



# 5 YEAR REPORT

community hubs  
initiative

WHERE COMMUNITY HAPPENS





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# MESSAGE FROM THE PRESIDENT AND CEO



When we started exploring how we could make Calgary a better place for everyone to live, we knew that strong neighbourhoods were at the heart of it. United Way began exploring a strategy with The City of Calgary in 2008 with big aspirations—and the journey along the way showed us how important it is to evolve, adjust, and be open to opportunity. Five years later, it's incredible to look at what has been accomplished together, with the right people around the table.

Supportive environments are the foundation to a healthy life. The link between where you live, and your wellness are inseparable. By having strong connections, spaces to rest and recharge, and a place to go when you need support, people are uplifted and valued.



The stories I hear every day about those who have been positively impacted by a Hub near them are inspiring and invigorating. Even when the pandemic drove us all inside, Community Hubs pivoted to become a focal point for community services, vaccine clinics, virtual programming, and help for those struggling to find work or put food in the pantry.

The stories tell us, beyond the data collected, that Hubs are doing their job and more. They are helping people live a meaningful, full life where others care about them. Where they are valued and seen. Where they are part of something bigger— they are part of a community.

The Community Hubs Initiative is the outcome of the passion and generosity of many people, especially our founding partners, Rotary Clubs of Calgary, and The City of Calgary. This unique trio forged a powerful bond that went beyond delivering a program but became a part of the Community Hubs' DNA. To say I am grateful for this relationship is an understatement.

Thank you to the corporations, donors, governments, volunteers, employees, and residents who have made Community Hubs what they are today. Your generosity has humbled us all.



I am proud to share the Community Hubs accomplishments for this past year, alongside the past four years. I am excited about what's to come for this initiative that started because we saw a problem and built a solution, together.

A handwritten signature in black ink, which appears to read "Karen Young".

Karen Young  
President and CEO  
United Way of Calgary and Area



# WHY PLACE MATTERS

The places we live in have the power to create both opportunities and barriers in our lives. Neighbourhoods with higher rates of poverty, social isolation, and inequities can have a real impact on physical health, mental health, childhood development, and high school completion rates, contributing to a decreased quality of life.

Our physical environment has been identified by the World Health Organization as one of the 12 determinants of health that impact both our individual and collective health. More than that, supportive environments help create a healthy society where people are safe, stimulated, and satisfied.

**A sense of belonging matters  
and Calgary is no different.**



In 2011, United Way of Calgary and Area (United Way) and The City of Calgary (The City) embarked on a journey to build a neighbourhood strategy that created the supportive environments people need to thrive. This work intertwined with The City's poverty reduction strategy, Enough For All, with a bold vision to reduce poverty in Calgary.

Enough For All outlines **two key goals** that reinforce this work:

**1** All Calgary communities are strong, supportive, and inclusive

**2** Everyone in Calgary can easily access the right supports, services, and resources.

With that in mind, the Community Hubs Initiative set out in 2017 to strengthen neighbourhoods and bring life to public spaces in key communities across the city. Community Hubs are a key element of healthy communities and Enough for All's implementation—they provide support to residents in multiple ways, helping them become a part of something bigger.



**36%**

of Albertans reported feeling isolated and lonely in 2020.<sup>1</sup>



**53%**

of Canadian households are \$200 away from being unable to pay their debts.<sup>2</sup>

**1 in 10**

Calgarians live below the poverty line.<sup>3</sup>





Five unique communities were chosen for the initiative – home to 200,000 Calgarians across the city.

