



enough for all

Enough for All

2.0

**Leveraging Our Communities'
Leadership to Tackle
Poverty in Calgary**

Refreshed poverty reduction strategy
for 2019–2023 | **April 2019**



A Challenge - and an Invitation to the People of Calgary

There have been a number of organizations and hundreds of people actively engaged in the implementation of the *Enough for All* strategy over the past five years. The engagement process that led to this refreshed strategy has revealed that there are many more organizations and individuals currently involved in poverty reduction activities across our city. This is your strategy, built on your ideas and priorities. We are challenging and inviting all of you to align with *Enough for All 2.0* and explicitly support its goals — and to look for new opportunities to leverage the work already underway so we can reduce poverty in Calgary.

- Patti Dolan & Karen Whiteman
Co-Chairs, *Enough for All* Refresh Steering Committee

We respect and acknowledge the traditional territories and oral practices of the Blackfoot Nations, which includes the Siksika, the Piikani, and the Kainai. We also acknowledge the Tsuut'ina and Stoney Nakoda First Nations, the Métis Nation (Region 3), and all the people who make their homes in Treaty 7 region of Southern Alberta.



Executive Overview

Enough for All (E4A) is Calgary's community-driven poverty reduction strategy. It was adopted unanimously by City Council and the United Way of Calgary and Area's Board of Directors in 2013. Vibrant Communities Calgary was appointed the steward of the strategy to act as a backbone organization to guide the implementation of the strategy – with the community remaining as its collective 'owner'.

Over the past five years, there have been significant changes in the social and economic landscape in our community. For example, citizens have experienced the effects of a significant fall in the price of oil, an increase in unemployment rates, and a persistent downturn in the economy. At the same time, progress has been made by community organizations, as well as all levels of government introducing of the Alberta Child Benefit, the increasing and indexing of income support programs to the cost of living, six new community hubs, and a national poverty reduction strategy to name a few. Yet, poverty is the day-to-day reality of more than 120,000 Calgarians.

How Can We Reduce Poverty?

To reduce poverty in Calgary in a meaningful and measurable way, it will be necessary for

citizens, community organizations, businesses and governments to come together and act. *Enough for All 2.0* is a refreshed strategy that takes into account all of the learnings and developments since the first strategy was developed.

The vision of the strategy is 'a community where there is enough for all'. The mission of the strategy is to create opportunities to align and leverage the work of hundreds of organizations and thousands of Calgarians to reduce poverty in our city.

Advancing the objectives of the strategy will include three goals, where:

- All Calgarians live in a strong, supportive and inclusive community
- All Calgarians have sufficient income and assets to thrive
- All Indigenous People are equal participants in Calgary's future

The strategy has an aspirational goal of reducing Calgary's 2015 poverty level by 30 per cent by 2023.

In order to achieve the three primary goals of E4A 2.0, the refreshed strategy includes 10 levers of change (see page 15), representing specific areas of focus that must be addressed if we are to reduce poverty in Calgary.

Collaboratives, organizations, and individuals are encouraged over time to deepen and strengthen their work by living and modelling the nine principles found on page 12 of this document.

E4A 2.0 actively invites collaboratives, organizations, networks, businesses and individuals to connect with the three goals and 10 levers of change. They are encouraged to develop shared value agreements between their work and the strategy. In each shared value agreement, a collaborative/organization/business/or an individual can:

- Publicly affirms one's commitment to end poverty and align with E4A 2.0
- Documents one's work alignment with the strategy's goals and levers of change and commit to sharing some of the qualitative and/or quantitative measures that are currently being collected
- Share in annual conversations to review and understand the work and to fashion a community-wide narrative on the progress in reducing poverty

As a backbone organization, Vibrant Communities Calgary will:

- Provide supports and assistance in implementing the principles
- Increase and deepen awareness of poverty in our community
- Spotlight initiatives that are reducing poverty
- Facilitate sharing
- Advance policy
- Assist in accessing resources to advance the work
- Convene an annual conversation

Collaboratives, organizations, networks, businesses and individuals are invited to read and review E4A 2.0 and sign a shared value agreement with the strategy and ensure over time that there is enough for all in our community.

For more information, contact: Vibrant Communities Calgary, 400 – 119 14 Street NW, Calgary, Alberta T2N 1Z6 | 403-283-2125 | info@vibrantcalgary.com



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Strategy at a Glance

What is Poverty?

The condition in which people are without the supports, means and choices needed to attain and maintain a basic standard of living.

What are Our Goals?

All Calgarians live in a strong, supportive and inclusive community.

All Calgarians have sufficient income and assets to thrive.

All Indigenous People are equal participants in Calgary's future.

What is Our Mission?

We will create opportunities to align and leverage the work of hundreds of organizations and thousands of Calgarians to reduce poverty in our city.

.....
“This strategy is a call to action to join together to meaningfully impact the lives of Calgarians who cannot meet their basic needs.”
.....

- Consultation participant, 2018

What are Our Principles?

- Promoting shared leadership
- Engaging voices of people with lived experience in poverty
- Focusing on dignity of all
- Increasing multi-sectoral engagement
- Employing trauma-informed approaches
- Mobilizing awareness and empathy of inter-generational trauma
- Reducing racism and discrimination and promoting diversity in our practices
- Offering relevant, accessible and timely services and supports
- Implementing the 94 calls to action of the Truth and Reconciliation Commission

What are the Levers of Change?

- Adult literacy and foundational learning
- Early learning and care
- Employment
- Financial empowerment
- Food security
- Housing
- Income support
- Justice
- Physical and mental health
- Transportation

How Will We Evaluate Success?

- Increased public awareness and support for tackling the causes of poverty
- Changes made to programs, services and supports that help Calgarians living in poverty 'beat the odds'
- Changes made to policies, regulations, structures and practices that 'change the odds' for Calgarians living in poverty
- Increased local capacity to work together and develop concrete initiatives to reduce poverty
- Increased number of *Enough for All 2.0* shared value agreements
- Increased number of Calgarians benefitting from poverty reduction initiatives
- A reduction in the city-wide level of poverty



What is Poverty?

Poverty is the day-to-day reality of more than 120,000 people across Calgary. They include seniors on fixed incomes. Two-parent families weaving together multiple low-paying, part-time jobs. Indigenous Calgarians disconnected from their land, language and culture. Youth escaping violent family situations. New Canadians trying to navigate a new country with new cultural norms. Former energy industry employees who've lost their jobs and no longer receive employment insurance. People living with disabilities or chronic illness. Single parents trying to balance employment and childcare. Lone seniors living on a fixed income while managing complex and increasingly costly healthcare needs. Unattached individuals regardless of gender.

What's more, four in 10 people are just a single missing paycheque away from poverty.

But how do we actually *define* something as complex as poverty, especially when many Calgarians living at or below the poverty line don't consider themselves 'poor' — or don't want the stigma associated with that label? As one participant in our 2018 consultation said, "I'm not poor, I just struggle to make ends meet sometimes." Another simply argued that "Calgary is not an affordable place to live."

It's not surprising, then, that different jurisdictions are addressing poverty from different angles. Some view poverty solely in terms of the deprivation of economic or material resources; others look at it as a violation of fundamental human rights. See Appendix A for more on how poverty is being interpreted by the federal

government and the United Nations, as well as emerging literature that is exploring poverty through a lens of well-being and resilience.

Members of the original Calgary Poverty Reduction Initiative, which created the first version of the *Enough for All* strategy, recommended shifting the strategy's focus toward 'affordability' or 'well-being' because those terms align better with how Calgarians actually talk about poverty. In addition, many of the Calgarians consulted in the development of this strategy strongly encouraged alignment with the federal government's *Opportunity for All* poverty reduction initiative.

Taking all of this into consideration, the working definition of poverty used in the refreshed *Enough for All* strategy is: **the condition in which people are without the supports, means and choices needed to attain and maintain a basic standard of living.** Data and experience remind us that while all Calgarians are at varying degrees of risk of becoming poor, Indigenous people, women, youth, seniors, newcomers and refugees, and LGBTQ2S people experience a much higher incidence of poverty in our city. The implementation of this refreshed strategy will recognize and ensure their unique needs are considered.

To reduce poverty in Calgary in a meaningful and measurable way, it will be necessary for citizens, community organizations, businesses and governments to come together and act. The refreshed *Enough for All* strategy provides a roadmap for making that happen.



The Indigenous Perspective on Poverty

When asked what poverty means for Indigenous People living in the Treaty 7 territories, an Elder from the Blackfoot Confederacy provided the following response:

Poverty in Blackfoot is *kimatapsini*, which means “to have empathy and compassion for someone”. In the old days, no one suffered for need of food, shelter, protection or transportation. The leadership, the war chiefs and warriors who were in charge, took care of all the people in their community. Leadership, in the old days, meant not only to protect the people but see to it that they had everything they needed for sustenance. The people were communal. They practiced collectivism and interdependence. They shared everything. Family connections were strong. They had built-in systems that accommodated their beliefs, laws, clan system, societies and spiritualism. That was their way of life – their survival depended on it.

Since colonization, that communal way of living has been seriously eroded. People learned to be individualistic, and began to think of themselves and making profit from their work as they bought into capitalistic ways, taught to them by the white man.

Today, some people still share food, clothing, housing, transportation, and some still practice

‘feasting’ and ‘giveaways’ – ceremonies that show respect and recognition for someone. But for the most part, individualism has become the norm. Some people take care of their families to the best of their abilities. Sadly, some people who have left their families, were taken away from their families or were abandoned by their families have a tough time to survive. Those are the ‘impoverished’ today.

Since being forced to live on reserves, Indigenous people have lost control over their way of life. Food was a treaty obligation because hunting animals for food was limited and the bison were wiped out, so living off the land changed forever. As such, Indigenous people were more or less required to take rations from the federal and provincial governments in the early days. The food rationing phase didn’t last long.

