



2018 Implementation Plan

Enough for All Strategy

ACHIEVING IMPACT TOGETHER
Vibrant Communities Calgary

Our goal at Vibrant Communities Calgary is to achieve a sustained reduction in the number of Calgarians living in poverty. We do this by bringing all members of the community together to address the root causes that contribute to poverty.

By providing leadership, fostering collaboration and championing social justice and pragmatic action, the 2018 Implementation Plan seeks to inspire real progress toward the goal of cutting poverty in Calgary in half by 2023 — so Calgarians’ basic needs are met and all have the opportunity to participate fully in their communities.

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ACHIEVING IMPACT TOGETHER

Enough for All is Calgary's community-driven strategy to reduce poverty. On January 1, 2015, the City of Calgary and the United Way of Calgary and Area appointed Vibrant Communities Calgary (VCC), through a Memorandum of Agreement, to guide the implementation of the strategy — with the community remaining its collective 'owner'. That ownership is currently shared across 20 collaboratives and networks of community members including people with lived experience of poverty, Indigenous leaders and organizations with a focus on reducing poverty.

Enough for All has four overarching goals, intended to realize a vision in which:

1. All Calgary communities are strong, supportive and inclusive.
2. All Aboriginal people are equal participants in Calgary's prosperous future.
3. Everyone in Calgary can easily access the right supports, services and resources.
4. Everyone in Calgary has the income and assets needed to thrive.

The 2018 Implementation Plan describes how VCC and its partners will pursue these goals — setting out activities, accountabilities, timelines and deliverables. The poverty reduction strategy, its outcomes and support structure need to be revised in 2019. The 2018 Implementation Plan will also lay the foundation for that revision.

THE IMPACT OF POVERTY IN CALGARY

Roughly one in 10 Calgarians lives in poverty: 150,000 people without enough money for food, shelter and other basic needs. It's not just those living below the poverty line who suffer. Many above it struggle to survive and support their families, which keeps them from contributing in other ways to society. One study puts poverty's yearly toll in Alberta between \$7.1 billion and \$9.5 billion¹.

¹ Calgary Foundation (2017). [Living Standards: Poverty Reduction](#). Calgary: Calgary Foundation

COLLECTIVE IMPACT FOR LASTING RESULTS

"The collaboration between different organizations has to get better, as does the communication between these organizations."

|| Implementation Plan Refresh Board-Staff Workshop Participant

No single policy, government department, organization or program can solve complex social problems alone. Collective Impact is a way of working that is designed to help organizations achieve significant and lasting social change by working together. Participants come together to form groups — known as 'collaboratives' — and generate solutions in a cooperative way, based on the unique skills and expertise that they each bring.

Collective Impact initiatives are built around a common agenda for change that includes a shared understanding of the problem to be solved, a joint approach to solving it, consistent collection and measurement of data by all participants, open and continuous communication, and a plan of action that outlines and coordinates mutually reinforcing activities. These activities are facilitated by a centralized organization known as a 'backbone organization'.

VCC is the backbone organization for *Enough for All*, helping the various collaboratives work together to address the root causes of poverty and create positive, long-term and sustainable social change. The Collective Impact approach, together with VCC’s strategic leadership, enables organizations in Calgary to align around common goals, complementary activities and shared measurement systems. This shared agenda and coordinated action will drive broad and effective action toward achieving the *Enough for All* goals.

PROGRESS TO DATE

The original *Enough for All* implementation plan covered the four-year period from 2015–2018, but anticipated the need for a refresh in 2018. To date, progress toward all four *Enough for All* goals has been largely formative. However, significant work has been done around the “Everyone in Calgary has the income and assets to thrive” goal, and promising progress has been made in the areas of community hub development, reconciliation and justice. For more information, please see the Report to Community (<http://vibrantcalgary.com/wp-content/uploads/2017/06/VCC-Report-to-Community-2016-FINAL.pdf>).

CURRENT ENOUGH FOR ALL COLLABORATIVES

Alberta Poverty Reduction Network	Financial Empowerment Collaborative
Basic Income Calgary	Impact and Evaluation Advisory Committee
Calgary Ability Network – Poverty Reduction Table	Implementation Council
Community Housing Affordability Collective	Indigenous Advisory Committee
Community Hubs Collaborative	Metro Alliance for Common Good
Compassionate Food Dignity Collaborative	Justice Sector Constellation
Early Learning and Child Care Strategy	Peer Support Working Group
Enough for All Business Leaders Forum	Poverty Talks!
Fair Calgary Community Voices	Social Policy Collaborative
	Safe and Affordable Financial Products Committee
	Soul of the Next Economy Forum

WHAT SHAPED THIS PLAN

VCC undertook a robust engagement process to refresh the *Enough for All* implementation plan for 2018. Consultations were held with the existing collaboratives; a literature review was conducted; the Implementation Leadership Council provided insight, five key informant interviews were carried out; and a Board-Staff retreat was held. The 2016 Evaluation Report was the largest driver behind the creation of this plan. It explored in detail the current successes and challenges of implementing the *Enough for All* strategy and made concrete recommendations on how best to leverage opportunities and overcome existing gaps.

EVALUATION FINDINGS

The 2016 evaluation was carried out by an objective third party, with the final report of findings accepted by VCC’s Board of Directors in May 2017. The evaluation found an abundance of poverty reduction efforts and activities in Calgary, often disconnected from each other and sometimes with duplication of effort. The collaboratives involved specifically in *Enough for All* have limited awareness of what the others are doing. At the same time, they are growing in number. More broadly, local, provincial and national support for poverty reduction is on the rise: there is an opportunity to act — and a need for greater coordination to do so effectively.