**BOWNESS**

**SUNALTA**

**GREATER  
FOREST  
LAWN**

**NORTH OF  
MCKNIGHT  
COMMUNITIES**

**VILLAGE  
SQUARE  
COMMUNITIES**

## KEY TERMS

### ECONOMIC PARTICIPATION:

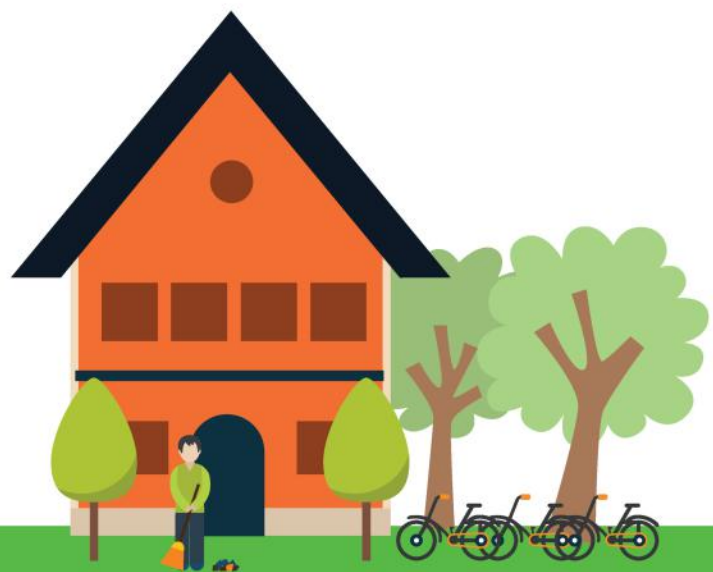
a person's engagement in work or education, and their access to economic resources from that engagement.

### SOCIAL INCLUSION:

the process of improving the ways people take part in society, by reducing barriers and addressing the structural causes in inequality.

### QUALITY OF LIFE:

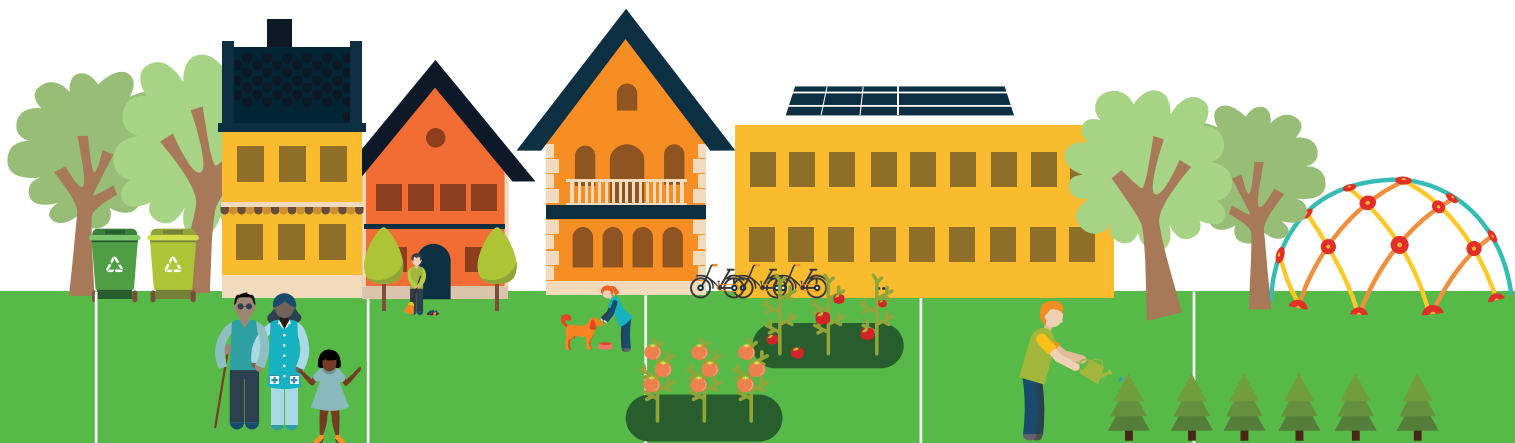
the degree to which a person is healthy, comfortable, and able to participate in or enjoy life events.



