

# COMMUNITY HUBS

## OUR NEIGHBOURHOODS MATTER

Poverty impacts 1 in 10 Calgarians but is clustered in certain neighbourhoods of our city. Research shows that living in neighbourhoods with high levels of poverty can negatively impact life expectancy, physical and mental health, early childhood development, and overall quality of life.

Since 2008, United Way of Calgary and Area and The City of Calgary have been working together on a neighbourhood building strategy. This work, combined with Calgary's need for a comprehensive poverty reduction plan, led to a city-wide consultation process and the development of the Enough for All strategy.

Enough for All aims to reduce the number of Calgarians living in poverty by 50% by 2023 through the activation of four specific goals. Two of these goals directly call for the strengthening of Calgary's neighbourhoods:

- All Calgary communities are strong, supportive, and inclusive
- Everyone in Calgary can easily access the right supports, services, and resources



Sunalta Community Hub. Photo Credit - Ramsey Yuen, Urban Exposure Project

### BOLD GOAL

Our bold goal is to organize, fund and activate Community Hubs in six priority locations over the next five years.

## THE INITIATIVE

The Community Hubs initiative was formed to address the need for strong communities. A partnership between United Way and The City, this initiative will pilot six unique Community Hubs in priority neighbourhoods located in all four quadrants of our city.

Community Hubs provide residents the unique opportunity to access a variety of supports and services while connecting with their neighbours around mutual interests and priorities. Each Community Hub has a distinct character and reflects the diverse needs and spirit of its community. The true power of Community Hubs lies in their role as both a central gathering place and referral source for complementary services and resources in the broader community.

### KEY FEATURES OF COMMUNITY HUBS

RESIDENTS ENGAGE in the **PLANNING, DESIGN, and IMPLEMENTATION**

**WELCOMING** and **INCLUSIVE** gathering spaces to connect neighbours with one another and their community

Platforms to spark **COMMUNITY ECONOMIC DEVELOPMENT** activities

Access to **SUPPORTS, SERVICES, and RESOURCES** in the Hub and other community locations

## ANTICIPATED OUTCOMES

There are nearly 200,000\* Calgarians living in the six priority areas. By embedding Hubs into these communities, each of these residents will have direct access to needed supports, services, and resources to improve their quality of life and build a sense of connection to their community.

We anticipate measurable results in the following areas:

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

As resident leaders identify priorities for their own neighbourhoods, specific outcomes for each Hub will be declared.

\*Data reflects most recent information available as of August 2016

# COMMUNITY HUB PRIORITIES

For planning purposes, three key steps of Community Hub activation have been identified:

- 1 Understand the community and engage stakeholders for action
- 2 Adopt a unified hub vision and design
- 3 Mobilize resources and develop governance and operations structures

Each proposed Community Hub has emerged from the first activation step. The strategy behind each Community Hub will be developed based on extensive input from community residents, service providers, local businesses, politicians, and community associations. These Community Hubs are located in all four quadrants of the city.

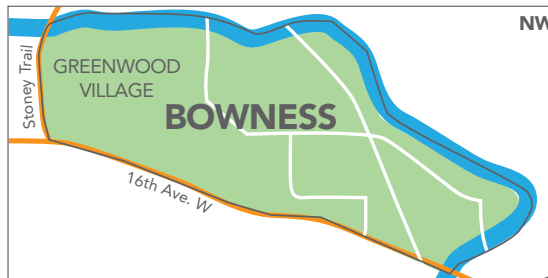
An overview of the six Community Hubs, their current activation stages, and the required investment amounts are outlined below:

## COMMUNITIES

### BOWNESS

Bowness is one of Calgary's oldest communities and was once a town of its own. The strength of Bowness and Greenwood Village lies in the effective community leadership of active residents, local groups, businesses, and service providers.

The community is solution driven. For example, during the 2013 floods, Bowness was the only community where residents led the initial emergency response effort. The existing community association building needs extensive renovations to become more community friendly and accessible.



