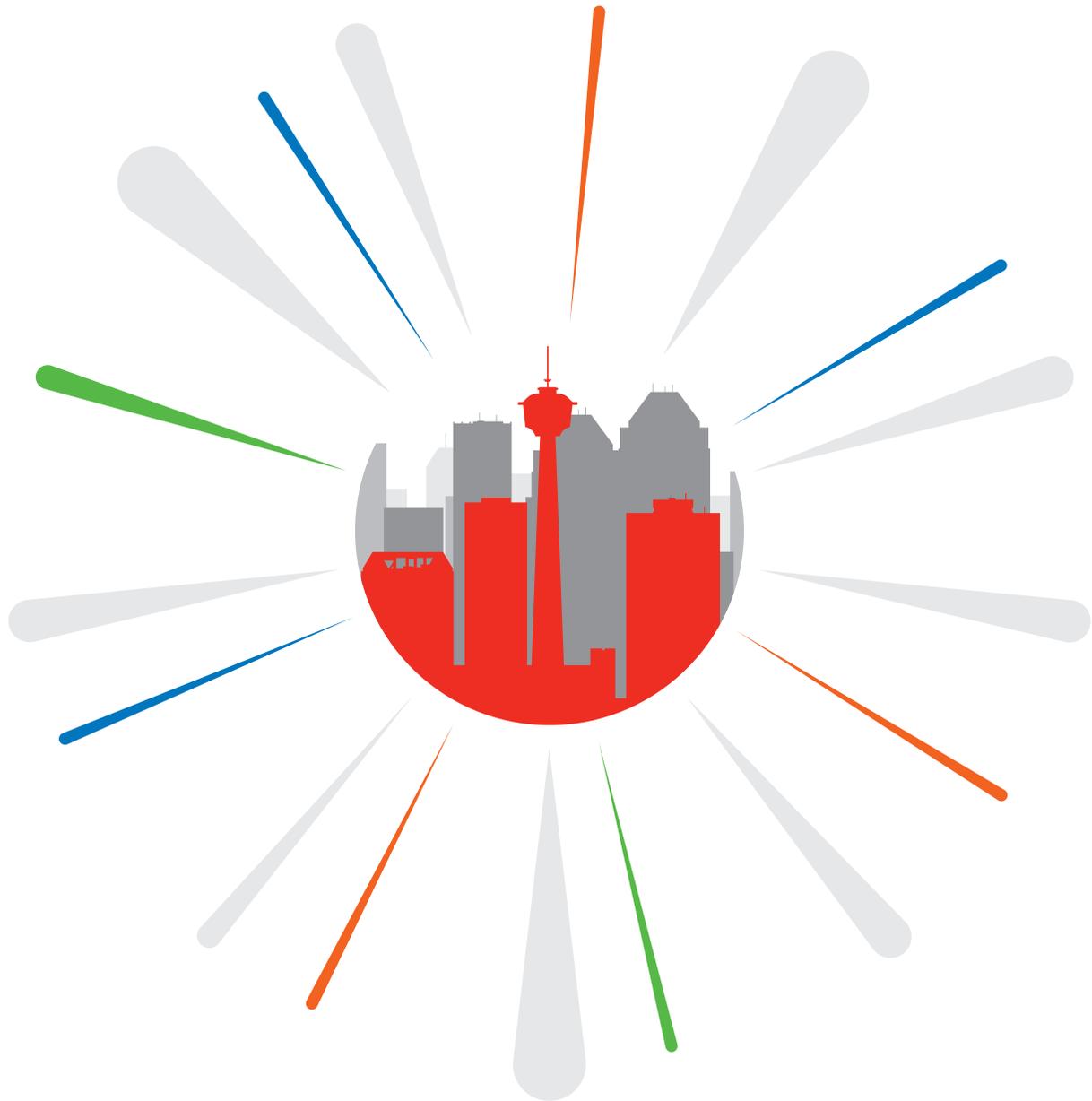


# 2014 COMMUNITY IMPACT RESULTS FULL REPORT



**United Way**  
Calgary and Area  
Building a great city for all.





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# DEAR READER,

Each year, Calgarians trust United Way to invest millions of dollars towards building a great city for all. Issues affecting one part of our economic and social systems affect the integrity of the whole. As a result, United Way invests in three focus areas, poverty, kids and communities, to support the sustainable, long term success of our city.

United Way is uniquely positioned for this work. We invest in programs, collaborations and grants that create change by having the greatest impact. Our Community Impact Framework ensures that we focus on underlying causes and that we work with partners and community to create lasting change.

Through rigorous accountability processes, we evaluate the impact of our investments, and, if needed, help build the capacity to improve or reinvest where we can achieve greater impact. Our expertise on social issues, capacity to gather key players, and ability to activate a full range of solutions is what makes United Way unique in making Calgary a better city for all.

As we celebrate our 75<sup>th</sup> anniversary, we are committed to the vision we have built together.

Thank you to agencies, donors and partners for your continued efforts and support! We look forward to continuing this shared work and staying focused on solutions that are only possible through true community collaboration.



*Lucy Miller*

Dr. Lucy Miller  
President and CEO



# INTRODUCTION AND HOW TO READ THIS REPORT

This report summarizes our 2014 investment results, and demonstrates our impact and accomplishments with our partners in the areas of poverty, kids and communities.

Our results are reported by each focus area. Within each area, there is a breakdown of the financial investment, a list of combined programmatic outcomes, collaborative impact results and examples of Social Return on Investment.

United Way measures the difference a service has made, for example, how building employment skills helped someone get a job. This is known as outcome monitoring. Outcome monitoring is used to assess alignment to United Way strategy, to support continuous improvement, and to demonstrate the impact on individuals and our entire city.

Partners (programmatic and collaborative) report on an annual basis to United Way. Partners identify and report pre-determined measures related to their goals. The “reported” numbers of individuals and families impacted that you see in this report are samples of some or all program participants for each measure.

- Participants of programs are counted only once for each measure. For each indicator, United Way calculates “projected impact” based on the number of unique individuals served by all programs reporting on that indicator. Individuals may participate in more than one program and so may be counted one or more times within each outcome.
- United Way defines a “Collaborative” as a formalized, multi-stakeholder commitment to work together on a complex social issue in order to achieve a desired outcome that cannot be solved by one sector or organization alone.

Social Return on Investment (SROI) measures the social and economic value of community investments. For the 2014 SROI calculation for the Poverty focus area, United Way engaged SiMPACT Strategy Group to strengthen our use of the SROI methodology.

- Additional SROI examples that are aligned to our work are given throughout this report. They were developed by other reputable organizations using SROI accredited principles.