<sup>1</sup> Angus Reid Institute. (2020, October 14). Isolation, Loneliness, and COVID-19: Pandemic leads to sharp increase in mental health challenges, social woes. Retrieved from [http://angusreid.org/wp-content/uploads/2020/10/2020.10.13\\_Social\\_Isolation.pdf](http://angusreid.org/wp-content/uploads/2020/10/2020.10.13_Social_Isolation.pdf)

<sup>2</sup> Simpson, S. (2021, April 8). Over Half (53%) of Canadian Households \$200 or Less Away from Insolvency, Yet Still Optimistic about Financial Future. Retrieved from <https://www.ipsos.com/en-ca/over-half-53-canadian-households-200-or-less-away-insolvency-yet-still-optimistic-about-financial>

<sup>3</sup> <https://enoughforall.ca/action/poverty-snapshot-2021>



## 2003

United Way establishes the Calgary Learning Village Collaborative with 25 Family Places in schools in Greater Forest Lawn, a precursor to Community Hubs

## 2006

United Way engages 1,000 people from North of McKnight communities in northeast Calgary around a human services hub at the Genesis Centre

## 2011

United Way and The City begin working together on a joint neighbourhood building strategy

## 2012

Genesis Centre opens in Calgary's North of McKnight communities

United Way invests in 1000 Voices, a Community Hub within the Centre; this investment serves as a prototype for the Community Hubs Initiative

## 2015

Enough for All—Calgary's community-driven poverty reduction strategy—is released, which recommends Community Hubs as a key approach

Priority neighbourhoods for Community Hub sites are identified

Philanthropists Mike and Sue Rose provide an initial investment to seed the Community Hubs Initiative through a five-year commitment

# MILESTONES



# 2018

All Community Hub sites are activated



## 2016

The Rotary Club of Calgary's general membership voted overwhelmingly to join the initiative through a \$2 million, multi-year commitment

Project design, site selection, and community engagement begins

Initial investment into Village Square Hub site

## 2017

Memorandum of understanding signed between founding partners: The City, Rotary Clubs of Calgary, and United Way, to prototype and activate Community Hubs across priority locations in Calgary between 2017–2021

Public launch of the Community Hubs Initiative

Innovator's Circle members ENMAX Corporation, Pembina Pipeline Corporation and Shell Canada Limited join Community Hubs for three-year terms

## 2019

The first Community Hubs annual summit is held, celebrating our journey and achievements at the halfway point

Enough for All 2.0 recognizes that Community Hubs play a role in poverty reduction

Repsol Oil & Gas Canada Inc. becomes a corporate partner

## 2020

Community Hubs leverage established relationships with community partners and increase their connections with local organizations to support Calgarians during the COVID-19 pandemic

## 2021

The 2022-2026 Community Hubs Strategy is launched in the fall, an ambitious, inspiring, and realistic plan with three main goals: deepen impact, deepen partnerships, and deepen sustainability

Launch of the Young Adults Bright Futures project which aims to reach thousands of young adults in Calgary by offering valuable access to employment, training, and other skills-building programs through Community Hubs sites

## COVID-19

Even though the pandemic pushed people indoors, Community Hubs found new ways to reach residents and ensure that people were supported. Hub sites organized drive-through food hamper distribution, hot meals, vaccine clinics, and virtual programming. They identified people who needed technology to get online for school, work, or connection and got the right tools into their hands. **Despite being apart, Hubs made sure the community stuck together.**

2021:

# 76%

of Hubs activities  
involved collaborating  
with partners.

"Working together with The City and Rotary has been an incredible experience. Each partner has brought a wealth of knowledge that has made the initiative richer and more positive. I know the Hubs are a success because of the people we had around the table, supporting the thousands of Calgarians that access Hub sites every year."

– Karen Young, President and CEO,  
United Way of Calgary and Area

"Over 6 years ago, The City embarked on a new partnership journey, working with United Way of Calgary and Area and the Rotary Club of Calgary to advance our common goals to reduce poverty, increase social inclusion and increase economic participation. Our partnership is an example of how we can achieve great outcomes for our community when we work together."

– Melanie Hulsker, Director,  
Calgary Neighbourhoods  
Community Services  
The City of Calgary

"Community Hubs are about sharing information and knowledge, helping people to lead the lives they want for themselves and for their families. Community Hubs enable connections amongst people. United Way, The City of Calgary, and Rotary's partnership is about creating a pathway from poverty."