In time, the First Nation people became successful ranchers and farmers, enough to maintain and sustain their living. They became so successful that the federal government decided to limit their ownership of cattle, which reduced their ranching operations over time. Their farms

were leased to white farmers who had large modern equipment. Some First Nations began to lease their grazing pastures to white farmers for grazing cattle. When some people could not find work to support their families, they would go to the federal government, which provided financial help to buy food. The new system the federal government introduced was social assistance or welfare, the concept of getting money without working for it. Many people became dependent on it. Some people who quit their ranching and farming operations began to accept welfare. That is the state today, with some families who aren’t able to support themselves depending on social assistance or welfare.

What do we do as a responsible society to fix poverty? *Kimatapsini* – have empathy and compassion. Understand how the impoverished got to this state. Learn from their stories. Provide services and opportunities to help them to become independent again as the resilient Indigenous people that they are. Building understanding and mutual respect is key in reconciliation. Man made poverty. Man can also solve poverty.

What's in the Refreshed Strategy

Enough for All 2.0 (E4A 2.0) is built to achieve three overarching goals – stemming from our collectively agreed-upon mission and vision, informed by our guiding principles and focused on addressing 10 key poverty reduction levers of change. Appendix B provides additional context about why a refresh of the original strategy was necessary and also highlights some of the recent successes in poverty reduction that helped inform the strategy's development.

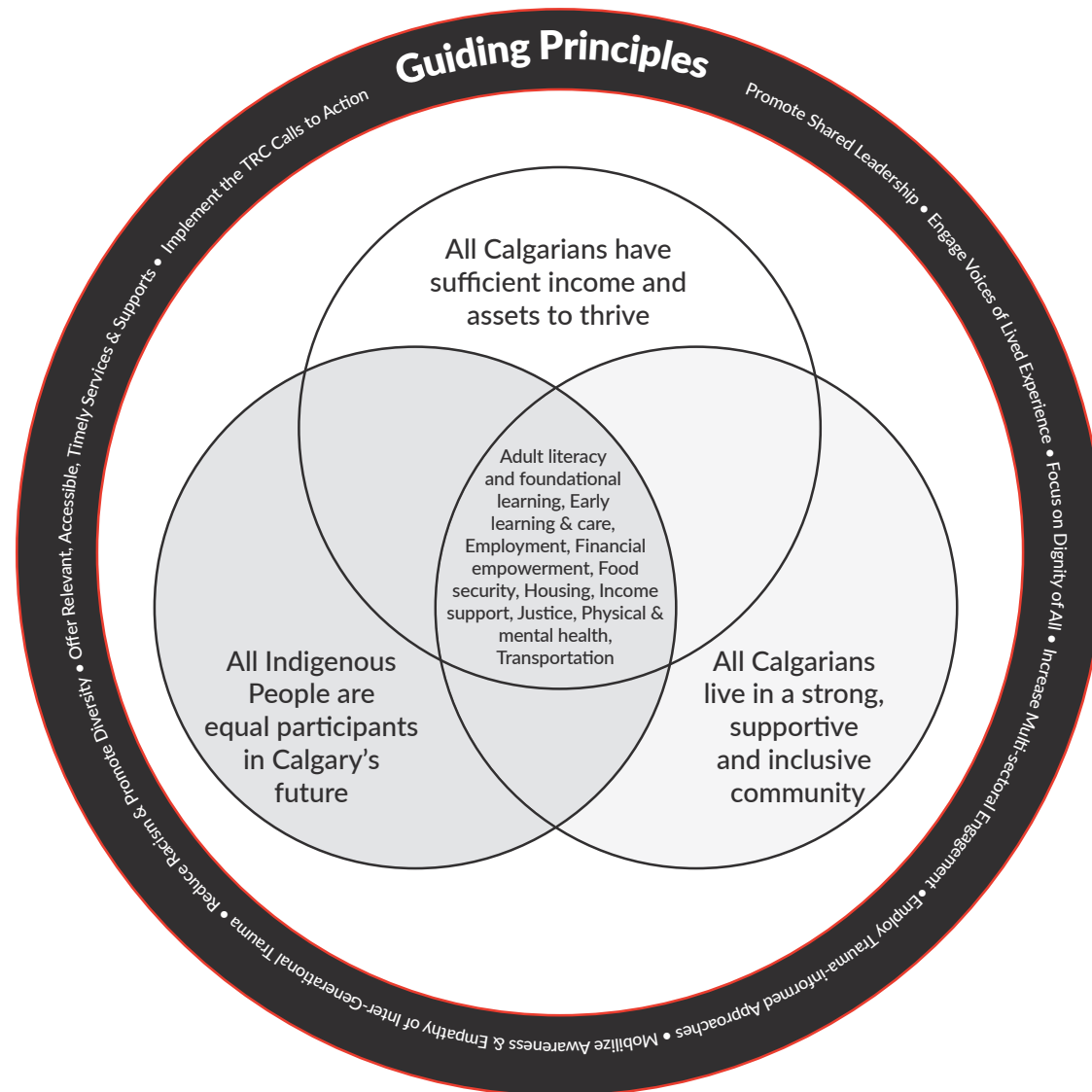


Figure 1. *Enough for All 2.0* at a glance



Our Vision and Mission

Vision

We live in a community where there is enough for all.

Mission

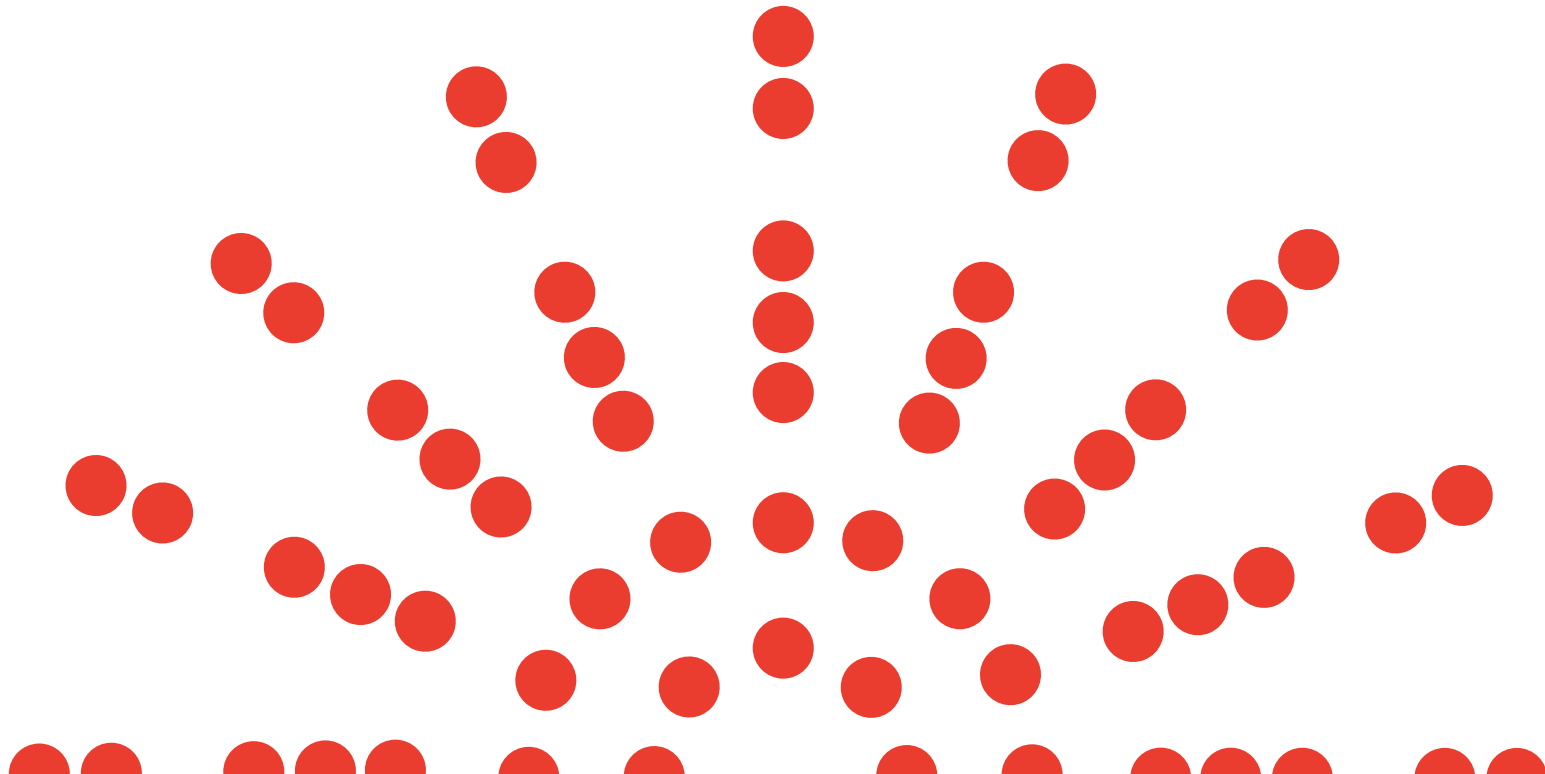
We will create opportunities to align and leverage the work of hundreds of organizations and thousands of Calgarians to reduce poverty in our city.

Aspirational Target

Reduce the 2015 level of poverty in Calgary by 30 per cent by 2023.

Our goals

Enough for All 2.0 has retained all of the goals set out in the original strategy with the exception of the one that stated, “Everyone in Calgary can easily access the right supports, services and resources.” Participants in the 2018 consultations said that particular goal should become a guiding principle of the refreshed strategy because it cuts across all poverty reduction work. (Appendix C provides an overview of the changes between E4A 2.0 and the original version of the strategy.)





Consider Peer Support

Peer support is based on relationships between people who have a common lived experience, where each person is considered equal and where empathetic understanding and experiential learning is shared in a non-judgmental and supportive manner.