# UNITED WAY DONOR INVESTMENTS

**\$46,961,828**

Total funds allocated in 2014 through Community Investments and Collaborations

**+\$8,489,548**

Total funds designated as donor choice<sup>1</sup>

**\$55,451,376**

**Total United Way 2014  
Community Investment**

Of all reported agency outcome data collected in 2014, 86% of United Way funded programs and initiatives achieved or more than achieved their anticipated outcomes.

**86%**

**177,017**

Unique individuals served through funded programmatic investments (a 15.4% increase from 2013)

**56,756**

Individuals were directly engaged through collaboratives, partnerships, and initiatives. This number is calculated as a contact number. (a 118% increase from 2013)

## UWCA Funded:

**193** programs  
at **110** agencies in Calgary & **5** towns

**70** capacity building and one-time grants

**70** collaboratives = **333** investments

<sup>1</sup>United Way does not evaluate agencies, programs or initiatives funded through donor choice.

# A CATALYST FOR CHANGE

Working with our partners, United Way has identified **10 outcomes** in three focus areas that are **critical to long-term, sustainable change** in our city. These outcomes **build on the strengths of individuals, families and communities**. United Way investments in these areas work towards **greater innovation, policy and systems change, and community impact**. Success in these areas not only supports Calgary's most vulnerable, it allows us to break the cycle of vulnerability, which benefits everyone.

## POVERTY

- Basic needs are met (food, shelter, clothing)
- Opportunities to achieve financial stability and an enabling income
- Opportunities to achieve employment goals



## KIDS

- Achieve developmental milestones
- Develop a strong sense of self, empowerment and make positive decisions
- Successfully transition to adulthood



## COMMUNITIES

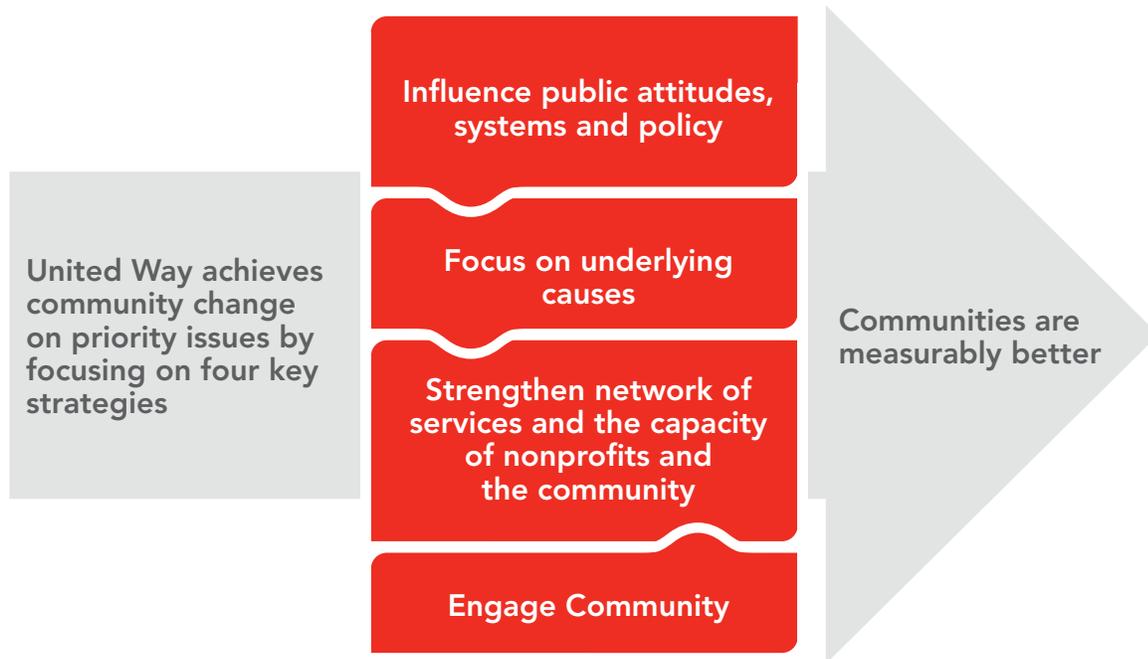
- Families and individuals have supportive relationships
- Residents achieve positive changes in building stronger communities
- Families and individuals are connected to networks and resources to create positive well-being
- Neighbourhoods achieve positive change



# COMMUNITY IMPACT FRAMEWORK

The Community Impact Framework (CIF) reflects our ongoing commitment to work with agencies, large collaborations and community partners to achieve measurable change and impact at individual, community and system levels.

Community impact is achieved through addressing priority social issues using four integrated and interdependent strategies:



- 1. Influence public attitudes, systems and policy:**  
Collaborative research and policy work between different sectors and organizations allow new ways of solving complex social issues to achieve large-scale, sustainable social change.
- 2. Focus on underlying causes:**  
United Way addresses complex social issues through programs and collaboratives to get to the root of issues. Our approach is to be proactive while building on existing community capacity and strengths
- 3. Strengthening network of services and the capacity of non-profits and the community:**  
United Way develops and fosters partnerships, networks and the capacity of the human services sector to more effectively address complex social issues. Strengthening organizations and communities helps make Calgary a great city for all.
- 4. Engage community:**  
United Way empowers people within the community to create grassroots change. In addition to investing in Calgary communities, United Way also invests in Chestermere, Cochrane, High River, Okotoks and Strathmore. Local, volunteer-led partnership committees ensure United Way funds are invested where they are needed the most.

It is this intentional and strategic approach that positions United Way to achieve sustainable impact.

# POVERTY

Not all Calgarians have an equal opportunity to create a vibrant life. Many individuals and families struggle to achieve this because they have vulnerabilities that place them at risk for poverty. Poverty is often rooted in a lack of income and assets to meet basic needs such as food, shelter and clothing. Poverty is further defined as:

- Lack of meaningful employment;
- Greater risk to adverse life events such as violence and illness;
- Lack of adequate health and education;
- Limited sense of belonging;
- Lack of opportunity.

Reducing poverty and ensuring all Calgarians have equal opportunity to create a vibrant life is a critical part of building a great city for all.

## Why United Way Invests in Poverty:

Poverty represents lost potential and lost opportunity for our entire community. It affects us all.

In 2012, 9.7% of Calgarians, 127,000 people, earned less than the low-income cut off before taxes<sup>i</sup>. With high housing costs, a potential economic downturn, and the highest rates of household debt in Canada, \$124,838 on average per household<sup>ii</sup>, **more Calgarians are at risk to experience poverty in 2015.**

Investments in the area of Poverty focus on addressing root and systemic causes. United Way builds the physical, financial and human assets of individuals and families who are struggling with poverty. In partnership with The City of Calgary and Vibrant Communities Calgary, United Way aims to cut poverty in half by 2023 through the Calgary Poverty Reduction Initiative.