– Howie Shikaze,  
Rotary Club  
of Downtown Calgary

## PARTNERS MAKE A DIFFERENCE

United Way is known around the world for being a convener. We bring people together to do great things for others and the Community Hubs Initiative is an example of uniting people around a common cause. The Community Hubs Initiative is only possible because of partnership, an essential component of each aspect of the past five years.

It's a first of its kind in Canada, bringing together a United Way, a municipality, and a service club to help solve a critical issue. By collaborating across sectors, the Community Hubs Initiative has demonstrated a new way of working that provides a framework for the future.

Each partner brings valuable and complementary assets, networks, and resources to the project, intersecting together to create a stronger initiative for everyone.

## ROTARY'S GIFT AND INVOLVEMENT

In December 2016, Rotary Clubs of Calgary's general membership voted overwhelmingly to join the charge as a Founding Partner through a \$2 million, multi-year commitment. More than just a donation, Rotary brought new ways of thinking, expanded networks, and the ability to champion the work beyond traditional partners. From delicious barbecues hosted at Hub sites, Christmas hampers, and Stay in School programs, the entire membership has made a significant impact in the lives of thousands in the community.



"The Community Hubs project gives us a chance to directly impact Calgarians in a meaningful way."

-Mike and Sue Rose



## DONORS: THE FOUNDATION OF SUCCESS

When Community Hubs set out in 2016, it was the founding investments from Rotary Clubs of Calgary, Mike and Sue Rose, and Pembina Pipeline Corporation that started the path forward to today, along with local community participation. These early adopters made a difference in the sustainability of the initiative, galvanizing the vision, and inspiring others to get involved.

As a Signature Initiative, Community Hubs need the vision of passionate individual and corporate partners who see the value in resilient, connected communities.

Hubs supporters have gone beyond financial investments – they have been integral members of the process, supporting Community Hubs with volunteers, events, donation drives, and programming. They have become members of the Community Hubs family.

Bowness Community Association

North of McKnight Community Hub

Village Square Leisure Centre

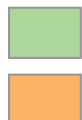
The Alex Community Food Centre

Bob Bahan Aquatic and Fitness Centre

Sunalta Community Association



Hubs Site



Communities Served



Communities Reached



Each Hub site is unique, just like the community it serves. But across the sites, you can expect to find four key features that are the same, nurturing the neighbourhood-building vision that the Hubs are working toward.

## WHAT MAKES A COMMUNITY HUB SPECIAL?



Welcoming  
and inclusive  
gathering spaces



Connections to  
each other and  
the community



Easy access to  
supports, services,  
and resources



Platforms to  
spark community  
economic outcomes

## PEOPLE ARE AT THE HEART

Community Hubs are more than just spaces—they are filled with people dedicated to helping residents find their way through good times and bad. Community Social Workers (CSWs) are assigned to sites to work with individuals and families to assess needs, work on local solutions, and activate the sites as welcoming and inclusive spaces.

Hub Site Leads and their teams are responsible for design, activation, and evaluation of the Hub and its activities in their communities. By reflecting the communities they work with, they are passionate about engaging residents and aligning objectives, goals, and outcomes to make an impact.

**CSWs, Hub Site Leads and their teams are critical  
in bringing the Initiative to life!**



## INITIATIVE GOALS

Since day one, the Community Hubs Initiative has been focused on supporting residents to feel like they belong where they live, increasing their economic participation, building connections between neighbours, and providing easy access to the supports and services to empower them.

By focusing on the people who live in the community—the residents themselves—Hubs take an equitable approach to the work on the ground that is building stronger neighbourhoods.

**Long-term, the Community Hubs Initiative will achieve four identified outcomes:**

### GOAL 1:

Residents have the capacity and confidence to be leaders.

### GOAL 2:

Residents have supportive relationships and are connected to each other and their community.

### GOAL 3:

Residents can easily access supports, services, networks, and resources.

### GOAL 4:

Residents have the capacity, and confidence to improve their economic participation.