E4A 2.0 recognizes the importance of strong, supportive and inclusive communities as a prerequisite to ending poverty. Peer support is one strategy that can help build such communities and address issues of social isolation and exclusion. People who are socially isolated are at greater risk of poverty – and the social stigma surrounding poverty can lead to further feelings of isolation.

Goal 1

All Calgarians live in a strong, supportive and inclusive community

What is a Community?

A community isn't always a place, though it can be. A true community is any group of people with things in common, similar backgrounds or shared interests – no matter where they live. – *Community Hubs by Design*

Communities are essential to poverty reduction because they enable people to work together to address social and economic challenges.

Communities also 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 go a long way toward solving some of the basic problems that keep people in poverty.

Some of the initiatives that E4A 2.0 champions can use to kickstart the next five years of implementation may include:

- Strengthening and expanding the community hubs model based on the *Community Hubs by Design* toolkit as well the existing initiatives from the City of Calgary and the United Way of Calgary and Area
- Launching a community development corporation for neighborhoods with higher numbers of low-income residents, which will help expand the ability of the community to create affordable housing,

economic development and certain types of social infrastructure (e.g. childcare centres, community kitchens and gardens)

- Expanding the public awareness and engagement campaign to include methods that increase insight and empathy into the experience of poverty – and the will of Calgarians to help reduce it

In addition, *policy-related opportunities* may include:

- Reviewing and amending the restrictions on allowable usage of community centres and other public facilities to increase community hub development and implementation
- Advocating for the implementation of the United Nations Convention on the Rights of Persons with Disabilities as a pathway for reducing poverty for Calgarians living with disabilities

A Place to Mix, Mingle and Build Community Together

Serving four Calgary-area affordable housing communities and their surrounding neighbourhoods, Patch Hubs has three interrelated goals: reduce poverty, improve health and wellness, and create thriving communities. Appreciating that poverty is a multifaceted phenomenon that requires a multifaceted approach, Patch Hubs pursues its goals in many different ways – from coffee time drop-ins and block parties to tax clinics, parent/baby playtime and open-ended hangout time for kids. All these healthy connections help create real community spirit and inspire the motivation to give back.

“We have a group of single moms who met during a mingle and are now fast friends. They lean on each other when things get stressful, helping each other with childcare. One of the moms said she feels calmer and happier because of the connections she’s made through Patch Hubs – proof that this is a place where people come together to create hope and grow resilience.”



Engaging the Business Sector in Policy and Systemic Change

Living wage employment is central to poverty reduction. Workforce development policies need to prioritize reducing poverty, with a focus on skills development and inclusive business practices. Doing business differently, including social enterprise and procurement, contributes to meaningful employment opportunities and a vibrant local economy.

Engaging the business sector will be particularly important to the success of E4A 2.0. Despite the difficulties in engaging the business community in *Enough for All* up to now, there has been significant growth and interest in social business practices in Calgary over the last five years. For example, membership in the Respect for the Earth and All People (REAP) initiative has tripled and some member organizations like Fiasco Gelato now pay a living wage.

Goal 2

All Calgarians have sufficient income and assets 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, as well as adequate income supports for those unable to find work, work full-time or work at all.

Some of the initiatives that E4A 2.0 champions can use to kickstart the next five years of implementation include:

- Refining and scaling up the innovations featured in financial coaching models by integrating them into more service systems
- Convening Calgary-based businesses, government representatives and employment training providers to create long-term pathways to employment focused on poverty reduction
- Expanding the availability of savings incentive programs so that more people can save for an emergency fund

- Increasing the use of social procurement and community benefit contract requirements by public and private contractors to provide jobs for Calgarians struggling with barriers to employment
- Advancing the notion of doing business differently with initiatives such as employee-centered personnel policies, offering extended health benefits, and paying a living wage
- Foster community economic development and social enterprise

In addition, *policy-related opportunities* in this area may include:

- Building awareness and support for a basic income pilot project
- Continue to advance adequate income supports for those unable to find work, work full time or unable to work





“Indigenous peoples and individuals are free and equal to all other peoples and individuals and have the right to be free from any kind of discrimination, in the exercise of their rights, in particular that based on their Indigenous origin or identity.”

Article 2, United Nations Declaration on the Rights of Indigenous Peoples

“Indigenous peoples have the right to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions, as well as the manifestations of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora, oral traditions, literatures, designs, sports and traditional games and visual and performing arts. They also have the right to maintain, control, protect and develop their intellectual property over such cultural heritage, traditional knowledge, and traditional cultural expressions.”

Article 31, United Nations Declaration on the Rights of Indigenous Peoples

Goal 3

All Indigenous People are equal participants in Calgary's future

The urgency of poverty among Indigenous people in Calgary cannot be overstated. As stated in Article 1 of the United Nations Declaration on the Rights of Indigenous Peoples, “Indigenous peoples have suffered from historic injustices as a result of their colonization and dispossession of their lands, territories and resources, preventing them from exercising, in particular, their right to development in accordance with their own needs and interests.” In addition to the cultural, socio-economic, systemic and psychosocial consequences poverty has on a population, it stymies the long-term potential and progress of individuals and the larger community.

As part of the original Enough for All, an Indigenous Poverty Reduction Strategy was developed and is currently being implemented – with the aim of ensuring all Indigenous people in Calgary have the opportunity to participate in and contribute to the growth of the city.

In addition to creating that strategy (which addresses a broad range of issues such as inclusion, financial literacy, education, addiction, systemic barriers, and communications and outreach), E4A participants have made progress toward establishing an Indigenous Gathering Place: a physical space for Indigenous peoples to heal, renew and connect with their history and for others to learn, support and heal on the road

to reconciliation. The Indigenous Gathering Place Society of Calgary has created a business plan and a soon-to-be released site acquisition study on two identified sites (Nose Hill and the confluence of the rivers).

The following information is protected by smudge that represents our commitment/contract to this work and the voice of knowledge keepers in our collective journey ahead.

On March 5, 2019 members of VCC, the Enough for All Strategy refresh committee and the Indigenous Advisory committee were invited to sit in circle for a truthing and guidance by a group of local elders representing the diversity that exists within our Indigenous Nations. With elements of oral practice and ceremony facilitated by Piikani Elder, Reg Crowshoe and all elders present, our circle began and is intended to be a crucial piece of this strategy for all entities who will adopt this work moving forward.

Enough for All 2.0 is a Western Non-Indigenous written construct. The Indigenous approach is one of story. To be successful we need to bring the two approaches together. They need to work together. Ceremony is a key component. The Elder's Circle is a “contract or agreement” of our joint commitment to implement the strategy together from both of our world views. The Elders provided further thoughts, words of wisdom, ideas on how to work forward in

a parallel way with both a western way and Indigenous, wise, ways of knowing.

“They talked about our way of life, they talked about our stories. In our way of life, our belief and our laws come from the land, come from natural laws. We work together in parallel. Whatever you do, needs to be culturally translated and culturally interpreted. Whatever elders say must be culturally translated and interpreted into English. His analogy of a team of horses working together. The knowledge and the systems are what we must parallel so that we can work together. If we don't work with Indigenous knowledge within the systems, then I don't think Indigenous people will have a buy-in or anything to grab on to and then programs will be rolled out over them.”

The insights and wisdom shared in the circle will inform the strategy's implementation. The Indigenous definition of poverty is Kimaataapiiski and explains what poverty means to Indigenous People. Kimmaapiitisiin is the compassion and humbleness to help poverty. The overarching theme centred on incorporating Indigenous ways of knowing into the work of agencies, sectors and systems who adopt Enough for All 2.0. Ongoing engagement of Elders, through ceremony will be incorporated into the ways we continue to convene and mobilize the work of poverty reduction in the community.



Our Principles

How we carry out our work to drive down poverty is just as important as *what* we focus on. That's why, during our consultations, participants proposed a set of principles to guide how all of us, as Calgarians, can work together to achieve the goals of *Enough for All 2.0*.

The nine principles described below were developed to ensure that the values described in the original E4A strategy are more actionable and measurable. They can help guide the thinking and actions of anyone interested in reducing poverty. They figure centrally in the shared value agreements related to E4A 2.0 implementation and will be a priority for learning, evaluation and backbone support.

Principle

Why it Matters

Promoting shared leadership so all Calgarians are “on deck” in the efforts to end poverty.

The complexity of poverty means no single organization or sector can successfully address it alone. All citizens, organizations and networks can – and must – contribute to the solution.

Engaging voices of people with lived experience of poverty for insight into the causes of and solutions to poverty, respecting people's right to have a say on how their lives unfold.

Calgarians with lived experience of poverty not only have insights to share but also the right to shape – rather than endure – the policies, practices and services that influence their well-being.

Focusing on the dignity of all by being inclusive and ensuring people don't have to risk their health and safety to subsist.

When poverty forces people to put themselves at risk simply to survive, it drives a wedge between them and the community, propagating stigma instead of bringing people together.

Increasing multi-sectoral engagement (i.e. the number of Calgarians and organizations from the business, government and social sectors that are actively engaged and contributing to reducing poverty).

Meeting the basic needs of Calgarians often requires working across organizational and sectoral boundaries and silos. Ending poverty must go hand-in-hand with strategies that improve health and education, reduce inequality, and promote economic growth.

Principle

Why it Matters

Employing trauma-informed approaches when designing and delivering interventions that touch Calgarians who have experienced trauma.

Many Calgarians have experienced trauma in their lifetimes, which puts them at greater risk of poverty. Considering the impact of trauma provides a different context for engaging and supporting those who experience poverty.

Mobilizing awareness and empathy of inter-generational trauma and the impact it has had on Indigenous peoples in Calgary.

Cultural safety within systems and anti-oppressive practices are the key to changing the ways we operate and provide services, supports and resources to Indigenous communities.

Reducing racism and discrimination and promoting diversity in the development and evaluation of policies, services, programs and workplace practices.