The following 2014 results illustrate the impact of investments in the Poverty focus area to help make Calgary a great city for all.

## PRIORITY GOAL OF POVERTY:

**Build resiliency and enable possibility for families and individuals living in poverty.**



**1 in 10**  
Calgarians live in poverty<sup>i</sup>

## Our Poverty Investments by the Numbers

Investment Area	Programs	Unique People Served	Total 2014 Investment
Basic Needs	21	18,656	\$5,314,855
Financial Stability and Enabling Income	3	5,107	\$1,480,750
Opportunities to Achieve Employment	9	3,769	\$1,345,857
Collaborations*	7	5,349**	\$824,319
Capacity Building and One-time Investments	8	n/a***	\$88,229
<b>TOTAL</b>	<b>48</b>	<b>32,881<sup>†</sup></b>	<b>\$9,054,010</b>

\*Collaborations are a multi-stakeholder commitment to work together on a complex social issue.

\*\*Collaborative contacts may refer to individuals counted more than once.

\*\*\*Investments contribute to overall agency effectiveness.

<sup>†</sup>Includes the collaborative contacts.

## 2014 Impact Results in Poverty

Programmatic investments report on an annual basis to United Way. Programs identify indicators related to their goals. Similar to scientific research, for each indicator United Way selects one measure per program based on data quality standards. The “reported” number in the focus areas is a sample of some or all program participants for each measure.

Outcomes	Indicators	Impact Results
Basic needs are met (food, shelter, clothing)	Number of families and individuals whose <b>basic needs are met by addressing root causes of poverty</b>	<b>86%</b> (557 out of 648) of families and individuals had their basic needs met by addressing root causes of poverty <i>Projected impact: 7,624 families and individuals had their basic needs met by addressing root causes of poverty</i>
	Percentage of families and individuals who report their <b>basic needs were met as a result of United Way funded programs</b>	<b>89%</b> (3,862 out of 4,358) of families and individuals had their basic needs met by United Way funded programs <i>Projected impact: 16,815 families and individuals had their basic needs met by United Way funded programs</i>
People have opportunities to achieve financial stability and an enabling income	Percentage of families and individuals who demonstrate indicators of <b>connection to appropriate financial literacy resources</b>	<b>84%</b> (845 out of 1,012) of families and individuals were connected to financial literacy resources <i>Projected impact: 7,103 families and individuals were connected to financial literacy resources</i>
	Number of families and individuals <b>connected to opportunities to save</b>	<b>88%</b> (162 out of 183) of families and individuals were connected to opportunities to save <i>Projected impact: 3,554 families and individuals were connected to opportunities to save</i>
	Percentage of families and individuals who demonstrate <b>increased connection to basic financial services and government supports</b>	<b>84%</b> (1,256 out of 1,501) of families and individuals increased their connection to financial services and government supports <i>Projected impact: 11,706 families and individuals increased their connection to financial services and government supports</i>
	Percentage of families and individuals who demonstrate indicators of an <b>enabling income</b>	<b>56%</b> (453 out of 803) of families and individuals showed signs of having an enabling income <i>Projected impact: 7,923 families and individuals showed signs of having an enabling income</i>
	Percentage of families and individuals <b>accessing income supports are not living in poverty</b>	<b>100%</b> (24 out of 24) of families and individuals who accessed income supports are closer to not living in poverty <i>Project impact: 87 families and individuals who accessed income supports are closer to not living in poverty</i>
	Percentage of families and individuals who demonstrate <b>decreased barriers to employment opportunities</b>	<b>88%</b> (2,588 out of 2,934) of families and individuals experienced decreased barriers to employment opportunities <i>Projected impact: 10,644 families and individuals experienced decreased barriers to employment opportunities</i>
People have opportunities to achieve employment	Percentage of families and individuals who demonstrate <b>decreased barriers to employment opportunities</b>	<b>88%</b> (2,588 out of 2,934) of families and individuals experienced decreased barriers to employment opportunities <i>Projected impact: 10,644 families and individuals experienced decreased barriers to employment opportunities</i>

## 2014 Collaborative Results in Poverty

5,349 individuals and families were directly engaged through United Way funded collaboratives in the area of Poverty as detailed below.

### Influencing Public Attitudes:

- Building on the Basics presented the critical role of the Basic Needs Fund in preventing families from eviction, utility disconnection and family breakdown at two conferences.
- Financial Futures Collaborative partnered with university students to organize six performances to promote money management and financial skills.
- Momentum's collaborative work with The City of Calgary led to recognizing November 17-21 as "Education Savings Week."
- Vibrant Communities Calgary organized 35 community presentations across the city about poverty reduction efforts and poverty-related issues in Calgary.

### Influencing Systems and Policy:

- The Calgary Local Immigrant Partnership (CLIP) council members endorsed a strategic plan to positively change settlement and integration outcomes for newcomers to Canada.
- Financial Futures Collaborative developed a joint framework to promote the value of financial empowerment amongst agencies, government and front-line workers.
- The Financial Futures Collaborative influenced policy change in the area of community economic development and inclusive economies and responded to a municipal motion aimed at further regulating pay-day lenders in Calgary.

### Strengthening the Capacity of Non-profits and Communities:

- The Neighbourhood Hub Pilot Project worked in four pilot communities to explore hub development in the neighbourhood context.
- Building on the Basics identified trends with respect to financial crisis in Calgary. The project partners provided training materials to over 300 front-line workers who refer clients to the *Basic Needs Fund*, and trained 40 workers in using a strength-based approach to service-delivery.
- The Calgary Poverty Reduction Initiative's *Enough for All Strategy* was officially transitioned to Vibrant Communities Calgary (VCC). United Way, The City of Calgary, Momentum and VCC signed the Memorandum of Agreement December 12, 2014.

## DID YOU KNOW?

### Issue:

More Calgarians are at risk to experience poverty in 2015.