Another key theme in the evaluation findings is the need for meaningful engagement. Those living in poverty need to be part of any solution for getting out of it – ‘*meet people where they are at*’. The Calgary community in general needs to be more aware of and engaged in poverty-reduction efforts to gain widespread buy-in and support. Furthermore, the evaluation found that nurturing Indigenous partnerships and advancing reconciliation were crucial to reducing poverty.

Poverty-reduction efforts should be focused where they can achieve the most impact and move the community farthest toward the aspirational goals of *Enough for All*. The literature review revealed three such areas: health and wellness, multi-disciplinary collaboration, and social policy. These are reflected in

the objectives and activities of this 2018 Implementation Plan, with engagement and communication cutting across all work.

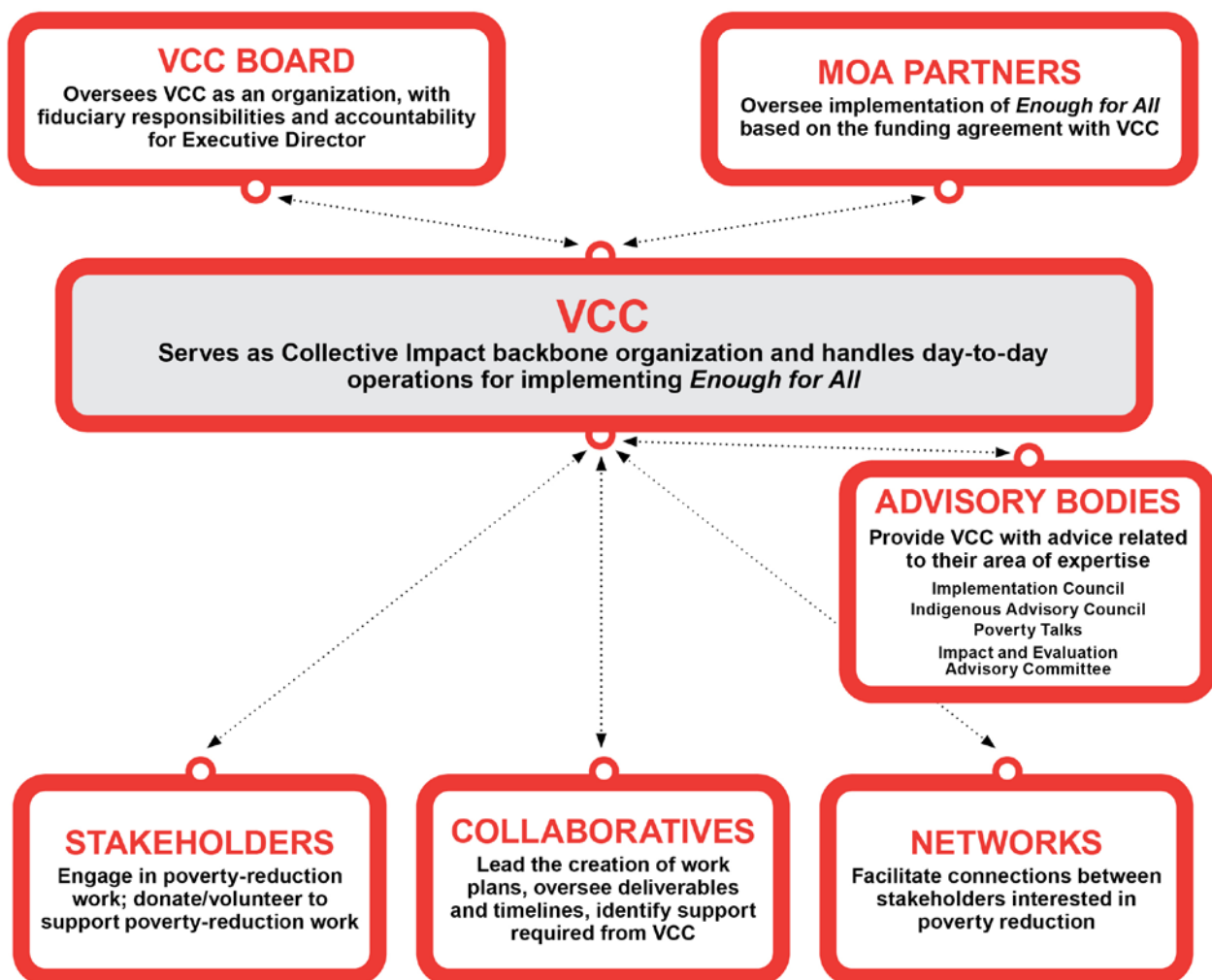
While not every recommendation from the 2016 Evaluation Report can be acted on immediately, the 2018 Implementation Plan responds to several and reflects the spirit of them all. It aims to strengthen the interconnection and cohesion of existing projects in alignment with the *Enough for All* goals. It applies Collective Impact principles by seeking to leverage each collaborative’s unique expertise and experience and prioritize efforts for large-scale system change.

WHY A REFRESHED PLAN WAS NEEDED

Much has changed in the local, provincial and national context since implementation efforts first got underway. Long-term Conservative governments were replaced by the NDP provincially and Liberals federally. The fall in the price of oil — from nearly \$130 a barrel in 2012 to roughly \$50 today — has taken a toll on Alberta’s economy. Unemployment in Alberta doubled from 4.5 percent in July 2012 to 7.8 percent in July 2017. As well, Alberta has welcomed thousands of Syrian refugees since November 2015. While the vision, mission, values, aspirational outcomes and goals from the 2015–2018 implementation plan remain the same, in light of the changing context, the activities and objectives of the *Enough for All* implementation plan were due for an update.