Systemic racism, ageism, and exclusion make it more difficult for many Calgarians (including Indigenous peoples, new Canadians, visible minorities and aging populations) to access jobs and services, and to feel welcome and supported in the community.

Offering relevant, accessible, timely supports and services by taking a person-centered approach to design, delivery and evaluation.

Public, private and non-profit services need to understand and address the unique needs of diverse people and ages, and be available across geographies, cultures and socioeconomic segments to have the most effectiveness and impact.

Implementing the 94 calls to action of the Truth and Reconciliation Commission.

Reconciliation Canada explains that the findings of the Commission confront “the disparity between typical Canadian historical perspectives and Indigenous reality, bringing light to the Indigenous truth in Canada – a truth of harm experienced for generations in the Indian residential school system.” The calls to action create an opportunity for real change, providing the potential to educate and provide context for dialogue among governments, educational institutions, businesses and citizens.



What is Dignity?

Overcoming stigma and getting to the root of social challenges like poverty demands that we see one another as human beings of equal worth — no matter where we come from, our history, age, culture, race, gender, sexuality or any other characteristic. In other words, we must recognize, value and treat one another with *dignity*. There may be fixed definitions of “dignity” in the dictionary, but the most important definition is how it’s experienced. The following are some words and phrases captured through our consultation process.

Dignity is...

- Innovative, neutral, inclusive
- Feeling equal to everyone else in the entire world — like an equal, worthy partner
- Addressing the root problems of systemic failures, not just “treating” the failures with band-aids
- To be considered a human being with all the rights that entails
- Standing tall with self-worth and pride in who you are
- Respectful, appropriate behaviour and language when delivering services or performing procedures for all people
- Where a person does not need to lie, steal, cheat or put themselves in a harmful situation to get the basic services that they require



Creating a line of sight between action and impact

“What we really need is a better line of sight between our activities and results and moving the needle on poverty in the city.” – Consultation participant, 2018

One of the biggest lessons to emerge from the first five years of E4A’s implementation was that organizations who are actively working to reduce poverty in Calgary wanted to have a better idea of how their initiatives and results were contributing to poverty reduction.

The refreshed E4A strategy includes two measures that can help create a “line of sight” for poverty reduction initiatives: a description of the levers of change (which touch on some of the root causes of poverty) as well as a tool for planning, tracking and communicating intermediate results of poverty reduction efforts.

Levers of Change

To achieve its three primary goals, E4A 2.0 includes 10 levers of change that represent specific areas of focus that must be addressed if we are to reduce poverty in Calgary. These levers of change surfaced during consultations with Calgarians and in research into other poverty reduction efforts across Canada. Each lever of change has also been aligned with the calls to action from the Truth and Reconciliation Commission. Everyone engaged in the strategy’s implementation must consider how these levers of change may express themselves uniquely for Indigenous people, women, youth, seniors, newcomers and refugees, and LGBTQ2S people in our community.

The *sample opportunities* are an initial listing of activities and initiatives that were identified through the four-phase engagement refresh process. Some are underway; some are yet to be initiated; some are within local controls; and some are within the control of different orders of government. For those actions outside of local agency and control, collaborative community efforts will advocate for the changes needed. In no way is the listing meant to be exhaustive or committed to full implementation. It is anticipated that with new developments and realities, other activities and initiatives will be added and over time, some may be withdrawn.

Lever of Change: Adult literacy and foundational learning

Literacy (the ability to read, understand, use and reflect upon written texts) and foundational knowledge includes the skills necessary for navigating life, finding employment, securing housing and accessing services. Calgarians need to continue to advocate for an educational system that encourages inclusive learning and the development of appropriate and relevant skills and competencies.

Links to Truth and Reconciliation Commission calls to action: #2, #6, #7, #8, #9, #10.1, #10.2, #10.6, #11, #12, #53.3, #55.2, #55.3, #57, #59, #61.3, #62, #63, #64, #69.3, #86, #87, #92.2, #92.3

Sample opportunities:

- Continued government support of community adult learning programs, with a specific focus on programs and policies that promote adult literacy and foundational learning among, high-risk, financially barriered adults
- Ensure the Calgary Public Library’s updated strategic plan fully integrates poverty reduction principles
- Place a greater focus on programs and services to improve high school and post-secondary educational attainments for Indigenous people
- Ensure greater representation and responsiveness to culturally appropriate curricula
- Eliminate school fees from kindergarten to Grade 12 to ensure full participation by all children in school programs

- Work with school boards to initiate programs that will increase high school completion rates for those still in school as well as those who have previously dropped out, including counselling, student-directed tutoring, adequate funding and other necessary supports
- Provide a subsidy of \$1,500 per year over four years for high school students from low-income families to use when they go to college or university
- Eliminate fees for post-secondary skills training for the first two years of college (e.g. for programs such as health care aid, elder and child care, dental hygiene, and various trades) to meet Alberta's labour shortage and to better align Alberta's future workforce with the changing needs of the economy
- Amend the student loan repayment policy so that repayment is based on a schedule determined on earnings after graduation with no repayment in years of low income
- Lower interest rates on provincial student loans to match private institution rates of prime plus 1% (floating) and prime plus 2% (fixed)

Lever of Change: Early learning and care

Quality care environments can contribute to children's growth and development, which in turn helps prevent intergenerational poverty. Easy access to care also helps increase families' capacity for gainful employment. Calgarians deserve improved access to affordable, quality child care options that cater to the diversity of the city.

Links to Truth and Reconciliation Commission calls to action: #1, #2, #4, #8, #55, #70, #71, #75, #81, #82

Sample opportunities:

- Advocate for the creation of a child-friendly strategy for Calgary
- Increase provision of and improve access to care for children of all ages and abilities (taking into consideration transportation and training implications), including after-school care
- Begin the rollout of fully funded, universal, full-day kindergarten
- Create 5,000 new affordable public child care spaces immediately and develop a provincial strategy that will provide publicly funded spaces for all who need one
- Increase child care subsidies to 90 percent of the total cost for all low-income working families
- Increase the wages of child care staff and early childhood educators to a living wage
- Advocate for the policies outlined in the First 2000 Days Network position paper, *Integrated Approach to Early Child Development*

Lever of Change: Employment

Adequate employment is central to reducing poverty. Workforce policies in Calgary need to ensure families and individuals receive living wages and that people have opportunities to develop and refresh their skills through continuing education.

Links to Truth and Reconciliation Commission calls to action: #2, #7

Sample opportunities:

- Support the Calgary Local Immigration Partnership's 2018–2020 action plan
- Increase access to integrated skills training programs for Calgarians with multiple barriers to employment

- Raise awareness of the impact of 'free goods' programs (such as the one at WINS) and better understand how to get involved or provide support
- Create a new provincial workforce strategy that specifies poverty reduction as a key direction
- Increase employer and community awareness of disabilities
- Increase accommodation and selected measures to help persons with disabilities and older populations to function at their best in the workplace and in their communities
- Remove child care barriers to increase women's opportunities to participate in the workforce

Lever of Change: Financial empowerment

Families and individuals need income to get by and assets to get ahead. Calgarians should have the support they need to optimize their incomes, increase their financial assets and reduce their debt while preserving their integrity and dignity.

Links to Truth and Reconciliation Commission calls to action: #9, #54, #55.3

Sample opportunities:

- Establish a financial empowerment secretariat in the Ministry of Community and Social Services
- Build financial empowerment strategies into Alberta Supports policies and programs targeted at Albertans with low incomes
- Establish a financial empowerment fund to scale up and sustain community capacity to

deliver financial empowerment initiatives, such as financial coaching, savings programs and tax-filing assistance

- Enforce and enhance regulations on high-cost credit
- Set up savings programs through online delivery
- Pilot a province-wide financial coaching service for low-income Albertans, which would include simplifying financial products and services and integrating financial literacy training into delivery

Lever of Change: Food security

Access to healthy, affordable and culturally appropriate food is a physical necessity, a human right and critical for people to fully participate in society. Every Calgarian needs an appropriate income that allows them to choose their food and achieve food security.

Links to Truth and Reconciliation Commission calls to action: #19, #20

Sample opportunities:

- Advocate for food security as a requirement in all human services and support related policies
- Advocate for a client controlled, cooperative data policy between service agencies. This advocacy should focus on the client's access to resources, rather than an agency limitation of access through restrictive or isolation policies and actions
- Continue to work as a community for food security through 'appropriate/adequate' income-based policies

Lever of Change: Housing

Access to affordable and appropriate housing decreases the likelihood that families and individuals will fall into or remain in poverty. As housing should cost no more than 30 percent of a person's total income, a 'total housing spectrum' should be developed to ensure all people are housed in a dignified way and homelessness is prevented.

Links to Truth and Reconciliation Commission calls to action: #37, #74

Sample opportunities:

- Support and monitor Calgary's Corporate Affordable Housing Strategy, 2016–2025
- Advocate for an increase of income threshold for the Property Tax Assistance Program
- Extend Alberta's existing housing benefit to all low-income Albertans regardless of their source of income; the benefit would continue to be equal to 75 percent of the difference between rent paid and 30 percent of the individual/family income, and would be paid directly to the recipient
- Extend tax reductions for the fixed income aging population to support aging in their home
- Establish a provincial 'rent bank' to help all low-income households; renters would be eligible for financial assistance from the rent bank once every two years and would receive up to two months help, and the rent bank would also provide flexible funds for emergency housing needs and or support transitions to prevent future homelessness

- Increase existing affordable housing stock to meet demand
- Retrofit, repair, and make accessible existing affordable and social housing stock
- Encourage municipalities to adopt secondary suite by-laws where none exist

Lever of Change: Income support

Adequate income support programs (e.g. Employment Insurance, Social Assistance, Guaranteed Income Supplement) are a critical part of the community's social safety net. They complement and fill the gaps when well-paying employment is currently unavailable or for people unable to work full-time hours (or at all).