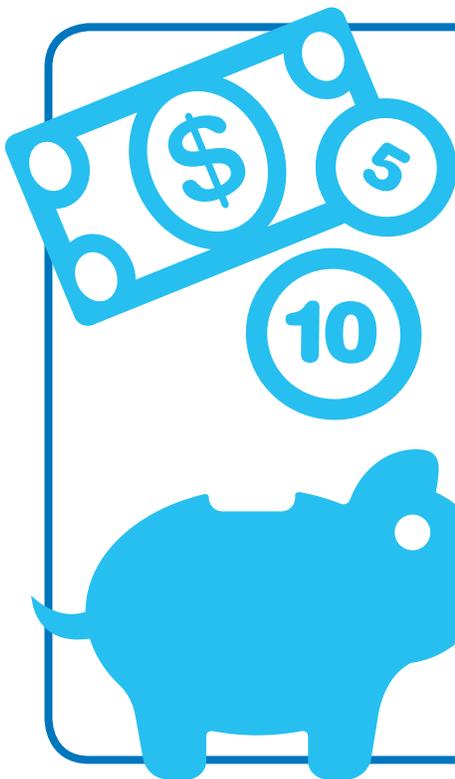
### Impact of United Way's Collaboratives in 2014:

- United Way's Basic Needs Fund prevents eviction so that Calgary families are less likely to be trapped in the cycle of poverty.
- In order to help Calgarians faced with poverty reduce debt, manage day-to-day needs and save for the future, the Financial Futures Collaborative developed a framework for agencies, government and front-line workers. This framework promotes the value of financial empowerment so people can move out of poverty.

## Social Return On Investment

Social Return on Investment (SROI) measures the social and economic value of community investments.

6:1	5:1	3:1
Value Created Dollar Invested	Value Created Dollar Invested	Value Created Dollar Invested
<p><b>Poverty:</b> Investments in employment, financial stability, basic needs, and shelter and housing have an SROI of 6:1. This means \$6 of social value was created for every dollar invested.</p> <p>United Way funded programs in the Poverty focus area likely create more value than 6:1. The value presented represents the minimum value created. This is because not all social value can be captured in financial terms.</p>	<p><b>Crisis Intervention:</b> The SROI for a local crisis line is 5:1<sup>iii</sup></p>	<p><b>Skills Training:</b> Investments in supporting low-income participants to learn money management skills, gain education, start or expand a small business, purchase resources for work or buy a first home have an SROI of 3:1<sup>iv</sup></p>



In partnership with **The City of Calgary** and **Vibrant Communities Calgary**, **United Way** aims to cut poverty in half by 2023 through the **Calgary Poverty Reduction Initiative**.

United Way of Calgary and Area and The City of Calgary will invest **\$4 MILLION** over the next four years to implement the **ENOUGH FOR ALL** strategy – which will be led by Vibrant Communities Calgary.

## KIDS

The well-being and healthy development of children and youth contributes to happier, healthier adults in the future, and builds stronger communities. In order to ensure kids grow up to be successful adults, United Way strategically invests in high-quality programs and initiatives for children and youth.

### Why United Way Invests in Kids:

**An investment in kids is an investment in the long-term success of our city.**

Across all phases of development, kids in Calgary are facing challenges that, if unaddressed, are compounding as they grow up:

- In Calgary, 27% of children entering kindergarten are experiencing some level of social, emotional, physical or communication challenge.<sup>v</sup>
- It is estimated that 27,000 Calgary youth face significant barriers to achieving or maintaining well-being, because of poverty, family breakdown, mental health issues or homelessness.<sup>vi</sup>
- Approximately one in four Calgary students do not complete high school on time, which translates to almost 3,000 students not completing on time each year.<sup>vii</sup> In Canada, dropouts earn less, are more likely to be unemployed and are much more likely to spend time in prison.<sup>viii</sup>

Investing in early childhood development helps ensure children develop the skills they need before they reach kindergarten. This impacts a child's future health, learning and behaviour.

In the later phases of youth, United Way supports school-age children to develop skills, build positive relationships with adults and have a sense of belonging in their community. United Way collaborative initiatives like the Vulnerable Youth Strategy and All In for Youth (AIFY) tackle the issue of high school completion and barriers to well-being through a holistic approach that recognizes the web of academic, social, financial and health barriers that youth face transitioning to adulthood. By funding initiatives that provide holistic supports for at-risk students, United Way collaboratives support academic success, and also relationship-building with families, community members, positive adult mentors and coaches. This helps prepare youth for future education and career opportunities, but also for more general success in relationships and skill building in adulthood.

The following 2014 results illustrate the impact of investments in the Kids focus area.

**PRIORITY GOAL  
OF KIDS:**

**Children  
and youth  
reach their  
potential.**



**1 in 4**

**children entering  
kindergarten  
will experience  
some level of  
social, emotional,  
physical and/or  
communication  
challenge**

## Our Kids Investments by the Numbers

Investment Area	Programs	Unique People Served	Total 2014 Investment
Early Childhood Development	9	3,945	\$1,447,258
Child and Youth Development	32	30,162	\$4,627,522
Transition to Adulthood	22	18,748	\$3,136,379
Collaborations*	22	30,683**	\$6,828,218
Capacity Building and One-time Investments	14	n/a***	\$436,441
<b>TOTAL</b>	<b>99</b>	<b>83,538<sup>†</sup></b>	<b>\$16,475,818</b>

\*Collaborations are a multi-stakeholder commitment to work together on a complex social issue.

\*\*Collaborative contacts may refer to individuals counted more than once.

\*\*\*Investments contribute to overall agency effectiveness.

<sup>†</sup>Includes the collaborative contacts.

## 2014 Impact Results in Kids

Programmatic investments report on an annual basis to United Way. Programs identify indicators related to their goals. Similar to scientific research, for each indicator United Way selects one measure per program based on data quality standards. The "reported" number in the focus areas is a sample of some or all program participants for each measure.

Outcomes	Indicators	Impact Results
Kids (0-6) are achieving developmental milestones	Percentage of Parents/Caregivers who participate in <b>activities that promote positive child interactions</b>	<b>78%</b> (1,181 out of 1,519) of parents/caregivers participated in activities that promote positive child interactions <i>Projected impact: 7,558 parents/caregivers participated in activities that promote positive child interactions</i>
	Percentage of Parents/Caregivers who report <b>increased knowledge of positive early childhood development</b>	<b>90%</b> (3,702 out of 4,108) of parents and caregivers increased knowledge of positive early childhood development <i>Projected impact: 7,262 parents/caregivers increased knowledge of positive early childhood development</i>
	Percentage of children who display the <b>ability to communicate needs and wants in a socially and age appropriate manner</b>	<b>85%</b> (1,583 out of 1,853) of children displayed the ability to communicate needs and wants in a socially and age appropriate manner <i>Projected impact: 2,430 children displayed the ability to communicate needs and wants in a socially and age appropriate manner</i>
	Percentage of children who <b>express emotions at an age appropriate level and empathize with others</b>	<b>81%</b> (242 out of 298) of children expressed emotions at an age appropriate level and the ability to empathize with others <i>Projected impact: 2,247 children expressed emotions at an age appropriate level and the ability to empathize with others</i>