#### Activation Step 2

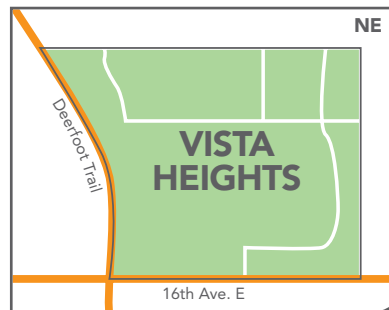
Create Hub vision and design

**Required Donor Investment**  
\$1,110,000  
**The City and United Way Investment**  
\$3,425,000

**Investment Opportunity:** Donor resources in year 1 will accelerate Hub design, build Hub spaces within the community hall, and activate early operations. Investment will sustain operations in years 2 - 5.

### VISTA HEIGHTS

Surrounded by an industrial area, this neighbourhood is one of Calgary's smallest with a population of about 2,300. While over 30% of residents live in poverty, members of the community are actively organizing projects to create social change where they live. Vista Heights is isolated by the TransCanada highway, has limited access to social services, and a lack of community space. A Community Hub will connect Vista Heights to a larger network of resources.



#### Activation Step 2

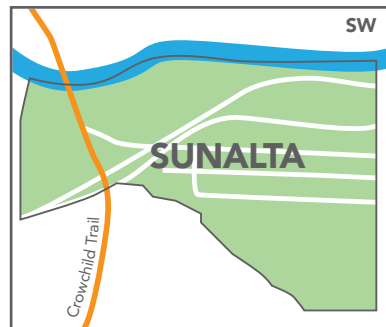
Create Hub vision and design

**Required Donor Investment**  
\$1,193,250  
**The City and United Way Investment**  
\$1,950,000

**Investment Opportunity:** Donor investment in year 1 will secure rental space, adapt the rental space for a Hub, and hire a Community Connector. Investment will sustain operations in years 2 - 5.

### SUNALTA

While most Calgary homes consist of families, many individuals in Sunalta live alone. This diverse neighbourhood has one of the highest renter populations in the city at 70%. Sunalta has a very active community association and residents have developed a full concept for designing a new community association building that will house the Hub. A Hub will provide the community of renters, newcomers, and home owners an opportunity to engage and participate in their neighbourhood.



#### Activation Step 3

Mobilize resources and develop governance and operations structure

**Required Donor Investment**  
\$1,642,800  
**The City and United Way Investment**  
\$675,000

**Investment Opportunity:** Donor investment in year 2 will mobilize partners and resources to build the Sunalta Hub. Years 3 and 4 will finance capital costs. Year 5 funding will activate operations.

# DISTRICTS

## GREATER FOREST LAWN

Greater Forest Lawn is home to many active local businesses, social agencies, and ethnocultural groups. While many community members are engaged, this engagement is happening in clusters with limited coordination.

The proposed Community Hub will build on the accomplishments of the Calgary Learning Village Collaborative (CLVC) which brings together a group of service providers to support families in their community.



### Activation Step 2

Create Hub vision and design

### Required Donor Investment

\$1,110,000

### The City and United Way Investment

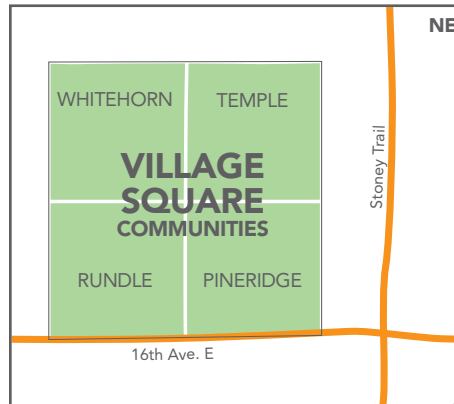
\$2,650,000

**Investment Opportunity:** Donor investment will support continued resident engagement in year 1, secure rental space and early operations in year 2, and sustain operations in years 3 - 5.

## VILLAGE SQUARE

Housed within the centrally located Village Square Leisure Centre, the Village Square Hub will connect and amplify the work of existing on-site partners while creating a dynamic community space which will catalyze residents and community action.

In December 2015, Mike and Sue Rose generously committed to fully funding this Community Hub. The City has approved an additional \$1 million for infrastructure repairs and renovations, and has allocated two Community Social Workers to the area. Coordinating resident engagement and understanding community priorities is the current focus for the Village Square team.