Links to Truth and Reconciliation Commission calls to action: #9, #54, #55.3

Sample opportunities:

- Mobilize stakeholders to advocate for the introduction a basic income pilot in Alberta
- Increase employment earnings exemptions for income support recipients
- Advocate for income support benefits that are adequate and based on the local cost of living
- Expand government support of matched fund, grants and bonds programs
- Explore use of micro-credit programs as a tool for people to build assets through the non-profit sector
- Work with financial institutions to develop new financial products to limit the use of high cost credit

Lever of Change: Justice

Lack of resources can be a barrier to addressing legal issues, while having legal issues can lead to a lack of resources.

Calgarians need the knowledge, resources and capability to understand and address their legal issues, and deserve a legal system that does not contribute to or cause poverty.

Links to Truth and Reconciliation Commission calls to action: #27,#28 #30, 31, #33,#34, #38, #55

Sample opportunities:

- Support multi-sectoral programs with a preventative or interventionist focus, to help people understand and address their legal problems and to address other issues such as addictions, domestic violence and gang-related activity
- Support development of a comprehensive database of available justice sector services and programs that is accessible and user-friendly for both the public and service providers
- Highlight the need for probation requirements that provide for both accountability and public safety, while being manageable and coordinated with housing, employment and other supports to increase compliance and reduce unnecessary charges
- Identify gaps in supports for those on probation or released from custody, and advocate and work to fill those gaps
- Explore peer support as an aid to navigating the legal system
- Support approaches to resolving legal issues outside of the traditional court process, such as alternative measures programs, restorative justice practices and specialty courts

Lever of Change: Physical and mental health

When an individual's physical, mental and social health are compromised, their chances of falling into poverty are increased. Calgarians require broad access to an integrated healthcare delivery system and services that are respectful of the diversity of personal situations.

“Research on the social determinants of health suggests that further investment in poverty reduction and housing yields higher rates of return in terms of improved health outcomes than additional investment in direct medical care.”

– Consultation participant, 2018

Links to Truth and Reconciliation Commission calls to action: #17, #18-24, #55.4, #89

Sample opportunities:

- Complete a health impact assessment to determine the line of sight between poverty and health
- Reduce wait times for accessing mental health programs
- Increase aids to daily living for our aging population
- Set a maximum number of days where populations in hospital wait for housing with supports

Lever of Change: Transportation

Being able to travel easily to work and access basic services such as food, education and health is critical in overcoming poverty. Calgarians require a transportation system

that provides timely, accessible and affordable options for getting around.

“We need to move from a transit oriented system to a person-oriented system.”

– Consultation participant, 2018

Links to Truth and Reconciliation Commission calls to action: Not explicitly stated

Sample opportunities:

- Advocate for continued funding and support for affordable low-income transit program pricing (e.g. sliding scale transit passes), which may include supporting the City as it advocates for sustainable funding from the Government of Alberta
- Ensure transit connectivity and accessibility so it is easy to go from Point A to Point B (e.g. by making sure bike paths and sidewalks connect to public transit)
- Ensure approvals for future development and planning efforts are contingent on a companion transit plan
- Ensure transportation accessibility and opportunities are considered when evaluating projects
- Advocate for reduced fees for disability and care support workers
- Advocate for a shift in the current funding model to have more open grants that do not need to be dedicated to something specific (e.g. applying for money on programs to reduce carbon emissions but the real goal is to advance public transit)
- Explore public-private partnerships and how to best partner with all levels of government

It is important to note that while these levers of change are distinct, they are also interrelated. For example, it is difficult to secure a good job without having a roof over your head — and it's even more difficult to maintain decent housing without a good job. Similarly, saving financial assets first requires someone to have enough money to pay the rent and feed the kids. To reduce poverty in Calgary, it will be necessary to focus on all of the levers of change.

Peer support is a cross-cutting approach that focuses on building relationships and empowering people with lived experience. It can be adopted at an individual and organizational level within each lever of change to augment poverty reduction efforts.

Addressing the Interdependent Nature of Poverty's Root Causes

With the roots of poverty being so intertwined, there can't possibly be just one or two solutions for reducing it. Access to transportation alone is not enough. Neither is access to counselling or savings programs, or having a high school diploma. If the causes of poverty are interconnected, the solutions must be as well.

The approach of E4A 2.0 is to address the many different underlying forces that lead to poverty. Achieving this requires strengthening the resiliency and capacity of the community to adopt this broad-based and comprehensive strategy over the next five years.

Intersectionality in Practice

The impacts of race, sexual orientation, age, religion, creed, family status, disability and gender do not exist separately from each other — and must be addressed together by any initiative tackling poverty. In the strategy's work we shall reflect on how each of these areas could be considered.



“Every problem magnifies the impact of the others, and all are so tightly interlocked that one reversal can produce a chain reaction with results far distant from the original causes. A rundown apartment can exacerbate a child’s asthma, which leads to a call for an ambulance, which generates a medical bill that cannot be paid, which ruins a credit record, which hikes the interest rate on an auto loan, which forces the purchase of an unreliable used car, which jeopardizes a mother’s punctuality at work, which limits her promotions and earning capacity, which confines her to poor housing.” – David Shipler, *The Working Poor* (2005)



Celebrating a Brighter Future for Women

More than half of the women who visit or volunteer at the Women's Centre of Calgary have lived or are still living in poverty. For them, no poverty initiative can be effective without considering gender and other facets of their identities that might contribute to their marginalization. Guided by its vision of "women supporting communities, communities supporting women", the Women's Centre inspires action around social issues that affect women's lives, including poverty, child care, addiction and domestic violence, while also addressing systemic factors of oppression such as sexism, racism, ableism, classism and ageism.



How the Refreshed Strategy will be Implemented and Evaluated

“Programmatic interventions help vulnerable families beat the odds. Systemic interventions help change their odds.” – Karen Pittman, Forum on Youth Investment

The refreshed *Enough for All* strategy places a strong emphasis on “shared leadership” in developing, implementing and evaluating the actions that will help make progress on the strategy’s goals and within its levers of change. Such an approach is “mission critical” to the success of E4A 2.0 because:

- There are too many diverse causes of poverty for any one individual or organization to “solve” poverty on their own
- The most substantial progress made during the previous five years of E4A implementation happened when organizations or networks assumed leadership for an issue or project

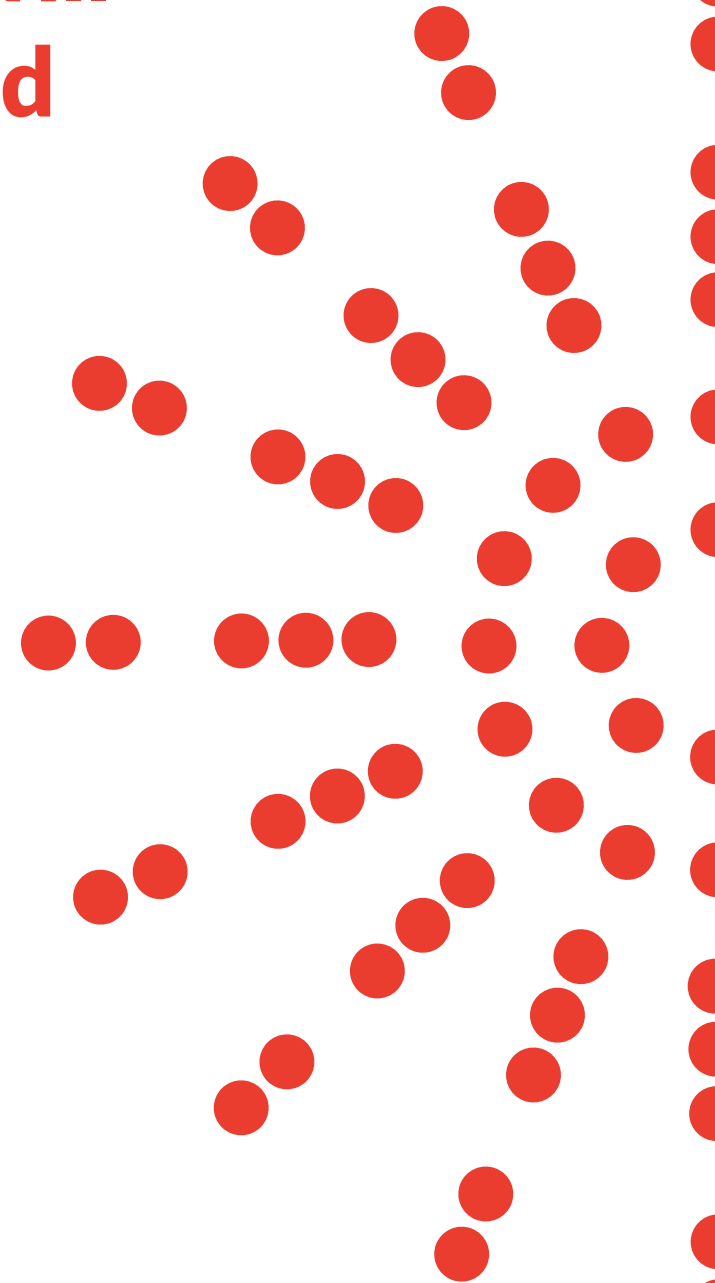
Implementation model

Enough for All 2.0 calls upon organizations, governments and individuals to come together, developing a common voice through which to address the underlying causes of poverty and advocate for changes in policies, regulations and service delivery practices that will remove barriers, empower people, and affirm dignity and respect for all.

The *Enough for All* memorandum of agreement (MOA) partners – the United Way of Calgary and Area, the City of Calgary and Momentum – are working on an E4A 2.0 implementation model that will include the following intent and key features:

Intent

At a high level, the E4A 2.0 implementation model aims to increase the alignment between the E4A strategy and the many other poverty reduction initiatives that are already underway in Calgary or planned for the immediate future (e.g. All in For Youth). The model also looks to expand the number of people and organizations involved in implementation beyond the traditional organizations already working on poverty reduction. In doing so, the new implementation approach aims to recognize, highlight and report on the breadth of work that is being done in Calgary to address poverty.