## 2014 Impact Results in Kids Continued

Outcomes	Indicators	Impact Results
Kids develop a strong sense of self, empowerment and make positive decisions	Percentage of children and youth who demonstrate indicators that <b>demonstrate healthy social connections</b>	<b>83%</b> (846 out of 1,024) of children and youth developed and/or expanded healthy social connections <i>Projected impact: 2,954 children and youth developed and/or expanded healthy social connections</i>
	Percentage of children and youth who <b>develop new competencies and skills</b>	<b>83%</b> (3,743 out of 4,502) of children and youth developed new competencies and skills <i>Projected impact: 19,476 children and youth developed new competencies and skills</i>
	Percentage of children and youth who <b>demonstrate a sense of belonging, safety, and identity</b>	<b>93%</b> (3,696 out of 3,972) of children and youth showed an increased sense of belonging, safety, and identity <i>Projected impact: 30,282 children and youth increased a sense of belonging, safety, and identity</i>
	Number of children and youth <b>engaged in recreation and positive engagement activities</b>	<b>87%</b> (2,314 out of 2,646) children and youth participated in recreation and positive engagement activities <i>Projected impact: 7,400 children and youth participated in recreation and positive engagement activities</i>
Youth successfully transition to adulthood	Percentage of youth who demonstrate indicators that contribute to <b>successful transition to employment and/or further education</b>	<b>87%</b> (336 out of 386) of youth are on track for successful transition to employment and/or further education <i>Projected impact: 2,063 youth are on track for successful transition to employment and/or further education</i>
	Percentage of vulnerable youth who are able to <b>navigate and transition between systems</b>	<b>56%*</b> (555 out of 993) of vulnerable youth served are able to navigate and transition between systems <i>Projected impact: 6,472 vulnerable youth are able to navigate and transition between systems</i>
	Percentage of youth who demonstrate indicators that contribute to a <b>sense of identity and belonging</b>	<b>95%</b> (2,538 out of 2,680) of youth increased a sense of identity belonging <i>Projected impact: 4,992 youth increased a sense of identity belonging</i>
	Percentage of youth who demonstrate indicators that contribute to <b>developing the skills for independence</b>	<b>83%</b> (951 out of 1,141) of youth enhanced their skills for independence <i>Projected impact: 15,877 youth enhanced their skills for independence</i>
	Percentage of youth who demonstrate indicators that <b>contribute to positive social networks</b>	<b>93%</b> (1,215 out of 1,305) of youth developed and/or expanded positive social networks <i>Projected impact: 6,155 youth developed or expanded positive social networks</i>

\*This result may seem low but because of the extreme vulnerability of the youth it is quite strong.

# DID YOU KNOW?

## Issue:

Approximately one in four Calgary students do not complete high school on time.<sup>vii</sup> In Canada, dropouts earn less, are more likely to be unemployed and are much more likely to spend time in prison.<sup>viii</sup>

## Impact of United Way's Collaboratives in 2014:

- To reduce student dropout rates, All In for Youth organized a school summit focused on implementing preventative measures to youth dropping out of school. The summit was attended by staff from 17 schools and seven partner agencies.
- To help keep Aboriginal youth in school, the Aboriginal Youth and Education Strategy tested six new programs with major youth serving organizations in Calgary. The new programs provided academic and social aspects that help youth stay engaged in school.

## 2014 Collaborative Results in Kids

30,683 children, youth, and families were directly engaged through United Way funded collaboratives in the area of Kids.

### Influencing Public Attitudes:

- The Leading Boldly Initiative convened the "Thrive By Five" Change Lab to create new solutions in the area of Early Childhood Development practice.
- United Way's collaborative work focusing on Early Years created learning opportunities and resources for parents, community members and volunteers. Workshops focused on positive play to support brain development, positive discipline and understanding the impacts of toxic stress.
- All In for Youth (AIFY) Initiative's goal of engaging Calgarians in volunteer work that benefits youth at risk of dropping out of high school was supported through 31 presentations and panel discussions with volunteers.
- United Way's Aboriginal Youth and Education Strategy helped integrate an Aboriginal perspective into the "Brain Game", which helps to create awareness of the impact of early childhood stressors on brain development.

### Influencing Systems and Policy:

- The Galileo Educational Network worked with the Calgary Board of Education (CBE) to sponsor teaching practices in 220 CBE schools that lead to improved outcomes for all students.
- AIFY organized a school summit focused on the implementation of preventative measures to reduce student dropout rates that was attended by representatives of 17 schools and seven partner agencies.
- The Aboriginal Youth and Education Strategy supported an elementary school to hire an Aboriginal Learning Leader to increase recognition of the need for Aboriginal supports and cultural presence.
- More than 150 Early Years' frontline workers and parents attended the "Get Over It" workshop on mobilizing family support to address challenging behaviours in children.
- AIFY shared the results of its Detour program with the Minister of Alberta Education making recommendations for flexible funding models to be made available in adult learning environments.

### Strengthening the Capacity of Communities

- 27 leaders in the area of early childhood development participated in the Leading Boldly Thrive By Five Change Lab's Design workshop. Participants learned how to test ideas for prototypes that could contribute to outcomes in the Early Childhood Development sector.
- The Building Sector Capacity project of Big Brothers Big Sisters provided online support and resources to promote mentorship that were utilized by 2,512 mentors and mentees.

- Encore CBE and Urban Society for Aboriginal Youth connected 86 Aboriginal youth into Encore through their Aboriginal Recruitment Strategy to support urban Aboriginal youth with their successful re-engagement with learning and education.

### Strengthening the Network of Services

- The Aboriginal Youth and Education Strategy prototyped six programs to impact major youth serving organizations in providing academic and social programs that help youth stay engaged in school.
- The Calgary Learning Village Collaborative provided opportunities to connect school personnel and families to needed services through Welcome to Kindergarten events, Parent Teacher Interviews, presentations to school staff and principals' breakfasts.
- The Calgary Achievement Centre for Youth brought together major youth serving organizations to develop shared goals and action plans to help youth stay in school and/or stay employed.

To have an organization and community working together for 75 years to make a difference for the most vulnerable, that's something we should all be proud of.

- Lucy Miller  
President and CEO,  
United Way of Calgary and Area

## Social Return On Investment

Social Return on Investment (SROI) measures the social and economic value of community investments.