## LOCAL KNOWLEDGE AS A CATALYST

By being resident-centred and collaborative, Community Hubs are inclusive spaces that create a sense of belonging. Leveraging the knowledge in the community, residents identify local concerns and needs, becoming powerful change agents themselves as they work to make a difference on the ground.

It's an important process that brings residents into the fold as active participants who are shaping and building the community they want to live in—their own community and with their own ideas.

Community Hubs harness local knowledge by seeking residents first for volunteer and paid roles, supporting neighbours to meaningfully contribute in their own community and get involved.

## GUIDING PRINCIPLES

**Resident-centred:** informed and inspired by residents, encouraging growth and co-creation

**Engagement:** opportunities to participate and contribute in a diverse and meaningful way

**Collaboration:** working with residents and partners, building organic connections and relationships built on trust

**Equity:** celebrating and honouring diverse values, identities, and ways of life, while recognizing our individual and organizational unconscious biases



### HUB ENGAGEMENT 2017-2021

# 156,676

Number of people engaged by activities and programs hosted by the Community Hubs Initiatives

# 646

Total programs and activities in the Community Hubs

# PROGRESS:

## GOAL 1 Residents will have capacity and confidence to be leaders.

Leadership can be a skill grown over time through opportunity and mentorship. Community Hubs provide an important space for all residents, in particular vulnerable ones, to develop their skills to become active leaders in shaping the fabric of their community. By sowing these seeds directly into the community, neighbourhoods have champions developed at home, lifting the community from the inside.

### HOW DO HUBS DO IT?

By providing activities, events, and learnings to practice leadership skills, through both volunteer and paid opportunities.

## PROGRESS BY THE NUMBERS

2021:

**9,320** people participated in activities intended to build resident leadership skills

SINCE 2017:

**41,578** participants in activities focused on resident leadership

**212** activities focused on resident leadership

**75%** of surveyed residents felt a sense of resident leadership<sup>4</sup>

**54%** of surveyed residents feel they are helping their neighbours or community<sup>5</sup>

Village Square's new amphitheatre mural was the result of many residents' ideas and painting. Created by Ele Davis, the artwork inspires anyone who visits the space.







*Good food is just the beginning...*

## Greater Forest Lawn, 2021

### NEW ROOTS IMMIGRANT PROJECT

Food is a connector across cultures, bringing people memories, tradition, and joy.

For many people, the impact of the pandemic has made food harder to come by. The New Roots Immigrant Project brought together culturally specific food markets, virtual kitchen cooking classes, and a local collaboration to share a traditional recipe with an immigrant story – linking different ethnic communities throughout the city.

The Alex Community Food Centre (CFC) brought together five Cultural Advisory Groups, including local leaders, staff from immigrant-focused organizations, and academics to guide the markets. Volunteers developed new skills and learned about food insecurity, while helping create free community meals.

Partnering with Fresh Routes, the Alex offered culturally informed affordable produce, as well as meals on the go. With Listen and Learn engagement activities, the markets provided valuable insights into local challenges accessing food, barriers facing community members, and ideas for future programming.

**37** volunteers engaged to create free community meals

**600** community members attended

**2,000+** snacks provided

**2,111+** ready-made meals distributed

**140** community members shared their experiences

**\$9,300** in savings on fresh produce

# PROGRESS:

## GOAL 2 Residents have supportive relationships and are connected to each other and their community.

The feeling of acceptance is powerful – and for many Calgarians, the neighbourhood they live in doesn't provide the connections and social fabric that ensures residents feel like they belong there. Neighbours looking out for neighbours helps people feel included and supported, in both good and challenging times. By including different cultural perspectives and including Indigenous communities, the initiative has helped connect all residents to the Hub, and to each other.

### HOW DO HUBS DO IT?

By providing events, activities, and spaces that bring people in and encourage social connections through hobbies, skills development, or social gatherings.