WHAT IS A CHAMPION?

This strategy uses the term “champion” instead of “lead” because it can be difficult for a cohesive, effective strategy to have multiple leaders. However, it is possible to have many parties on board who will champion and advocate for a specific cause or issue.

Key Features

The E4A 2.0 implementation model will:

- Outline the role of the **E4A ‘backbone’ organization**, which will help steward the strategy’s implementation by:
 - Inviting and facilitating organizations, groups and individuals to align their work with the strategy
 - Supporting processes to document progress and outcomes.
 - Leading the policy and advocacy work required to advance the strategy
 - Deepening the understanding of the strategy’s principles, with a particular focus on ensuring the sustained and meaningful engagement of people with lived experience
 - Increasing community awareness of poverty and spotlighting successful initiatives
 - Facilitating communication, coordination and collaboration between people, programs and places for greater impact
- Inspire **implementation champions**, including:
 - Those who might broadly work on one or more of the 10 levers of change (e.g. financial empowerment)
 - Those who might work on a specific issue (e.g. payday lending, high school graduation)
 - Those who might work on a specific initiative (e.g. developing an innovative savings program, increasing a company’s wage levels)
 - Individuals who are interested in getting involved
- Promote the creation of **shared value agreements** that encourage champions to take actions that closely align with E4A’s goals, principles and levers of change. (See Appendix D for a sample shared value agreement.) These agreements will spell out how the E4A backbone organization can add value to champions’ poverty reduction efforts (e.g. by facilitating cross-initiative communications or connecting them to resources). They will also highlight potential tools and resources that champions can use to share their activities, results and learning with both the backbone organization and the broader poverty reduction community. The wording of the shared value agreements will be flexible enough to accommodate the unique contexts of different kinds of implementation champions.

- Increase the number of individual Calgarians tackling poverty reduction. Appendix E contains a ‘Pledge to Reduce Poverty’ and sample initiatives that each person can do to contribute to poverty reduction in their own community
- Promote continual improvement of the model as the strategy’s implementation proceeds

Evaluation framework

Through the consultation process, we learned that there are shortcomings in the way programs and services are delivered to Calgarians living in poverty. Policies and practices are not updated; over time, their rigidity and fragmentation reinforce powerlessness and remove dignity. E4A partners further identified that it is difficult to illustrate how various activities and initiatives align with the larger poverty reduction goals.

The ‘line of sight’ tool (see Appendix G) illustrates how capacity, awareness, programs and policy can each contribute to achieving the poverty reduction goals of E4A 2.0. Organizations and individuals may choose to work on multiple activities within the line of sight tool or they may focus on a single activity. This tool is essential to evaluating the success of E4A 2.0 because it helps individuals and organizations determine how their own work connects to the broader poverty reduction work being done across Calgary.

The proposed E4A 2.0 evaluation framework is grounded in iterative and reflective processes to ensure continuous learning, community engagement and adaptation. It focuses on three major areas:

- Assessing the impact of initiatives emerging from the strategy
- Monitoring changes in population-level poverty data
- Understanding how relationships established through the strategy help build the foundation of poverty reduction work in Calgary

The findings from all three areas will inform annual planning and partnership efforts.

Appendix F provides an overview of the preliminary evaluation framework. A final, more detailed framework will be developed in concert with E4A implementation champions after strategic relationships are formalized and outcomes, indicators and data-collection sources are developed collaboratively. Having clearly defined roles for E4A champions as well as external supports will be critical to the framework’s overall success.

The E4A 2.0 evaluation framework builds on work done over the past four years by the E4A Impact and Evaluation Advisory Committee and the E4A external evaluator, Creative Theory Consulting Inc. It addresses the key challenges of the E4A 1.0 evaluation framework in the following ways:

Challenge: Monitoring changes in city-wide poverty

How it will be addressed: There are challenges and limitations with low-income cut-off rates because they only capture a single dimension of poverty and are reported every five years. Changes in city-wide poverty need to be tracked in a more dynamic way. As a result, consultation participants have recommended using Canada’s Official Poverty Line¹, which is currently being developed by the federal government. Other multi-dimensional measures are also under development, and these will be monitored, reviewed and considered as part of the larger E4A 2.0 evaluation framework to enable a robust monitoring of poverty in Calgary.

Challenge: Understanding our contributions to changing poverty

How it will be addressed: While people and organizations in Calgary have influence on the community’s level of poverty, there are other factors that also affect poverty and are beyond their control, such as oil prices, government policies and job-replacing technologies.

The E4A 2.0 evaluation framework proposes that city-wide poverty measures be monitored to better understand the impact of these factors in Calgary. Alignment of E4A 2.0 under Calgary’s Economic Strategy also creates an opportunity to better understand and track the impact of broader economic trends on poverty in Calgary.

1. Canada’s Official Poverty Line is based on the Market Basket Measure, which reflects the cost of a basket of goods and services that individuals and families require to meet their basic needs and achieve a modest standard of living.

Challenge: Demonstrating the impact of our work

How it will be addressed: To gain a better line of sight between their own work and poverty reduction, E4A champions will use indicators that reflect their unique area of focus (e.g. employment, housing) and capture both immediate and intermediate progress toward city-wide impact.

A line-of-sight planning and tracking tool (Appendix G) organized around different types of outcomes will allow E4A champions to contribute their own specific indicators and, collectively, demonstrate the overall impact of the strategy.

Challenge: Using data that already exists to tell our story

How it will be addressed: Organizations are already collecting a great deal of data for their own use and to meet funders' reporting requirements. However, some potential E4A

champions (such as local businesses) may lack the capability or capacity to track and report on evaluation metrics. There is a need for simple tools to quickly and accurately capture the activities, learning and results of E4A champions. The E4A 2.0 evaluation framework is designed to leverage existing programmatic evaluation data collected by organizations and funders to ease the burden on champions.

Document evidence of progress and evaluation reporting

Results from the multiple methods of evaluation and data collection will be used to inform an annual evaluation report, which will be led by external evaluators in partnership with the Impact & Evaluation Advisory Committee, Indigenous Advisory Committee and Poverty Talks!.

Gather community feedback on progress and inform continuous improvement

The annual evaluation report will capture, make sense of and share actions, results and learning with the community. The feedback received will then be used to inform recommendations for ongoing improvement and implementation.



Final Thought

Enough for All 2.0 affirms our commitment to ensuring that all Calgarians can live in a strong, supportive and inclusive community, have sufficient income and assets to thrive and are equal participants in Calgary's future. With determination and the support of the community, poverty will become a thing of the past.



Appendix A: Defining Poverty

The federal government's perspective

<https://www.canada.ca/en/employment-social-development/programs/poverty-reduction/reports/strategy.html>

The 2018 national poverty reduction strategy defined poverty as “the condition of a person who is deprived of the resources, means, choices and power necessary to acquire and maintain a basic level of living standards and to facilitate integration and participation in society.”

The human rights perspective

<https://www.ohchr.org/en/issues/poverty/dimensionofpoverty/pages/index.aspx>

Economic deprivation (i.e., a lack of income) is common to most definitions of poverty. But this in itself does not take into account the many social, cultural and political aspects of poverty. That is, poverty is not only the deprivation of economic or material resources – it is a violation of human dignity, too.

Poverty erodes or nullifies economic and social rights such as the right to health, adequate housing, food and safe water, and education. The same is true of civil and political rights, such as the right to a fair trial, political participation and security of the person.

Importantly, the human rights perspective looks not just at resources but also at the capabilities, choices, security and power needed for the enjoyment of an adequate standard of living and other fundamental civil, cultural, economic, political and social rights.

Likewise, the impact of race, sexual orientation, age, religion, creed, disability and gender do not exist separately from each other but should be interwoven together when considering initiatives to address poverty.

Poverty as well-being

<https://docs.google.com/viewerng/viewer?url=https://cdn.jeal.io/thrivemh.ca/file/2017-Thrive-Plan-Abridged.pdf>

One original member of the Calgary Poverty Reduction Initiative recommended reframing *Enough for All* to be based on well-being and resilience, following the example of Lethbridge and Medicine Hat.

United Nations Declaration on the Rights of Indigenous Peoples

https://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf

On September 13, 2007, the United Nations Declaration on the Rights of Indigenous Peoples became international law. The

Declaration establishes a universal framework of minimum standards for the survival, dignity and well-being of the Indigenous peoples of the world, and it elaborates on existing human rights standards and fundamental freedoms as they apply to the specific situation of indigenous peoples. It ensures Indigenous people, cultures, customs, values and traditions survive and thrive.

United Nations Convention on the Rights of Persons with Disabilities

<https://www.un.org/development/desa>

The Convention serves to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all person with disabilities, and to promote respect for their inherent dignity. Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others. Many of the levers of change for poverty – transportation, housing, employment – have significant barriers for persons with disabilities.



Appendix B: Why We Need a Refreshed Strategy

The original *Enough for All* strategy was established in 2013 to address poverty in a decisive and lasting way – so that every person in Calgary could be assured of equal access to opportunities, physical and mental well-being, and sufficient resources to address their basic needs.

