into a safe, accessible apartment close to her children. For the first time in a long time, she had both safety and support.

Freed from an abusive environment and no longer isolated, Jody began to rebuild her independence, surrounded by care, dignity and the people who could help her heal.



# Conclusion & Next Steps

The work of Action Table Calgary continues to demonstrate the power and necessity of collaboration in addressing complex risk before it escalates into crisis. Their commitment is evident not only in the speed and coordination of interventions, but in the shared belief that no single organization can address the interconnected challenges experienced by clients. ATC will continue to meet this commitment with a dedication to continue building the model to our local context and explore the best way forward to increase its capacity to meet increasing community needs.

The collective effort of ATC partners does more than resolve individual situations; it generates insights that reflect our community systems as a whole. The collective data from the table can help illuminate gaps as well as flag where supports might be needed in real-time. Moving into 2026 and 2027, ATC hopes to strengthen the data from the table to inform how we build responsive systems as well as broader conversations about collective social well-being and community safety. In this way, ATC is both a frontline intervention and a part of systems change—demonstrating how coordinated action, trust-based relationships, and cross-sector accountability can move us closer to a more responsive and coordinated system of care.