**18 : 1**

Value Created Dollar Invested

**23 : 1**

Value Created Dollar Invested

**3 : 1**

Value Created Dollar Invested

### Children and Youth:

A local mentoring program generated an average SROI of 18:1.<sup>ix</sup>

### Children and Youth:

When working with the **most vulnerable youth**, the same mentoring program generated an average SROI of 23:1.<sup>x</sup>

### Kids 0-6:

The return on investment in early childhood programs is 3:1.<sup>xi</sup>



**All In for Youth** shared the results of its **Detour program** with the **Minister of Alberta Education** making recommendations for flexible funding models to be made available in adult learning environments.

# COMMUNITIES

Programs and services in the communities focus area provide support for vulnerable individuals such as seniors, immigrants and people experiencing domestic violence, addiction, mental health concerns, chronic illness and disabilities. With the right supports, vulnerable individuals are more likely to experience emotional well-being, demonstrate healthy behaviours and have the capacity to advocate for themselves. Resiliency building at the community level ensures that residents have access to supportive services and a safe environment, and that as a community they exhibit social cohesion.

## Why United Way Invests in Communities:

**When vulnerable people and neighbourhoods have resiliency, communities are stronger and healthier for everyone.**

Many factors affect the social well-being of a city. Economic conditions, public attitudes, health and education system practices, and neighbourhood conditions are some examples. When negative factors combine they can result in poverty, violence, illness, isolation and unfulfilled potential.

- It is estimated that 12.5% of Alberta's population aged 15 and over lives with a disability<sup>xii</sup>, with prevalence rates even higher amongst females. According to the Canadian Mental Health Association, the total number of 12-19 year olds in Canada at risk for developing depression is more than 3 million<sup>xiii</sup>. However, when depression is identified, the appropriate supports could produce positive change for 80% of the people affected<sup>xiv</sup>. Recognizing these facts, United Way partners with agencies that provide key services such as peer support groups, crisis counselling and skill building courses that help people living with mental illness.
- Domestic violence is an important issue in Calgary and 16,000 domestic violence incidents are reported to Calgary Police each year<sup>xv</sup>. Canadian statistics show that women are overrepresented as victims of domestic violence and account for 80% of victims. Since domestic violence is still perpetuated largely by males, men and boys have a key role to play in helping end this violence. United Way supports the Men and Boys strategy through the Calgary Domestic Violence Collaborative to support healthy masculinity and prevent violence against women.
- In Calgary, 24.8% of seniors aged 65 and over lived alone according to data from 2010<sup>xvi</sup>, creating greater needs for services and supports that address unique challenges like social isolation. United Way's Seniors' Strategy focuses on programs and initiatives that address seniors' issues such as elder abuse, social isolation and housing; while also supporting access to services and transportation for Calgary seniors.
- Immigrants, who in 2010 made up 27.6% of Calgary's population<sup>xvii</sup>, also receive critical assistance through settlement and integration programs. These programs help newcomers improve language skills, address employment challenges and enhance the accessibility of services for those in need.

Within the Communities focus area the Neighbourhood Strategy supports local change from a grassroots level. By building connections and capacity in neighbourhoods, United Way empowers local residents to come together in a meaningful manner and find ways to strengthen their communities. Building off the work of the Calgary Learning Village Collaborative and Bowness community work, United Way supported the creation and/or strengthening of neighbourhood hubs in four Calgary communities: Bridgeland, Vista Heights, Sunalta and Bowness. This resulted in the development of public spaces that serve as a focal point for services, resident connectivity and increased self-advocacy was made in 2014 through the hub work.

The following 2014 results illustrate the impact of investments in the Communities focus area.

**PRIORITY  
GOAL OF  
COMMUNITIES:**

**Building the  
resiliency  
of vulnerable  
individuals,  
families and  
communities.**

## Our Communities Investments by the Numbers

Investment Area	Programs	Unique People Served	Total 2014 Investment
Neighbourhood Development and Engagement	8	1,918	\$819,049
Newcomer Settlement and Integration	9	7,654	\$1,213,243
Community Mental Health & Addiction Recovery	13	4,320	\$2,960,570
Supporting Vulnerable Seniors	5	7,749	\$518,869
Reduce Interpersonal Conflict and Violence	20	23,266	\$3,005,071
People with Disabilities and Chronic Health Conditions	27	9,736	\$3,335,782
Building Strong Communities	15	41,987	\$3,788,987
Collaborations*	41	20,724**	\$4,539,821
Capacity Building and One-time Investments	48	n/a***	\$1,126,909
<b>TOTAL</b>	<b>186</b>	<b>117,354<sup>†</sup></b>	<b>\$21,308,301</b>

\*Collaborations are a multi-stakeholder commitment to work together on a complex social issue.

\*\*Collaborative contacts may refer to individuals counted more than once.

\*\*\*Investments contribute to overall agency effectiveness.

<sup>†</sup>Includes the collaborative contacts.

## 2014 Impact Results in Communities

Programmatic investments report on an annual basis to United Way. Programs identify indicators related to their goals. Similar to scientific research, for each indicator United Way selects one measure per program based on data quality standards. The “reported” number in the focus areas is a sample of some or all program participants for each measure.

Outcomes	Indicators	Impact Results
Neighbourhoods are achieving positive change	Number of neighbourhood residents who <b>participate in their community</b>	<b>66%</b> (884 out of 1,334) of residents participated in their community <i>Projected impact: 13,567 residents participated in their community</i>
	Number of neighbourhood residents who report having <b>supportive relationships and networks</b>	<b>89%</b> (788 out of 886) of residents have supportive relationships and networks <i>Projected impact: 2,458 residents have supportive relationships and networks</i>
	Number of neighbourhood residents who are able to <b>identify and address community needs and priorities</b>	<b>87%</b> (1,635 out of 1,793) of residents identified and addressed community needs and priorities <i>Projected impact: 9,394 residents identified and addressed community needs and priorities</i>
	Percentage of neighbourhood residents who demonstrate the <b>capacity to advocate on issues important to them</b>	<b>36%</b> (1,098 out of 3,064) of residents show capacity to advocate on issues important to them <i>Projected impact: 1,098<sup>2</sup> residents show capacity to advocate on issues important to them</i>
	Number of neighbourhoods with programs and services that <b>address local needs and priorities</b>	<b>97%</b> (1,995 out of 2,051) of residents say neighbourhood programs addressed local needs and priorities <i>Projected impact: 10,378 residents say neighbourhood programs addressed local needs and priorities</i>

<sup>2</sup>The entire sample size was surveyed therefore the projected impact are those reporting change.