There has been a **great deal of progress** in the last five years:

- The *Journey to Reconciliation Conference* was hosted in October 2017. This event was a powerful way to reach those in the community with minimal knowledge of truth and reconciliation, as well as those who supported the Truth and Reconciliation Commission's 94 calls to action but did not know where to start.
- In 2017, employment programs supported by the United Way of Calgary and Area helped reduce barriers to employment for over 2,700 families and individuals.
- Changes to provincial regulations and municipal bylaws have saved Calgarians millions of dollars in high-interest payments to payday lending institutions.
- In 2017, through programs funded by the United Way of Calgary and Area, almost 54,000 individuals received support in leading community change in their neighbourhoods.
- Non-profit organizations launched a campaign that resulted in a dramatic increase in the number of Calgarians signed up for a Registered Educational Savings Plan, with Calgary now having the second-highest number of registrants in the country.
- *Enough for All* has become a key part of Calgary's Economic Strategy.
- Emerging municipal programs and services, including Resilient Calgary, the city's housing and homelessness strategy, and foundational learning initiatives are addressing key levers of change for poverty reduction.
- In October 2018, the provincial government raised the minimum wage to \$15/hour, a move toward providing a fair wage to every Albertan.
- Calgary's Fair Entry program, in place since May 2015, is improving access to city services by offering a low-income transit pass, recreation fees assistance program, property tax assistance program, senior services home maintenance program, and no-cost spay and neuter program.
- In 2018, 92 percent of people who received support through the Financial Empowerment Collaborative Basic Needs Fund said it helped stabilize their crisis.
- In 2016, the Government of Alberta introduced the Alberta Child Benefit, which has provided an estimated \$175 million to 135,000 low-income families across the province.
- Since 2015, tax clinics run by the Financial Empowerment Collaborative helped more than 21,000 low-income individuals file their taxes, accessing nearly \$12.3 million in benefits.
- The Community Hubs Initiative was launched in 2017 by the United Way of Calgary and Area, The City of Calgary, and Rotary Clubs of Calgary as a key implementation strategy of *Enough for All*. The initiative is piloting unique Community Hubs in priority locations across Calgary.
- In 2016, Calgary launched the corporate affordable housing strategy and in 2017 the sliding scale transit pass.
- The Government of Alberta increased and indexed its income supports programs to the cost of living in December 2018.

While much progress has been made, there is still more to do. Every year, poverty costs Alberta between \$7.1 and \$9.5 billion. Roughly one in 10 Calgarians lives below the low-income cut-off line, which means **more than 120,000 people in the city live without enough money for food, shelter and other basic needs.**

The societal landscape in Calgary has

fundamentally shifted over the past five years. Alberta has welcomed thousands of Syrian refugees. The release of the Truth and Reconciliation Report in 2016 has created an opportunity to better understand the unique poverty-related challenges Indigenous people face living in Calgary. There have been changes in both the provincial and federal governments that have resulted in new social priorities. The fall in the price of oil – from nearly \$130 a barrel in 2012 to roughly \$46 as of January 2019 – has taken a toll on Alberta’s economy. Provincial unemployment nearly doubled from 4.5 percent in July 2012 to 7.8 percent in July 2017, and more Calgarians than ever are accessing food banks to meet their needs.

The poverty reduction landscape has also evolved over the past five years. For example:

- In 2015, the United Nations General Assembly established 17 Sustainable Development Goals (SDGs), the most relevant being: #1, End poverty in all forms everywhere; #2, End hunger; #4, Quality education; #5, Gender equality; #8, Decent work and economic growth; and #16, Peace, justice and strong institutions
- The United Nations Convention on the Rights of Persons with Disabilities specifically aligned with the SDGs to more clearly illustrate the needs of individuals living with disabilities
- The United Nations Declaration on the Rights of Indigenous Peoples was passed

into law as a universal framework of minimum standards for the survival, dignity and well-being of the Indigenous peoples of the world

- The United Nations Convention on the Rights of the Child continues to be influential, particularly articles 27 and 32 relating to the rights of children to grow up in environments that contribute to education, income security and housing
- Canada released its first-ever national poverty reduction strategy, *Opportunity for All*, which includes legislation to declare an official ‘poverty line’
- There are now more than 70 communities across Canada participating in the Vibrant Communities – Cities Reducing Poverty network, including nine other cities in Alberta

Given all of this, it was critically important that *Enough for All* be refreshed to ensure its continued relevance to Calgarians.

In that context, six clear themes guided the creation of the refreshed strategy:

1. Ensuring **people with lived experience** of poverty are intimately involved with designing, validating and driving the refreshed strategy
2. Empowering the *Enough for All* Indigenous Advisory Committee to **ensure the refreshed strategy is culturally sensitive**, incorporates the Truth and Reconciliation

Commission’s calls to action, and is inspired by Indigenous ways of learning and working

3. Refocusing poverty reduction efforts around **levers of change**
4. Providing **clear, specific metrics** to help the community see how they are contributing to poverty reduction
5. **Aligning the supports available** to better address the needs of the community
6. **Cultivating community collaboratives and champions** to re-energize the strategy across Calgary, build capacity and create a sustainable future for poverty reduction work



Appendix C: How E4A 2.0 Differs from E4A 1.0

Item	Original E4A Strategy	Refreshed E4A Strategy
Vision	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.	We live in a community where there is enough for all.
Mission	To end poverty in Calgary and enhance the well-being of all Calgarians.	We will create opportunities to align and leverage the work of hundreds of organizations and thousands of Calgarians to reduce poverty in our city.
Values	Integrity Inclusion Respect Diversity Social equity Collaboration Participation	Shift from words to principle statements, and include a rationale for why these principles are important to the community. <ul style="list-style-type: none"> • Promoting shared leadership so all Calgarians are “on deck” in the efforts to end poverty. • Engaging voices of people with lived experience of poverty for insight into the causes of and solutions to poverty, respecting their right to have a say on how their lives unfold. • Focusing on the dignity of all by being inclusive and ensuring people don’t have to risk their health or safety to subsist. • Increasing the number of individuals and organizations from the business, government and social sectors that are actively engaged and contributing to reducing poverty. • Employing trauma-informed approaches when designing and delivering interventions that touch Calgarians who have experienced trauma. • Mobilizing awareness and empathy of inter-generational trauma and the impact it has had on Indigenous peoples in Calgary.

Values, continued

- Reducing racism and discrimination, and promoting diversity in the development and evaluation of policies, services, programs and workplace practices.
- Offering relevant, accessible, timely supports and services by taking a person-centered approach to design, delivery and evaluation.
- Implementing the calls to action of the Truth and Reconciliation Commission.

Aspirational goals

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.

Shift from 'Aspirational goal' to 'Aspirational target' to help clarify terms in the document.

Reduce the 2015 level of poverty in Calgary by 30 per cent by 2023.

Final stage consultations will socialize the idea of market-basket measure as a tool to track population level poverty reduction.

Goals

All Calgary communities are strong, supportive and inclusive

No change.

Everyone in Calgary has the income and assets needed to thrive

No change.

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

This goal is now a principle reflecting the input from the stakeholder consultation process.

All Aboriginal people are equal participants in Calgary's prosperous future

All Indigenous people are equal participants in Calgary's future.

Implementation model

Not included in the original strategy, developed after by Vibrant Communities Calgary

Shared leadership approach, co-designed with partners.

Measurement framework

Developmental evaluation approach.

A results framework to create a line-of-sight approach to monitoring poverty reduction.

WE are ALL
in this
TOGETHER



Appendix D: Draft Shared Values Agreement

All organizations, collaboratives and networks are invited to develop shared value agreements that outline how their work aligns with and will help implement *Enough for All 2.0* to make real and lasting change in the lives of Calgarians. These agreements describe the shared and common elements between the work underway and the strategy, as well as the commitment to leverage that work for greater impact. The following is an example of a draft shared values agreement between Enough for All Champion and *Enough for All 2.0*.

Shared Values Agreement Between Enough for All Champion And *Enough for All 2.0* (E4A 2.0)

Our understanding of poverty: Enough for All Champion understands poverty as the state in which individuals are without the supports, means and choices needed to attain and maintain a basic standard of living.

Strategy champion: As a strategy champion, Enough for All Champion supports Calgary's *Enough for All 2.0* and the overall strategy through which our community will reduce the number of Calgarians living in poverty. Enough for All Champion will:

- Publicly communicate our support by branding our programs as supporting *Enough for All 2.0*
- Strive to model the nine principles within the strategy in all we do
- Actively advance systemic and policy changes required in achieving the aspirational goals of *Enough for All 2.0*
- Educate and deepen awareness of the impact of poverty
- Spotlight and celebrate success
- Share learning in failed initiatives

Collaboration and leverage: Enough for All Champion actively engages when appropriate and relevant with other E4A 2.0 collaboratives, community organizations, businesses and all orders of government by:

- Adopting and integrating the aspirational goals and multi-dimensional indicators within *Opportunity for All*, Canada's national poverty reduction strategy

- When appropriate, co-designing implementation approaches in Enough for All Champion's area of work with other organizations and individuals
- Actively providing data and information collected in the delivery of initiatives and programs
- Participating in E4A processes that document the progress in an "E4A 2.0 snapshot"
- Actively seeking intersections between Enough for All Champion work and the work within the other levers of change
- Advancing systemic and policy changes to address the underlying causes of poverty

Our work and E4A 2.0: The focus of Enough for All Champion work is on financial empowerment as a lever of change to support the strategy's goal that all Calgarians have sufficient income and assets to thrive.