## PROGRESS BY THE NUMBERS

2021:

**11,640** people participated in activities to create connections and build community

SINCE 2017:

**73,229** participants in activities focused on community connectedness

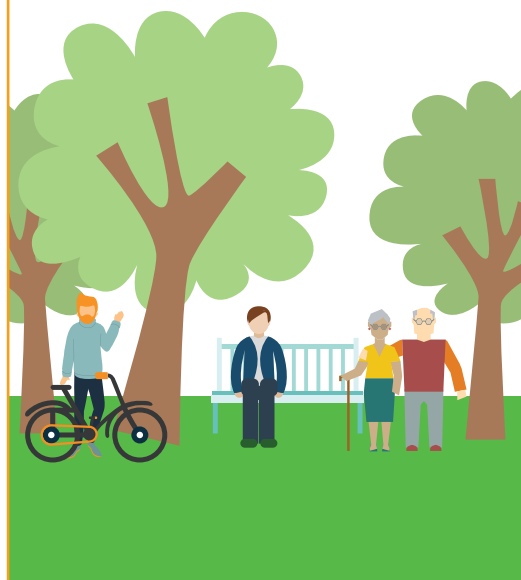
**422** activities focused on community connectedness

**93%** of surveyed residents felt a sense of community connectedness<sup>6</sup>

**81%** of surveyed residents felt welcomed and included<sup>7</sup>

Community Connectors are paid community leaders who engage and connect with residents to learn about the needs, interests, and assets that can help strengthen their neighbourhood.

Tailored to meet the unique needs of each site area and work, Community Connectors bring local knowledge and know-how on how best to engage with their community, building trust that runs deep. A model for cultivating leadership capacity, employment opportunities, and reducing financial barriers, Community Connectors build relationships on a deeper, sustainable level.





## Sunalta, 2021

### A FIRE SAVES A LIFE

John\* is a long-time resident of Sunalta and in 2021, he lost a close friend to cancer.

His grief pulled him away from his community and he turned into himself, becoming reclusive and isolated. Social interactions became hard, and he became very lonely.

Enter Sunalta's Fire on Friday program, a bonfire in the Sunalta Wildflower Garden where people can connect with neighbours, which brought him out of his isolation.

He started attending the cacao sharing circle – a resident-led event – which brought him into the neighbourhood regularly, meeting new people and building important relationships.

In his words, the programming offered at Community Hubs “saved his life.”

These simple moments meeting people, knowing your neighbours, and having someone care about you can make the biggest difference in a life.

**2020**

Fire on Friday started

**60**

bonfires held

**200+**

participants attended

\*name changed for privacy

# PROGRESS:

## GOAL 3 Residents can easily access supports, services, networks, and resources.

### HOW DO HUBS DO IT?

In a city like Calgary, the immense number of resources available to residents is staggering – and sometimes, it's impossible to navigate. It takes an understanding of organizations, how they work together and what they are offering, to find the right program or support for someone's needs. For many people, this navigation can be a barrier to seeking support at all. The Community Hubs Initiative is an accepting space that gives residents someone to turn to who can help sort through the information and find exactly what they need.

Through Community Connectors, Community Social Workers, and Hub Site Leads, residents have access to a wealth of knowledge with someone who can help them navigate it.

## PROGRESS BY THE NUMBERS

2021:

**25,746** people participated in activities intended to improve their access to services

SINCE 2017:

**47,939** participants focused on access to services

**250** activities focused on access to services

**76%** of surveyed residents felt services are accessible to them<sup>8</sup>

**60%** of surveyed residents were able to easily access services<sup>9</sup>

First approaching the Greater Forest Lawn Community Hub looking for food resources, a resident was given a free cellphone through a partnership with Bell Canada. Technology gaps can be the difference between being employed or not. This cell phone enabled the resident to secure temporary work, which turned into a full-time position with health benefits and retirement savings.







## LITTLE LIBRARIES, BIG IMPACT

Bowness has more than 25 free little libraries throughout the community, small decorated cabinets filled with donated reading material for anyone who needs a book.

When schools closed across the province due to the pandemic, little free library stewards in Bowness were thinking about the many students that relied on breakfast and lunch programs - many young people were left without guaranteed meals with the school closures.