## 2014 Impact Results in Communities Continued

Outcomes	Indicators	Impact Results
Families and individuals are connected to networks and resources to create positive well-being	Percentage of families and individuals who demonstrate ability to <b>access personal growth, healing and well-being opportunities</b>	<b>87%</b> (18,859 out of 21,679) of families and individuals were able to access personal growth, healing, and well-being opportunities <i>Projected impact: 48,686 families and individuals were able to access personal growth, healing, and well-being opportunities</i>
	Percentage of families and individuals who demonstrate <b>adaptability and capacity to change unhealthy and/or destructive patterns</b>	<b>86%</b> (12,663 out of 14,750) of families and individuals are able to change unhealthy and/or destructive patterns <i>Projected impact: 31,585 families and individuals are able to change unhealthy and/or destructive patterns</i>
	Number of families and individuals that report having <b>supportive relationships and networks</b>	<b>85%</b> (6,236 out of 7,310) of families and individuals have supportive relationships and networks <i>Projected impact: 28,091 families and individuals have supportive relationships and networks</i>
Residents achieve positive changes in building stronger communities	Number of neighbourhood residents that have <b>quality services that are community led</b>	<b>97%</b> (3,183 out of 3,238) of residents say they have quality, community-led services <i>Projected impact: 8,750 residents say they have quality, community-led services</i>
	Percentage of families and individuals indicating there is a diverse and innovative use of community space for <b>community development, social services and social enterprise</b>	<b>24%</b> (89 out of 372) of families and individuals say there is a diverse and innovative use of community space for community development, social services, and social enterprise <i>Projected impact: 1,452 families and individuals say there is a diverse and innovative use of community space for community development, social services, and social enterprise</i>
	Percentage of neighbourhood residents indicating there is a <b>strong citizen informed infrastructure</b> to support community needs and priorities	<b>93%</b> (744 out of 799) of residents say there is a strong citizen-informed infrastructure to support community needs <i>Projected impact: 24,839 residents say there is a strong citizen-informed infrastructure to support community needs</i>
Families and individuals have supportive relationships	Number of families and individuals who report having <b>supportive relationships</b>	<b>86%</b> (2,625 out of 3,045) of families and individuals have supportive relationships <i>Projected impact: 12,471 families and individuals have supportive relationships</i>
	Percentage of families and individuals who report having <b>supportive and helpful social networks</b>	<b>85%</b> (4,219 out of 4,977) of families and individuals have supportive and helpful social networks <i>Projected impact: 19,967 families and individuals have supportive and helpful social networks</i>

## 2014 Collaborative Results

20,724 individuals and families were directly engaged through United Way funded collaboratives in the area of Communities.

### Influencing Public Attitudes:

- Spinal Cord Injury Alberta created awareness with 1,200 individuals about physical disabilities.
- 75% of women participating in Women's Centre community awareness events reported greater awareness of women's issues.

### Influencing Systems and Policies:

- The Sustaining Healthy and Awesome Relationships (SHARE) Collaborative engaged men in domestic violence prevention by working with service providers and practitioners to promote system-wide approaches.
- The Multiple Sclerosis Society of Canada (Calgary and Area chapter) advocated for the availability of more treatment choices for those living with Multiple Sclerosis. Two new therapies have been made available on the drug benefit list.
- Shift: The Project to End Domestic Violence increased coordination between funders, schools and service providers to utilize shared tools that align their work to schools' healthy relationship development goals.
- The Calgary Domestic Violence Collaborative (CDVC) wrote letters to the provincial and federal government and engaged with the provincial government around CDVC's engaging men and boy's strategy.
- The Calgary Chamber of Voluntary Organizations prepared a report for Alberta Human Services based on the 2014 Annual Non-profit Survey. The report has been used to inform Ministry decisions and to brief the Minister of Human Services about the state of the human services sub-sector.

### Strengthening the Capacity of Communities:

- Through the Bowness neighbourhood work, 200 community volunteers were engaged in the "Boots and Hearts" event in July 2014, giving residents an opportunity to commemorate their community's response to the flood.
- The Community Development Learning Initiative built resident capacity through a 6-month community development program resulting in increased skills, awareness and knowledge for participating residents.
- United Way's North East Community Project supported 600 residents and community groups to mobilize and address local issues of transportation, neighbourhood cleaning, and street safety.
- The SHARE collaborative led discussions, events and activities with 81 community leaders and 312 members to promote community-based prevention strategies to address domestic violence.

## DID YOU KNOW?

### Issue:

Each year 16,000 domestic violence incidents are reported to Calgary Police.<sup>xv</sup>

### Impact of United Way's Collaboratives in 2014:

- In order to reduce domestic violence rates, individuals and communities need to be part of the solution. Communities that experience higher than average incidences of domestic violence were engaged by The Sustaining Healthy and Awesome Relationships (SHARE) Collaborative. The SHARE collaborative led discussions, events and activities with 81 community leaders and 312 members to promote community-based prevention strategies to address domestic violence.
- To reduce domestic and sexual violence and improve support to those impacted by it, the Calgary Domestic Violence Collective developed a coordinated, collaborative response among professionals in the sector.

**A community that is truly successful is defined not just by economic growth and economic prosperity but how we treat the least among us.**

**- Brian Gallagher**  
CEO, United Way Worldwide

**Strengthening the Capacity of Non-profits and the Network of Services:**

- The Calgary Chamber of Voluntary Organizations (CCVO) developed two reports based on lessons from the 2013 Calgary flood. CCVO is the host organization for the Non-profit Emergency Preparedness Initiative.
- The Community Development Learning Initiative (CDLI) trained 12 agencies on how to use a new methodology for capturing their outcomes. Outcomes Harvesting is now being used to evaluate their programs.
- Shift: The Project to End Domestic Violence held two capacity-building sessions where 44 service providers became certified by PrevNet in the Healthy Relationships Training tool and 40 service providers became certified to facilitate the Four R's Healthy Relationship Plus Program.
- The CDVC developed a coordinated, collaborative response to domestic and sexual violence in Calgary focusing on: Coordination Along the Service Spectrum; Supporting the Supporters; Engaging Men & Boys; Education & the Intersection of Domestic Violence, Sexual Assault and Sexual Exploitation; Ethno-Culturally Diverse Communities; and Safe, Affordable & Accessible Housing.

**Social Return On Investment**

Social Return on Investment (SROI) measures the social and economic value of community investments.

**11 : 1**

Value Created Dollar Invested

**Domestic Violence:**

Support to children and youth impacted by domestic violence has an annual average SROI of 11:1.<sup>xxx</sup>

**3 : 1**

Value Created Dollar Invested

**Domestic Violence:**

Safe and affordable housing for a single mother escaping domestic violence over a five year period has a SROI of 3:1.<sup>xx</sup>

**4 : 1**

Value Created Dollar Invested

**Seniors:**

Crisis prevention for seniors has an annual SROI of 4:1.<sup>xxi</sup>



**Shift: The Project to End Domestic Violence** increased coordination between funders, schools and service providers to utilize shared tools that align their work to schools' healthy relationship development goals.