### Activation Step 3

Mobilize resources and develop governance and operations structure

### Required Donor Investment

\$499,500

### The City and United Way Investment

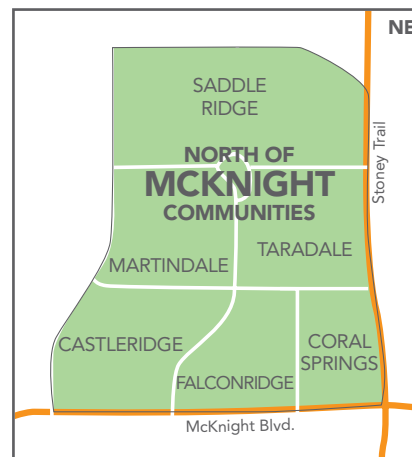
\$2,025,000

**Investment Opportunity:** Donor investment will support renovations, activate and sustain ongoing operations in years 1 - 5.

## NORTH OF MCKNIGHT COMMUNITIES

With about 76,000 residents, North of McKnight Communities is one of the largest groups of neighbourhoods in the city. This is also one of Calgary's most diverse districts with many different ethnicities, religions, cultures and places of worship. These are some of Calgary's fastest growing neighbourhoods and most are family homes.

These communities have very active resident groups and benefit from the presence of 1000 Voices – a Community Hub at the Genesis Centre used by over 71 local groups and social agencies, and it was visited by over 19,000 individuals in 2015. While this is a thriving Community Hub, supply is not meeting the demand and there are waiting lists of residents eager to use the community space, services and resources.



### Activation Step 3

Mobilize resources and develop governance and operations structure

### Required Donor Investment

\$1,554,000

### The City, Government of Canada, and United Way Investment

\$2,850,000

**Investment Opportunity:** Donor investment will support recommended design changes in year 1 and ongoing operations through to year 5.

## HOW UNITED WAY AND OUR PARTNERS ARE INVOLVED

United Way and The City are committed to ensuring that no Calgarian is at a disadvantage because of where they live, and are taking action to create Community Hubs in six priority areas. Building on experience with the CLVC and the 1000 Voices Community Hub, United Way's key contributions to the Hubs initiative are to:

- Convene stakeholders to ensure each Hub is designed, built and operated
- Empower residents and enhance community capacity
- Solicit and steward donor investments

For Community Hubs to create effective, sustainable change, community leadership, and active resident involvement is essential. Community Hub design starts with residents seeing the potential of their community and taking ownership of the initiative. United Way and The City support a long-term resident-led model of Community Hub development, with both organizations contributing necessary financial, strategic, and staffing resources over the next five years to move this initiative forward.

### NOW IS THE TIME TO ACT

In Calgary's current economic climate, building strong communities is even more critical as an increasing number of individuals and families find themselves in need of community supports, resources, and services.

During an economic downturn, more Calgarians become vulnerable and experience financial stress. By activating a Community Hub strategy now, together we can tip priority neighbourhoods towards enhanced vibrancy and away from an escalation of social and economic concerns such as increased social isolation, joblessness, and crime.

"From a business perspective, it makes sense to create Hubs as a central place for people to gather together and create healthy and economically vibrant communities."

**Sue Riddell Rose**  
President & CEO  
Perpetual Energy Inc.

**Board Chair,**  
**United Way of**  
**Calgary and Area**



## ENSURING COMMUNITIES CONTINUE TO THRIVE

Community engagement is key to Community Hub sustainability. Throughout the Community Hubs initiative, United Way and The City will engage with residents, local businesses, and community groups who are committed to the Hubs' long-term success. Together we will build the capacity of local leadership to sustain Hub operations following the five year investment period. Three funding streams will ensure the financial sustainability of Community Hubs:

- Enhanced United Way and City of Calgary operations funding
- Grants and sponsorships from other funders and corporations
- Revenue generating opportunities such as social enterprise and facility rentals

## YOUR OPPORTUNITY TO GET INVOLVED

The Community Hubs initiative offers you the opportunity to connect directly with a neighbourhood and help it thrive. Being a part of this positive community change will make a lasting and meaningful difference for those families and individuals who are the most vulnerable.

As the initiative unfolds, there will be opportunities for community and corporate volunteers to lend their skills and assets. Volunteer opportunities may include supporting resident-led community events, painting Community Hub spaces, or working with Hub programs.