ENOUGH FOR ALL IMPLEMENTATION: GOVERNANCE

A clear governance framework is needed for the implementation of *Enough for All*. As the chart on the following page shows, there are several distinct areas of responsibility and action.



At the foundation of all poverty reduction work are the existing **collaboratives, networks** and individual Calgarians (**stakeholders**) dedicated to poverty reduction. It is essential for VCC as the Collective Impact backbone organization to empower, collaborate with and support these groups, who have direct, on-the-ground impact.

Collaborative - a working practice whereby individuals work together to achieve a common purpose. Because of its voluntary nature, the success of a collaborative depends on one or more of the collaborative leader's ability to build and maintain relationships.

Network - Cooperative structures where an interconnected group, or system, coalesce around shared purpose, and where members act as peers on the basis of reciprocity and exchange, based on trust, respect and mutuality. Networks can be set up for a variety of purposes: to promote a policy agenda, to support collective learning, to advocate for change or to actually change practice.

The **advisory bodies** have specific expertise and experience that helps inform implementation efforts. Here lived experience is particularly crucial — as brought, for instance, by the people of Poverty Talks! and the Indigenous Advisory Committee (which is focused on one of the plan's four goals and also accountable for advising VCC, stakeholders, collaboratives, and networks on how best to incorporate Indigenous world views into their work). The Impact and Evaluation Committee has a key role to play, given that evaluation is vitally important but demands particular skills and capabilities. The Implementation Council provides VCC with advice based on a frontline service provider perspective on how to enhance communication and collaboration among poverty-reduction stakeholders and expedite *Enough for All* implementation.

Advisory Committee – A body that provides non-binding strategic advice to the management of an organization. They do not have fiscal oversight and are not ultimately responsible for the health and well-being of the agency, but they often take an active role in helping the agency implement its goals and objectives. Advisory committees represent a "bridge to the external public" and provide fresh insights, powerful connections, access to valuable resources, and excellent public relations.

At the **oversight level**, the Board of Directors ensures that VCC is run in an effective and efficient manner consistent with best practice in non-profit governance. The **Memorandum of Agreement partners** (City of Calgary and United Way of Calgary and Area, and Momentum) are ultimately accountable for the implementation of *Enough for All* and working closely with VCC, who has the responsibility for implementation, to ensure that the activities, objectives and goals are being met as described in the funding agreement.

At the center is **VCC**, the backbone and direct supporter of implementation efforts.

"All members of the constellation have a specific, large-scale impact project to contribute to and it can be challenging to understand their role as a part of a unified whole."

// Enough for All evaluation respondent

GOALS AND OBJECTIVES FOR 2018

This plan sets out how Calgary's poverty reduction community will work together to achieve the *Enough for All* goals.

2018 IMPLEMENTATION PLAN AT A GLANCE

WHAT GUIDES US			
<p>VISION</p> <p>A community where no human being is deprived of the resources, means, choices and power to acquire and maintain self-sufficiency while being able to be an active participant in society.</p>	<p>MISSION</p> <p>To end poverty in Calgary and enhance the well-being of all Calgarians.</p>	<p>VALUES</p> <p>Integrity Respect Social Equity Participation Inclusion Diversity Collaboration</p>	
THE OUTCOMES WE ASPIRE TO			
<p>By 2023, 95% of all people living in Calgary are at or above Statistics Canada's Low-Income Cut Off (LICO) rates By 2023, 90% of all people living in Calgary are at or above 125% of Statistics Canada's LICO rates By 2018, Calgarians consider reducing poverty to be a high priority</p>			
FOUR KEY GOALS			
<p>GOAL 1</p> <p>All Aboriginal people are equal participants in Calgary's prosperous future</p>	<p>GOAL 2</p> <p>Everyone in Calgary has the income and assets needed to thrive</p>	<p>GOAL 3</p> <p>All Calgary communities are strong, supportive and inclusive</p>	<p>GOAL 4</p> <p>Everyone in Calgary can easily access the right supports, services and resources</p>
VCC AS BACKBONE ORGANIZATION DRIVES COLLECTIVE IMPACT...			
<p>Guiding the vision and strategy Advocating for change Supporting aligned activities and continuous communication</p>		<p>Building public will Enabling shared measurement Mobilizing resources</p>	
...AND ENGAGES IN SUPPORTIVE ACTIVITIES			
<p>Providing strategic and coordinated leadership Leveraging and enhancing VCC staff skills Piloting a mutually reinforcing planning process Developing an advocacy plan Hosting pan-collaborative meetings</p>		<p>Facilitating cross-cultural learning Raising awareness of the root causes of poverty Implementing a data sharing and measurement pilot based on the mutually reinforcing planning process Resourcing existing collaboratives more appropriately</p>	

WHAT WE AIM TO ACHIEVE TOGETHER

The following section describes the four *Enough for All* goals and related objectives for 2018. The goals are the same as those of the initial *Enough for All* strategy but the objectives have evolved based on all that has been learned since implementation began, including the evaluation and related stakeholder consultations and literature review. The work of VCC as a backbone organization (described in the final section of this plan) supports all of the goals, objectives and activities defined herein— ensuring coordination and complementarity, shared measurement and alignment.

For full details of specific activities planned by each collaborative for 2018 — to be updated quarterly — see Appendix 1.

GOAL 1

ALL ABORIGINAL PEOPLE ARE EQUAL PARTICIPANTS IN CALGARY'S PROSPEROUS FUTURE

The urgency of poverty among Aboriginal people in Calgary cannot be overstated. In addition to the cultural, socio-economic, systemic and psychosocial consequences it has on a population, poverty stymies the long-term potential and progress of the individual and the larger community. As part of the *Enough for All* implementation, an Aboriginal Poverty Reduction Strategy has been developed and is being implemented as an integral component of the overall Poverty Reduction Strategy — with the aim of ensuring all Aboriginal people in Calgary have the opportunity to participate in and contribute to the city's economy.