As an E4A 2.0 champion, the Enough for All Champion will realize the following benefits:

- Credibility for contributing to a community-wide poverty reduction strategy endorsed by the City of Calgary and the United Way of Calgary and Area
- Public recognition as Enough for All Champion work in reducing poverty is spotlighted through regular *Enough for All* reporting to community stakeholders, all orders of government, funders and the general public
- Opportunities to advance Enough for All Champion work through increased collaborative efforts to change policy and acquire new resources

Supports and assistance: As the steward of *Enough for All 2.0*, VCC will:

- Provide support to integrate the *Enough for All* principles in related activities
- Assist with meaningfully engaging lived experience and Indigenous community members
- Enable interconnections with other *Enough for All* champions
- Highlight progress in reducing poverty with other *Enough for All* champions and community stakeholders
- Support collective advocacy efforts to change public policy to advance poverty reduction
- Ensure processes are in place and implemented to document the impact of Enough for All Champion initiatives in achieving E4A 2.0 outcomes

Specifically, Enough for All Champion commits to working together with other E4A 2.0 leads, meet semi-annually to identify and leverage cross-cutting opportunities for greater impact

Signed

Enough for All Champion

Date

Enough for All

Date



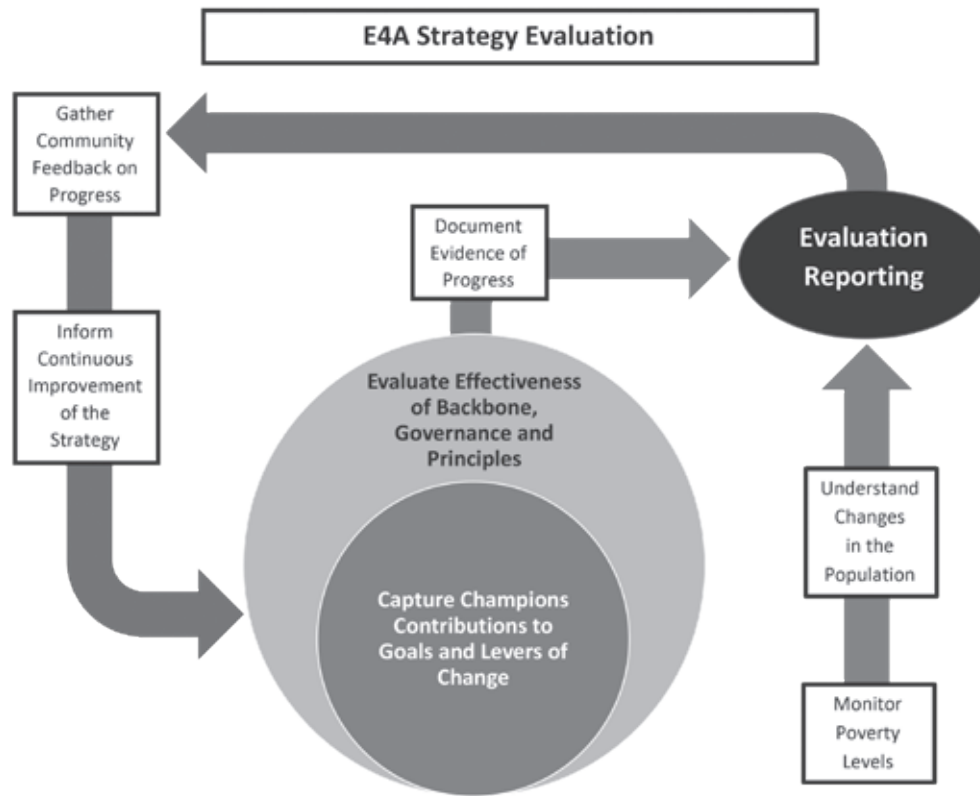
Appendix E: A Personal Pledge to Reduce Poverty in My City

I believe that no Calgarian should live in poverty. It will take all of us to reduce poverty. I personally commit to helping reduce poverty in my community:

I will undertake the following actions (check off that you will undertake):

- Sign a personal *Enough for All 2.0* (E4A 2.0) pledge
- Begin a personal truth and reconciliation journey
- Register to receive Vibrant Communities Calgary's weekly email on poverty reduction to find out specific ways that I can be involved
- Become more knowledgeable about the root causes of poverty
- Engage fellow Calgarians in a conversation about E4A 2.0 and raise awareness that one in 10 Calgarians is living in poverty
- Volunteer in one of the many agencies actively working to reduce poverty
- Advocate for organizations, communities and agencies to align with the goals and principles of E4A 2.0
- Donate to the United Way of Calgary and Area or the many other agencies in the community advancing poverty reduction
- Assist Calgarians in doing their annual tax filing
- Pay a living wage (if you are an employer)
- Vote and encourage others to do the same

Appendix F: E4A 2.0 Evaluation Framework



The E4A 2.0 evaluation framework has the following core components:

Capture champions' contributions to goals and levers of change

This part of the evaluation will capture the contributions of E4A implementation champions, whether they are taking the lead on a lever of change, specific theme or concrete initiative. The champions may report

their progress using the Planning and Tracking Tool described in Appendix G. This tool will help with the identification of changes at the systems and policy level, in programs, in public will and awareness and sectoral capacity.

Evaluate effectiveness of backbone, governance and principles

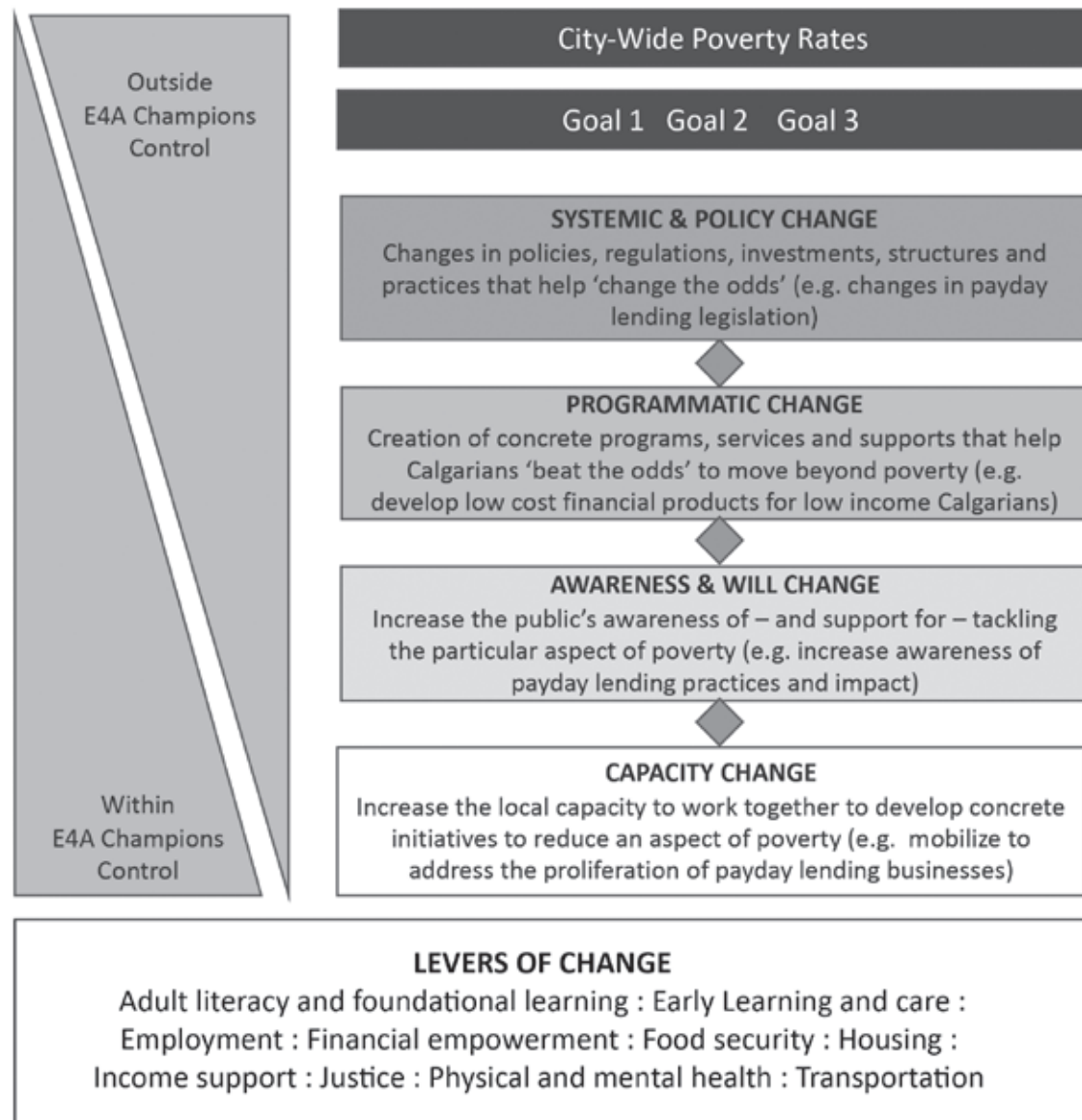
This part of the evaluation will engage key stakeholders in developmental and

learning processes that will lead to a better understanding of the intersecting issues of poverty as well as the complexities and nuances of the collective efforts to reduce poverty.

Specifically, it looks at the effectiveness of three key aspects of the refreshed E4A strategy:

- **Backbone:** Vibrant Communities Calgary (VCC) is the community steward of E4A 2.0. As such, it is essential to examine VCC's collective capacity to achieve E4A's goals and outcomes. Particular attention will be paid to community engagement and alignment to the strategy, inspirational leadership, and high-leverage opportunities and relationships.
- **Governance:** Several layers of accountability exist within E4A, with stakeholders that include the MOA partners, community champions, advisory committees, and VCC staff and board of directors. Assessing the strength of the relationships between these stakeholders and how the governance structure supports the implementation of the strategy is an important aspect of developmental and process evaluation.
- **Principles:** The E4A refresh is grounded and inspired by the principles described on page 12. Assessing the ways in which E4A partners and stakeholders are 'taking up' these principles will be important to understanding how work is being carried out to drive down poverty.

Appendix G: E4A 2.0 Planning and Tracking Tool



Acknowledgements

We are grateful to the Enough for All Refresh Steering Committee: Lisa Caton, Patti Dolan (Co-Chair), Court Ellingson, Tim Fox, Cori Gitter, Susan Gwynn, Quentin Sinclair, Doris Toy-Pries, Karen Whiteman (Co-Chair), and Robert Wiles. In addition, we would like to thank members of Poverty Talks! and the Indigenous Advisory Committee (IAC), the more than 300 community members and Enough for All Stakeholders, and our consultants Lisa Petermann (Exep Consultants) and Mark Cabaj (Here2There Consultants).





enough
for all

Thank you

400 - 119 14 Street NW Calgary, AB T2N 1Z6
enoughforall.ca