Within days, many free little libraries saw a new type of contribution added to them: snacks, cereal, and granola bars to give some relief to the young people who might not have a meal available at home.

The demand was so high that a call went out through the Bowness Cares Facebook page, asking community members to help stewards keep the libraries stocked with books and food. Neighbours responded quickly and have been working to keep healthy snacks available to fuel the minds and stomachs of kids throughout the community.

Despite starting during the pandemic's challenges, this access to support has been going strong in 2021 and beyond.

**Bowness,  
2020**

**25**

free little libraries

**26%**

of residents living  
on a low income

# PROGRESS:

## GOAL 4 Residents have the capacity and confidence to improve their economic participation.

The ability to provide for yourself and your family is a fundamental element of belonging in a community. Poverty impacts all areas of a life, not only the balance of someone's bank account. It impacts physical and mental health, independence, ability to make connections, and quality of life. Community Hubs work to support residents in improving their conditions for economic development and reducing barriers like skills gaps, helping residents find meaningful work and fully participate in community life. In turn, this helps create vibrant and resilient local economies that are sustainable.

### HOW DO HUBS DO IT?

By providing activities, learnings, and programs that teach financial literacy fundamentals, free tax clinics, and resources that support economic participation, as well as paid roles in the Hubs themselves.

## PROGRESS BY THE NUMBERS

2021:

**19,390** people participated in activities to support their socio-economic well-being

SINCE 2017:

**44,395** people participated in activities focused on economic participation

**150** activities focused on economic participation

**52%** of surveyed residents indicated an increase in economic participation<sup>10</sup>

Young Adult Bright Futures is focused on supporting the financial well-being of the 25,000 young adults who live in Community Hubs neighbourhoods across the city.

Through valuable access to employment, training, and other skill-building, the project is looking to increase the positive involvement young adults have in their community, setting them up for success in the workforce and building a brighter future.

Available at all Community Hubs sites in Calgary, the project includes three key components:



1. Connecting young adults to digital training and employment through NPower Canada.

**1+1**

2. Increasing financial capacity through a resident-led Matched Savings program.



3. Addressing job readiness through additional programs and supports from the Youth Employment Centre.



## TAX SKILLS BUILD A BRIDGE TO EMPLOYMENT

Taxes are overwhelming for many Canadians.

For those experiencing language and technology barriers, like a newcomer resident who accessed Trellis Society's 1000 Voices tax filing service, it impacted her confidence.

While tax services were a first step, the trust and connection nurtured by the Hubs team helped this resident connect to other programs within the Hub. The team supported her with a basic computer class that developed her technology skills. She worked on her communication and language skills, which fostered an interest in the community—she wanted to give back to others.

It was this growth that empowered her to volunteer as a Benefits Navigator for the tax clinics for the following year. She supported other residents in their own journey and felt confident enough with the Canadian tax system to find benefits that could support them. It was the skills she learned being a Benefits Navigator volunteer, along with other volunteer opportunities, that helped her find gainful employment as a receptionist.

*Trellis Society's 1000 Voices provides free tax filing services for residents in partnership with the Community Volunteer Income Tax Program (CVITP). Volunteer tax preparers help file taxes and assist access to benefits available to build financial sustainability.*

**North of  
McKnight,  
2021**

**740+** tax returns  
completed  
since 2018

**\$491,844**  
in tax refunds since 2018



## LOOKING AHEAD

Stronger neighbourhoods have always been the goal of the Community Hubs Initiative, helping all people in the community have a place where they belong. The last two years of a global pandemic have shown us, in real time, just how critical this work remains for the lives of thousands in Calgary. The first phase of Community Hubs has been completed, thanks to the passion of residents, corporations, donors, governments, and volunteers.

Since 2017, Community Hubs have found new ways to support people during challenging times, to build back a more resilient community for the future. It's with this foundation that the Community Hubs Strategy 2022-2026 launched in Fall 2021, renewing our commitment and vision.