OBJECTIVE 1: ADVANCE TRUTH, RECONCILIATION AND HEALING

The 2016 evaluation found that Indigenous partnership and reconciliation are crucial to reducing poverty because they support the exchange of information between Aboriginal people and service providers, policy makers and social agencies. By facilitating and supporting a deep exchange of information, the activities of the *Enough for All* strategy can help to advance reconciliation and healing — reducing poverty among Aboriginal people and ensuring they are equal participants in Calgary's prosperous future. In 2018, this will include developing and implementing a cultural audit tool, and co-designing training to support each collaborative on a reconciliation journey.

HOW WE KNOW IT WORKS

Developing connections between Indigenous and non-Indigenous people deepens understanding of colonization and intergenerational trauma — and how poverty ensues from them. Additionally, poverty reduction efforts that are shaped with and guided by “promising healing practices” are more likely to be successful because they don't imply that only one particular practice or approach will succeed.¹

COLLABORATIVES AND NETWORKS INVOLVED IN GOAL 1 ACTIVITIES

Indigenous Advisory Committee (IAC)

Metro Alliance for the Common Good (MACG)

¹ FCSS Calgary Aboriginal Research Brief #6. 2014.

GOAL 2

EVERYONE IN CALGARY HAS THE INCOME AND ASSETS NEEDED TO THRIVE

Financial vulnerability affects many people in Calgary. Over the past several decades, wages have not kept up with the rapidly increasing cost of living. Most of those living below the poverty line belong to households in which at least one person is working. Many more are living *above* the poverty line, yet experience financial vulnerability due to low levels of saving and high levels of debt. To effectively address poverty, we must provide people with opportunities to earn sufficient incomes and build financial assets. This requires both financial empowerment and increased economic participation.

OBJECTIVE 2: INCREASE FINANCIAL EMPOWERMENT

When people are able to make confident, better informed decisions about their finances, they gain financial security and are better positioned to have the income and assets they need to thrive. This empowerment can come in many ways — through education and counselling, income-boosting benefits and tax credits, access to safe and affordable financial products and services, opportunities to save money and build up assets, and consumer awareness and protection programs. *Enough for All* collaboratives and networks will work together to increase community capacity and local access to the kinds of services that can help empower those in poverty to take control of their financial situations.

OBJECTIVE 3: INCREASE ECONOMIC PARTICIPATION

Removing barriers to people's participation in the economy and creating new opportunities are important ways of reducing poverty. In 2018, this will include better employment opportunities and access to routes out of poverty, such as education and training, entrepreneurship and home ownership.

HOW WE KNOW IT WORKS

The 2016 Evaluation Report noted that tax clinics run by the Financial Empowerment Collaborative in 2016 helped more than 4,600 low-income individuals file their taxes and generated nearly \$3.5 million in refunds, while financial training programs run by the United Way of Calgary saw a decrease in their barriers to employment.

COLLABORATIVES AND NETWORKS INVOLVED IN GOAL 2 ACTIVITIES

Financial Empowerment Collaborative (FEC)

Safe and Affordable Financial Products Committee

Enough for All Business Leaders Forum (BLF)

Soul of the Next Economy Forum

GOAL 3

ALL CALGARY COMMUNITIES ARE STRONG, SUPPORTIVE AND INCLUSIVE

Strong, supportive and inclusive communities are essential to poverty reduction, because they enable people to work together to address social and economic challenges and seize opportunities. Communities give people the network of support they need in times of stress, crisis or change. Increasing social inclusion and giving people a place to get together, make friends and be part of their community can go a long way toward solving some of the basic problems that keep people in poverty.

OBJECTIVE 4: INCREASE SOCIAL INCLUSION

Poverty is not just a lack of money. It also often means a lack of personal connections — friends or family to turn to for support. This can cause people to feel lonely and isolated, taking a toll on their mental and physical health and making it even harder to get out of poverty. In 2018, the collaboratives and networks will focus on activities that help people feel a stronger sense of social belonging such as the creation of community hubs and peer support initiatives. These activities have multifaceted benefits that improve wellness, economic and social opportunities.

HOW WE KNOW IT WORKS

In 2016, a total of 6219 people participated² in community hubs that increased their community participation, supported development of social supports and networks, and helped them to identify and advocate for their community needs.

COLLABORATIVES AND NETWORKS INVOLVED IN GOAL 3 ACTIVITIES

Community Hubs Collaborative (CHC)

Women's Centre of Calgary (WC)

Peer Support Working Group (PSWG)

Poverty Talks!

² United Way of Calgary and Area, Enough for All, 2016 Evaluation Report

GOAL 4

EVERYONE IN CALGARY CAN EASILY ACCESS THE RIGHT SUPPORTS, SERVICES AND RESOURCES

Research shows that overcoming the challenges of accessing services is a major lever in supporting families to achieve greater wellbeing.³ When delivered effectively, a strong formal support system provides an important safety net that can prevent people from falling into poverty. Calgary’s current social service network consists of 1,200 agencies that provide more than 10,000 services to people affected by poverty. Increasing access to basic needs supports and services helps those in poverty improve their wellbeing.

OBJECTIVE 5: IMPROVE ACCESS TO SERVICES THAT MEET BASIC NEEDS

Basic needs programs provide direct support to families and individuals in economic emergencies — helping them pay their utility bills, for example, or buy groceries. Programs and initiatives that cultivate community capacity to meet basic needs are key to a sustainable reduction in poverty. Likewise, emergency funds can help prevent people from moving more deeply into poverty or becoming homeless. Collaboratives and networks will focus on improving basic income supports in 2018.