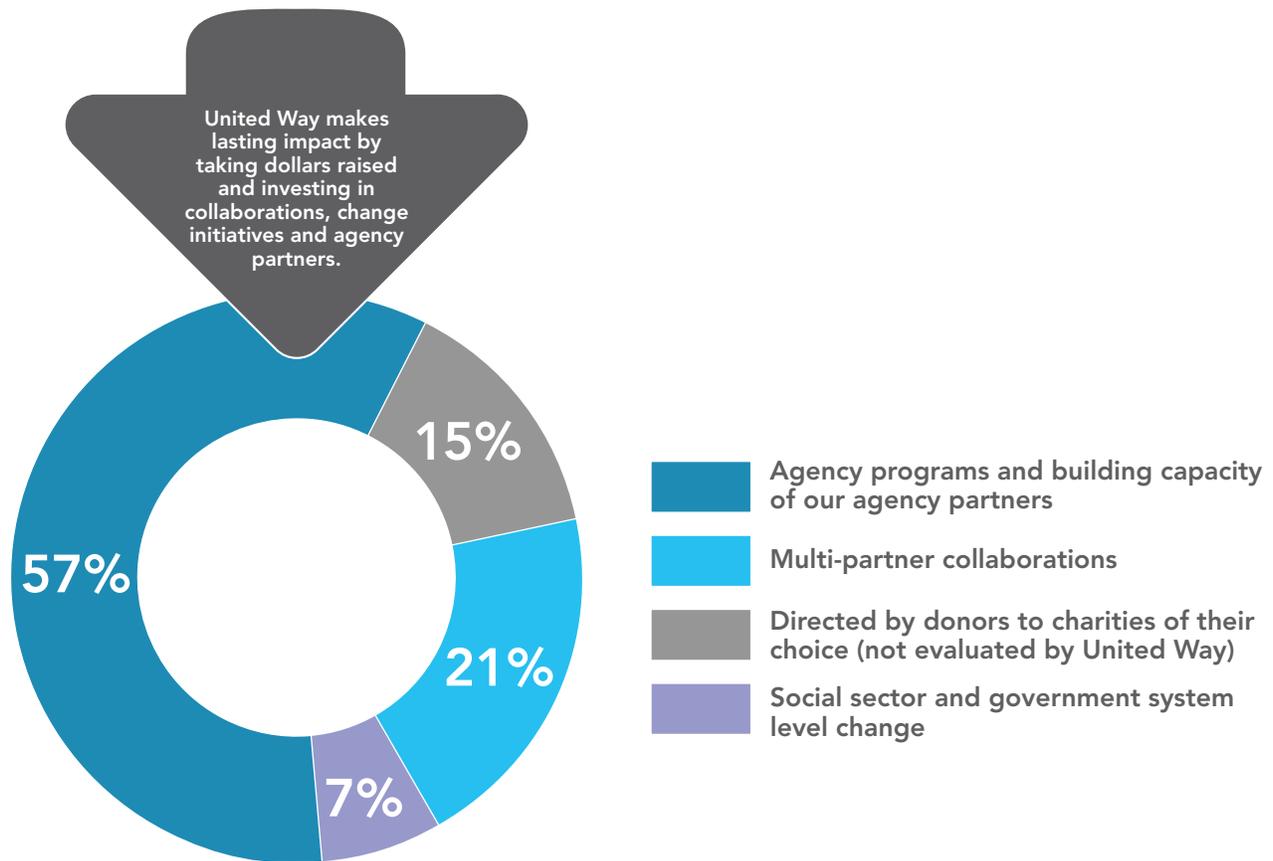
# HOW WE USED DOLLARS RAISED IN 2014

90%

Investing in communities

10%

Fundraising Cost



## Examples:

- **Agency programs & capacity building:** After school programs that provide safe places for kids to go and connect.
- **Multi-partner collaborations:** All In for Youth initiative, which engages multiple partners in addressing issues keeping our youth from completing high school.
- **Social sector & government system level change:** Engaging government to remove financial barriers to transportation that make it hard for kids to stay in school.

## CONCLUSION

United Way's commitment to community impact and measurable change is meeting the needs of vulnerable Calgarians. One program or social service alone cannot change a system or solve complex social issues. United Way's community collaboratives and system level initiatives resulted in measurable impact and addressed root causes.

For more information, please contact:

Talia Bell, Manager of Evaluation and Operations at United Way  
talia.bell@calgaryunitedway.org

United Way would like to thank all of our funded agencies and initiatives for continuing to provide us with information we can use to show how United Way funding is improving the quality of life for all Calgarians.

**In our 75<sup>th</sup> year we want to have  
a year like no other.**

We have to be bolder than ever.

We have to think about being relentless.

We have to think about being fearless.

We have to keep asking the question,

**what more can we do?**

**- Lucy Miller**

President and CEO,  
United Way of Calgary and Area

# GLOSSARY

**Capacity Building** – United Way’s support to organizations to build and maintain the skills, infrastructure and resources necessary to realize their mission.

**Collaborative** – A formalized, multi-stakeholder commitment to work together on a complex social issue that cannot be solved by one sector or organization alone.

**Collaborative Contacts** – Individuals who were directly engaged through collaborative activities, but may be counted more than once.

**Indicator** – A specific, observable, and measurable characteristic or change that will represent achievement of an outcome.

**Low-income Cut Off** – An income threshold below which a family will likely devote a larger share of their income to the necessities of food, shelter and clothing than an average family would.

**One-time Investments** – United Way investments typically focused on short-term impact pertaining to organizational effectiveness.

**Outcome** – The change or benefit that results from a program or service.

**Programs** – Investments focused on specific issues and need for change delivered by individual service providers.

**Projected Impact** – Based on the unique individuals served by all programs reporting on the indicator.

**Reported** – Agencies report on a sample of some or all program participants for each indicator. United Way aggregates the chosen measures across programs.

**Resiliency** – The ability to recover from or adjust easily to misfortune or change.

**Social Capital** – The networks of relationships among people who live and work in a particular society, enabling that society to function effectively.

**Social Return on Investment** – A principles-based method for measuring extra-financial value (environmental and social value not currently reflected in conventional financial accounts) relative to resources invested.

**Unique Individuals Served** – An individual who received a direct service counted one time by a program during the annual reporting period.

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**United Way**  
**Calgary and Area**  
**Building a great city for all.**