"Community Hubs have served as gateways for Calgarians to access services, find meaningful work, and build strong connections. The initiative is grounded in supporting those in positions of vulnerability and as a result of the pandemic, has become critical neighbourhood institutions. Council congratulates United Way's enduring commitment to collaborate for community solutions."

-Jyoti Gondek,  
Mayor of Calgary

## PANDEMIC RECOVERY

Community Hubs showed tremendous agility and resilience in response to two years of a global pandemic. The teams transitioned several in-person programs to virtual, found new ways to maintain connections with residents, and offered new programs and services in response to community need. Some virtual programming may continue in later stages of recovery, but it will never be a substitute for welcoming and inclusive community gathering places at the heart of the initiative, as these places present the opportunities needed to build relationships with and among residents.

The renewed five-year strategy aims to achieve three key priorities: **deepen impact, deepen partnerships, and deepen sustainability at our existing sites by expanding our reach with vulnerable residents**, as well as increasing their opportunities to participate meaningfully in their communities.

Our Community Connectors program has increased from four to ten leaders, including three Indigenous Community Connectors, and those with specific focuses on food security and food programming, and improving mental health and wellness.

In 2022, we also move into year two of the Young Adult Bright Futures (YABF) Pilot Project, which brings access to employment, training, and other skill-building programs through all five Community Hubs sites across the city. This pilot program is available to the 25,000+ young adults in the Hubs neighbourhoods to find work, enhancing their skills and reducing barriers to a resilient future, helping create a solid foundation for Calgary's sustainability.

**Community Hubs have proven themselves to be more than a project—they are an entire approach to community building in Calgary that are redefining what a neighbourhood can be. By providing welcoming and inclusive gathering places for residents to support one another, access services, and work together to identify and respond to community needs, they are a critical piece of Calgary's recovery and its future.**





## OUR PROCESS FOR THE FUTURE

The journey to the refreshed strategy has taken time—five years, in fact. It's the result of lessons learned, engagement with residents, staff and partners, and intentional planning workshops that were fundamental to the development of the strategy. Lived experience and needs, and the voices of residents are heard throughout this strategy and the work ahead.

### 2017 – 2019

- Early lessons learned
- Continuous improvement
- On-going evaluation

### 2020

- Community Hubs evaluation framework expanded to reflect values and principles of the initiative
- Conditions of Success framework developed to assess Hub readiness
- Social Impact Lab launches Inspire program
- Hubs respond to the pandemic by adapting their programs and services

### 2021

- Review of Community Connectors program
- Consultation and engagement with residents, partners, and agencies leading to the new Strategy
- Community Hubs Strategy 2022 – 2026 approved
- Hubs continue to pivot, adapt, and innovate in response to the pandemic

### 2022

- Implementation of Community Hubs Strategy 2022 – 2026 begins
- Community Connectors program expanded
- Young Adult Bright Futures project enters second year
- Planning for pandemic recovery continues



# PARTNERS AND SUPPORTS 2017-2022

## FOUNDING PARTNERS



### LEGACY CIRCLE

**(\$1 MILLION AND OVER)**

Pembina Pipeline Corporation  
Shell Canada Limited

### INNOVATOR'S CIRCLE

**(\$350,000 TO \$500,000)**

ENMAX Corporation

### CHAMPION'S CIRCLE

**(\$200,000 TO \$350,000)**

CIBC  
Repsol

### CORPORATE PARTNER

**(\$50,000 TO \$200,000)**

BMO Financial Group  
Mawer Investment Management Ltd.  
NOVA Chemicals

## INDIVIDUAL PHILANTHROPISTS

We would like to thank all the generous individuals who have supported the Community Hubs initiative.  
Special thanks to philanthropists Mike and Sue Rose for their early investment in the project.

The ARK Foundation  
Jim Dinning & Evelyn Main  
Bob Jones & Kristie Smith  
Kanovsky Family Foundation  
Eric & Christie Le Dain  
Barry & Val Munro & Family  
Mike & Sue Rose  
Donald & Eleanor Seaman  
Shaw Family Foundation  
Bill & Sharon Siebens





#yycHubs