OBJECTIVE 6: INCREASE ACCESS TO SUPPORTS AND SERVICES

Moving forward, the *Enough for All* 2018 Implementation Plan will focus on enhancing access to legal and financial services, government and neighbourhood supports, and other services that are fundamental to supporting poverty reduction. For example, accessible childcare is a best-practice strategy for poverty reduction⁴, and low-income transit passes help eliminate financial barriers and enable people to more fully participate in the community⁵.

HOW WE KNOW IT WORKS

In 2015, through the Financial Empowerment Collaborative Basic Needs Fund, 92% of people who received support reported the funds stabilized their emergency situation and prevented them from moving more deeply into financial crisis.⁶ Through the United Way of Calgary and Area funded programs, 740 people accessed programs and services in their neighbourhood that addressed local needs and priorities.

COLLABORATIVES AND NETWORKS INVOLVED IN GOAL 4 ACTIVITIES

- Basic Income Calgary (BIC)
- Calgary Ability Network, Poverty Reduction Table (CAN)
- Fair Calgary Community Voices (FCCV)
- Community Housing Affordability Collective (CHAC)
- Compassionate Food Dignity Collaborative (CFDC)
- Early Learning and Child Care Strategy (ELCC)
- Justice Sector Constellation (JSC)

³ Enough for All, Final Report, Calgary Poverty Reduction Initiative, page 7, 2013

⁴ Movements of Change: An Evaluation of Year Two of the Enough for All Strategy, May 29, 2017, Page 31.

⁵ Movements of Change: An Evaluation of Year Two of the Enough for All Strategy, May 29, 2017, Page 30.

⁶ Movements of Change: An Evaluation of Year Two of the Enough for All Strategy, May 29, 2017, Page 28

OUR ROLE AS BACKBONE ORGANIZATION

As the backbone organization supporting the *Enough for All* Collective Impact approach, VCC helps participating poverty reduction organizations across Calgary work together toward achieving the goals and objectives of the strategy.

To support the implementation of *Enough for All* in 2018, VCC will focus on ensuring all collaboratives understand what the others are doing, eliminating silos and the risk of a duplication of effort. VCC will guide the vision and provide strategic leadership on *Enough for All* implementation. To do this, VCC will endeavour to clearly articulate what “alignment” with *Enough for All* really means — and how organizations can undertake “mutually reinforcing activities” — support shared measurement, and advocate for change at all levels.

AREAS OF FOCUS FOR 2018

VCC’s areas of focus for 2018 align with the supportive role defined for backbone organizations under the Collective Impact framework.

VCC’S AREAS OF FOCUS FOR 2018 AT A GLANCE

GUIDE VISION AND STRATEGY		
<ul style="list-style-type: none"> • By strengthening VCC’s strategic and coordinated leadership • By leveraging and enhancing VCC staff skills and capacity 		
SUPPORT ALIGNED ACTIVITIES AND CONTINUOUS COMMUNICATION	ENABLE SHARED MEASUREMENT	
<ul style="list-style-type: none"> • By piloting a mutually reinforcing action planning process • By hosting two pan collaborative meetings • By facilitating cross-cultural learning opportunities 	<ul style="list-style-type: none"> • By implementing a data-sharing and measurement pilot project based on the mutually reinforcing action planning process 	
ADVOCATE FOR CHANGE	BUILD PUBLIC WILL	MOBILIZE RESOURCES
<ul style="list-style-type: none"> • By developing an advocacy plan 	<ul style="list-style-type: none"> • By raising awareness of poverty and the root causes of poverty • By carrying out the second phase of the public awareness campaign and using phase 1 and 2 communication assets • By developing a plan to accelerate and sustain continued communication about poverty reduction 	<ul style="list-style-type: none"> • By resourcing existing collaboratives more appropriately

“VCC is exceptional at communicating with different populations of people. One of the key roles it could take is to connect all of us to one another so that we are a cohesive unit working on Enough for All.”

|| Enough for All evaluation respondent

1. GUIDE VISION AND STRATEGY

BY STRENGTHENING VCC'S STRATEGIC AND COORDINATED LEADERSHIP

With the 2016 Evaluation Report calling for greater coordination of *Enough for All* activities, VCC will strengthen its leadership as an organization and the leadership abilities of its staff. Priority will be placed on enhancing relationships with stakeholders to ensure that they are engaged, supported, share a common purpose and effectively steward all four *Enough for All* goals and their related outcomes through networking, sharing and connecting.

BY LEVERAGING AND ENHANCING VCC STAFF SKILLS AND CAPACITY

VCC will conduct an internal audit of its existing capacity for adaptive leadership, data analysis, policy development and support for evaluation, and will cultivate a learning culture. Focus will be placed on enhancing expertise in facilitation, project management, event design and organization, and qualitative research. While training existing staff to achieve these competencies is the preferred approach, it may be necessary to fill knowledge gaps through new hires, partnerships and secondments.

"Those living in poverty need to be meaningfully engaged in the development of solutions and interventions to minimize and mitigate unintended consequences."

|| Enough for All evaluation respondent

2. SUPPORT ALIGNED ACTIVITIES AND CONTINUOUS COMMUNICATION

BY PILOTING A MUTUALLY REINFORCING ACTION PLANNING PROCESS

This pilot will test a new way of planning large-scale, high-impact projects so that the efforts of individual organizations and collaboratives contribute to the whole in a seamless, integrated and mutually reinforcing way. The mutually reinforcing action planning process will provide the foundation for the data measurement initiative.

BY HOSTING TWO PAN-COLLABORATIVE MEETINGS

To further foster communication, cooperation and collaboration across the many *Enough for All* stakeholders, VCC will apply its communications expertise to share news and knowledge, identify opportunities for collaboration, and foster more cohesive implementation of the *Enough for All* strategy in all of its dimensions. Specifically, VCC will host two pan-collaborative meetings in 2018.

BY FACILITATING CROSS-CULTURAL LEARNING OPPORTUNITIES WITH INDIGENOUS LEADERS

VCC will facilitate cross-cultural learning for its staff, partners and the public at large — including training for those who work directly or indirectly with Indigenous people and the development of resources that can be used to advance reconciliation work on a wider scale. VCC will establish a full partnership with the Indigenous Advisory Committee, which has outlined basic cultural competencies for the collaboratives, and will ensure coordinated efforts lead the work of the Indigenous poverty reduction strategy — in keeping with the goal for all Aboriginal people to be equal participants in Calgary's prosperous future.

"The 2016 evaluation demonstrated that data sharing and measurement are 'the heart of collective impact'. Without this, stakeholders become frustrated by not seeing how their work is making a difference and how they intersect with other stakeholders in the Enough for All strategy."

|| Enough for All evaluation respondent

3. ENABLE SHARED MEASUREMENT

BY IMPLEMENTING A DATA SHARING AND MEASUREMENT PILOT PROJECT BASED ON THE MUTUALLY REINFORCING ACTION PLANNING PROCESS

Data sharing and measurement are at the heart of effective Collective Impact. Without it, collaboratives lack a way of seeing how their work is making a difference or how their efforts link up with others who are also working on poverty reduction. The data sharing and measurement pilot project will help create common language and shared measurement to foster true Collective Impact.

“A number of organizations are already active in the policy space. It would be beneficial to identify where each can uniquely add value.”

// Enough for All evaluation respondent

4. ADVOCATE FOR CHANGE

BY DEVELOPING AN ADVOCACY PLAN

An advocacy plan outlines the steps that need to be taken for an organization or group of collaboratives to identify and advance policy related initiatives. Advocacy matters to *Enough for All*: a rapid literature review prepared for VCC showed the policy landscape needs to change for community-level interventions to receive the support they need. This cuts across all *Enough for All* goals and objectives and, indeed, to the heart of its community-based Collective Impact approach. Advocating for public policies that have an impact on both the personal and community levels, and that support inclusion and promote equity, will be key moving forward. These public policies may be municipal, provincial or federal. As such, VCC will identify specific policies, determine which organizations may already be advocating for change in these areas, investigate a partnership or empowered approach, and identify potential gaps in the advocacy landscape where VCC can truly add value. VCC’s advocacy plan will identify where and how they can most effectively support advocacy work to advance poverty reduction in Calgary. In 2018, VCC will also support and facilitate the Social Policy Shared Service within the Calgary Social Policy Collaborative.

“We have to get better, collectively, at how we communicate how poverty reduction is moving forward in our community – and how an initiative like Fair Entry is helping people.”

// Implementation Plan Refresh Board Staff Workshop Participant

5. BUILD PUBLIC WILL

BY RAISING AWARENESS OF POVERTY AND THE ROOT CAUSES OF POVERTY

Giving people opportunities to learn about poverty and its root causes in Calgary is essential to increasing Calgarians’ sensitivity to poverty, changing perceptions, prompting action and behavioural change and ultimately creating a movement. VCC plans to provide learning opportunities by hosting four (quarterly) Community Conversations in 2018, sending out weekly e-newsletters and continuing to engage audiences through social media.

A high priority for the coming year will be to carry out the second phase of a public awareness campaign to foster empathy toward people affected by poverty and encourage people to consider poverty reduction a high priority. Currently, 80 percent of Calgarians know that poverty exists but only six percent consider it a key priority to be addressed.⁷ The campaign will build communication assets developed as part of phase one, such as the *Enough for All* website and e-newsletter, as well as initiatives that have yet to be determined. VCC will work with a number of marketing and PR firms and volunteers to develop and execute the campaign, and will develop a plan to accelerate and sustain communication about the importance of poverty reduction in Calgary.

⁷ VCC Research, 2016.

6. MOBILIZE RESOURCES

“The current collaboratives are run by volunteers. The 2018 Implementation Plan should explore different ways of resourcing the collaboratives.”

|| *Enough for All* evaluation respondent

BY RESOURCING EXISTING COLLABORATIVES MORE APPROPRIATELY

Some collaboratives have dedicated staff and are better equipped to move forward at a consistent pace. This is not the case with other collaboratives. Ensuring minimal resources is crucial for collaboratives to effectively transition from strategy to implementation. VCC will help ensure that the *Enough for All* collaboratives are sufficiently resourced and supported. Each collaborative will also have the opportunity to meet with the Impact and Evaluation Advisory Committee to determine appropriate indicators, outcomes and measurement strategies.

“Change of this scale and nature requires cultural and behavioural change.”

|| *Implementation Plan Refresh Board Staff Workshop Participant*

FINAL CONSIDERATIONS

The *Enough for All* community is growing. Today, 20 collaboratives and networks are engaged in a variety of poverty reduction efforts. The Collective Impact approach will help increase coordination, awareness and collaboration among these groups; and the initiatives outlined in the 2018 Implementation Plan are designed to catalyze action through enhanced connectivity and collaboration. In parallel, the Implementation Council and VCC with its Memorandum of Agreement partners will consider the future of poverty reduction in Calgary and how the existing *Enough for All* needs to be revised and supported in order to address the changing needs of Calgarians.

APPENDIX 1: ACTIVITIES AND OUTCOMES

Updated August 2, 2017

Primary E4A Goal Area	Secondary E4A Goal Area(s)	Activities	Outcomes	Measurement
All Aboriginal people are equal participants in Calgary's prosperous future	Indigenous Advisory Committee (IAC)			
	Metro Alliance for the Common Good (MACG)			
	<i>All three goal areas</i>			

Primary E4A Goal Area	Secondary E4A Goal Area(s)	Activities	Outcomes	Measurement
Everyone in Calgary has the income and assets needed to thrive	Enough for All Business Leaders Forum (BLF) -			
	Financial Empowerment Collaborative (FEC) -			
		Safe and Affordable Financial Products Committee - leads the Financial Empowerment Collaborative's Safe and Affordable Financial Products body of work		
	<i>Everyone in Calgary can easily access the right supports, services and resources</i>	Establish basic financial services in underserved neighborhoods Create and promote low-cost transaction and savings products in partnership with, or independently of, financial institutions Scale affordable credit products Encourage employers to use direct deposit to nudge	People use more affordable alternatives to payday loans People reduce reliance on fringe lenders and reduce their interest payments People open bank accounts and reduce their reliance on costly cheque cashers	
	Soul of the Next Economy Forum -			

Primary E4A Goal Area	Secondary E4A Goal Area(s)	Activities	Outcomes	Measurement
<p>All Calgary communities are strong, supportive and inclusive</p>	<p><i>Everyone in Calgary can easily access the right supports, services and resources</i></p> <p><i>Everyone in Calgary has the income and assets needed to thrive</i></p>	<p>Community Hubs Collaborative (CHC) - supports the growth and prosperity of community hub initiatives by connecting stakeholders, sharing tools, promoting place-making, and advocating for systems level change</p>		
		<p>Convene key leaders in order to facilitate shared learning and system change. Enhance existing environments to better accommodate community hub initiatives. Create a comprehensive community hub toolkit to enable new and existing groups to align efforts to successfully create and maintain a community hub. Determine key evaluation metrics for understanding the impact of community hubs at a local level.</p>	<p>Short-term Organizations or groups across Calgary have access to local resources that support community hub development</p> <p>Mid-term Spaces within Calgary begin to demonstrate the key elements of community hub</p> <p>Community hub stakeholders can demonstrate the impact of their hubs as it relates to poverty reduction</p> <p>Long-term Calgarians can easily access services within their local geographical area</p> <p>Social cohesion within the geographical area of a community hub improves</p> <p>Local economic activity increases within the geographical area of a community hub improves</p> <p>Poverty rates within the geographical area of a community hub decreases</p>	<p>List of stakeholders with a desire to advance community hub initiatives</p> <p>Tool kit published</p> <p>Community hub stakeholders reporting on key evaluation metrics</p> <p>Crime rates decrease within a geographical area</p> <p>Membership at local groups (i.e.: clubs, churches, libraries, etc.) have increased</p> <p>Household income increases within a geographical area</p>
		<p>Women’s Centre of Calgary (WC) - Strives to be every woman’s place for support, connections and community guided by the following vision “Women supporting communities, communities supporting women”.</p>		
	<p><i>Everyone in Calgary can easily access the right supports, services and resources</i></p>	<p>Participate in networks and meetings to inform partners about the specific needs of women Ensure women are provided with information about, resources, agencies and support available in the community- including for basic needs items Provide a safe space where women can meet and interact with each other Women have an opportunity to participate and be engaged at all levels, ensuring their voices are included</p>	<p>Short-term Calgarians know about poverty and about relevant information and support</p> <p>Mid-term Calgarians experience inclusion and decrease their vulnerability to poverty</p> <p>Long-term Calgarians build community and increase their community involvement and participation</p>	<p>Questionnaires</p> <p>Workshop evaluation</p> <p>Outcome survey</p> <p>Story collection</p> <p>Statistics collection- percentage of women who experience inclusion, who feel safe for example</p>

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		Provide free workshops and trainings and facilitate access to community events Develop awareness around the CCBPM- Community Capacity Building Peer Model as a means to increase social inclusion Maintain advocacy around relevant policy changes acknowledging systemic approaches to poverty reduction.		
Peer Support Working Group (PSWG) - Strives to reduce poverty in Calgary by strengthening support networks of those in need and by supporting the integration of poverty reduction and peer support approaches.				
	<i>Everyone in Calgary can easily access the right supports, services and resources</i>	Develop communication tools to outline the value of peer support as an effective approach to poverty prevention and reduction. Broaden the awareness of peer support services available to Calgarians. Support the integration of poverty reduction and peer support approaches through the development of a "learning agenda."	Short term Calgarians are more readily able to access peer support programs through 211 services and other city-wide resource guides. Calgary-based organizations and initiatives have an improved understanding of peer support as a framework for poverty prevention and reduction. Mid term Calgary-based organizations that offer peer support or poverty-focused initiatives demonstrate a greater awareness of the relationship between the two and are integrating them in their work where applicable. Long term Calgarians have stronger personal support networks.	Programs and services that use peer support are identified/tagged Paper is published that uses Calgary-based case studies to demonstrate how peer support can help to prevent and reduce poverty. Peer support stakeholders reporting on key evaluation metrics. Participation of stakeholders in sharing their own experiences and learnings in a peer support and poverty learning agenda. Demonstrated change through FCSS and United Way reporting.
	Poverty Talks! -			

Primary E4A Goal Area	Secondary E4A Goal Area(s)	Activities	Outcomes	Measurement
<p>Everyone in Calgary can easily access the right supports, services and resources</p>	<p>Basic Income Calgary (BIC) - Advocates for an adequate basic income program that enables all Calgarians and Albertans to live a modest lifestyle with dignity, regardless of employment status</p> <p><i>Everyone in Calgary has the income and assets needed to thrive</i></p> <p><i>All Calgary communities are strong, supportive and inclusive</i></p>	<p>Establish a key set of principles to use in the design of a basic income program and engage community allies.</p> <p>Develop a communication toolkit that clearly demonstrates the value of basic income.</p> <p>Promote principles to be used in the design of basic income programs by engaging the local community and dialoguing with key stakeholders.</p> <p>Engage elected officials and Administration at each level of government on the value of creating a principles-based basic income program.</p>	<p>Short-term Key stakeholder groups demonstrate support for a principles-based basic income program</p> <p>City of Calgary passes a basic income resolution</p> <p>Mid-term The provincial government pilots a basic income program</p> <p>BIC acts as an advisory for the pilot design</p> <p>Long-term Alberta adopts a basic income program using key principles</p> <p>All Calgarians have enough income to meet their basic needs</p>	<p>List of stakeholders who support a basic income pilot</p> <p>Resolution is passed by Council</p> <p>Alberta Government publicly indicates support for a basic income pilot</p> <p>Current sources of income supports (AB Works, AISH, etc.) are increased</p> <p>Average income of low-income Calgarians increase; income inequality rates decrease</p> <p>Calgary's poverty rate decreases</p>
	<p>Calgary Ability Network, Poverty Reduction Table (CAN) - We connect with and work alongside individuals, families and organizations who share their expertise and live experience, and to work with government and the broader community to reduce poverty for persons with disabilities and all Albertans</p>			
	<p><i>All Calgary communities are strong, supportive and inclusive</i></p>	<p>On hiatus for a year; reconvened in May and currently working on strategic plan (VCC participates, Cerebral Palsy Assoc. convenes and supports group).</p>		

Fair Calgary Community Voices (FCCV) - A group of individuals and organizations working together to ensure city subsidies for Calgarians living on low income are affordable and accessible.			
<i>All Calgary communities are strong, supportive and inclusive</i>	Reduce the barriers that prevent Calgarians with low-incomes from accessing city services Advise the City on continuous improvements to the Fair Entry programs Ensure that Calgarians with low-income have affordable access to public transit	Calgarians with low-incomes are aware of all the Fair Entry programs they are eligible to utilize Calgarians with low-income are readily accessing public transit Calgarians with low-incomes are benefiting from the City's recreation services	Increases to number of people registered for Fair Entry Increases to Fair Entry customers utilizing two or more subsidies Increases to sales of low-income transit passes Increases to enrollment of subsidized recreation programs/ annual passes.
Community Housing Affordability Collective (CHAC)			
Compassionate Food Dignity Collaborative (CFDC)			
	Collaborative meets bi-monthly Continue to develop a consensus on accessibility with dignity Develop consensus on key messages Consider a "Calgary Food Summit" Reach out to Basic Income Collaborative Food First Pilot proposal completed and implemented	Short-term Calgarians who are experiencing food insecurity are able to access nutritious and healthy food with dignity. (Dignity: they are able to choose the food they receive) Fair Entry approval integrated into access system for emergency food. Pilot a "food first" program that will provide supports while people access emergency food with dignity. Long-term Support increasing income for all so that Calgarians are able to purchase the food of their choice.	The key providers of emergency food have amended their delivery system that allows Calgarians to choose their food. 24 month pilot funded and completed, evaluated by Dec 31, 2020 Support the basis income collaborative in advancing a basic income pilot.
Early Learning and Child Care Strategy (ELCC)			
Justice Sector Constellation (JSC) - Intervening at the intersection of poverty and the legal system so that everyone facing a legal issue can access the justice sector resources and services he or she needs.			

		<p>Key Strategies (draft, as of August 9, 2017) Secure resources for Constellation operations and advance the work through a collective impact approach</p> <p>Embed public and lived experience input in the Constellation’s planning process</p> <p>Advance policy and system change that improve accessibility to justice sector services</p> <p>Coordinate justice sector resources and improve referrals to justice sector resources</p> <p>Educate the public and stakeholders regarding the intersection of poverty and the legal system</p> <p>Explore and develop alignments within both the justice sector and the Enough for All communities</p>	<p>Outcomes (draft, as of August 9, 2017) A sustainable and resourced backbone to the Constellation, and implementation of the Constellation’s Strategic Plan</p> <p>The Constellation’s work is grounded in the experience of the public and those with lived experience</p> <p>Changes to policies, practices and legislation that improve accessibility and coordination of justice sector services</p> <p>Justice sector resources are known, meaningful and accessible to those who need them</p> <p>Increased public and stakeholder awareness of the relationship between poverty and legal issues</p> <p>Constellation strategy that is aligned to Enough for All and complementary to justice sector initiatives</p>	<p>Outcome Measures (draft, as of August 9, 2017; these will be used to measure any of the Outcomes, as appropriate, and are not aligned to any particular Outcome) Annual survey of Constellation members</p> <p>Annual facilitated Constellation discussion to assess and report on Constellation impact</p> <p>Public and lived experience input</p> <p>Annual survey of and/or focus groups with other stakeholders affected by Constellation projects; e.g., justice sector, service provider and Enough for All stakeholders</p> <p>Number and quality of referrals to justice sector resources, based on agency data and public and lived experience consultation</p>
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Primary Area	Secondary E4A Goal Area(s)	Activities	Outcomes	Measurement
Overall Support or E4A	Alberta Poverty Reduction Network (APRN) -			
	Impact and Evaluation Advisory Committee (IEAC) -			
	Public Awareness Campaign Volunteer Task Force (PAC)			

enough
for  **all**

