City of Chestermere's Social Investment Framework - *Achieving Shared Community Outcomes through a Collective Impact Approach*

The Social Investment Framework (SIF) is an overarching vision created to coordinate funding and shape social programs offered to individuals, families, and community groups who call Chestermere home. At a local level, a mixed service delivery model is practiced by the City of Chestermere allowing the municipality to provide services directly to residents, as well as, facilitate funding partnerships between the City's Community Support Services department with other levels of government, charities, non-profits, and businesses. These actions contribute to advancing equity and social inclusion through the following goals:

- Healthy, Connected, and Engaged Individuals & Families
- Vibrant, Connected, and Engaged Neighbourhoods & Communities
- Positive Mental Health

The intent of this framework involves two core functions: 1) standardizing funding practices, and 2) informing decision making related to the allocation of investments to priority areas and social programming initiatives. The SIF also embodies the mandates of its funding sources, these being the Provincial Family and Community Support Services program and regional United Way/Chestermere Partnership. Through this joint endeavour, the municipality and its community partners are enabled to flexibly offer programs and services through prevention, early intervention and/or community development service delivery strategies. Furthermore, investing in programs that enhance the well-being of individuals, families, and communities also complements and aligns with all of the City of Chestermere Council's Priorities and Outcomes: Pathways to Amazing Chestermere.

This investment framework contributes to Chestermere's social fabric by supporting the development of local social infrastructure, strengthening the local social safety net, and increasing social inclusion. By leveraging financial resources in achieving the identified key priority areas, our community will be better equipped in increasing protective factors and reducing risk factors as it relates to addressing social issues occurring at individual and community levels. Through a collective impact approach, partnerships can reduce the impact of systemic factors that create conditions of vulnerability and further perpetuate them.

Overarching Goals and Priority Outcomes:
- Healthy, Connected, and Engaged Individuals & Families
  - Positive Development of Children and Youth
  - Strong Family Connections
  - Engaged Seniors
- Vibrant, Connected, and Engaged Neighbourhoods & Communities
- Positive Mental Health

CHESTERMERE

Social Investment Framework

VIBRANT, CONNECTED AND ENGAGED NEIGHBOURHOODS AND COMMUNITIES

Socio-economic well-being is supported through community resources, services and initiatives.

....

People are engaged in initiatives that make their neighbourhood/ community a better place.

....

People feel connected to their community.

....

People feel an increased sense of belonging.

HEALTHY, CONNECTED AND ENGAGED INDIVIDUALS AND FAMILIES

Positive Development of Children and Youth

• Children and youth are meaningfully engaged in the community.

• Children and youth are supported to develop their social and emotional well-being.

....

Strong Family Connections

• Families have the knowledge and skills to support their family members.

• Families are healthy, connected and supported in the community.

....

Engaged Seniors

• Seniors are meaningfully engaged, connected and supported in the community.

Advancing Equity and Social Inclusion

POSITIVE MENTAL HEALTH

People have access to positive awareness, education, and stigma-reduction initiatives.

People have access to resources to support their coping and resiliency skills.

People are equipped with the skills to engage in positive, healthy relationships.

Grantmaking through the Human Services Advisory Board – *Investing in a Healthy, Connected, Engaged, and Socially Inclusive Chestermere*

Adjunct to the Community Support Services department, the Human Services Advisory Board (HSAB) is comprised of community members and two City Councillors. HSAB members are responsible for advocating locally, regionally, and provincially for enhanced social infrastructure that will benefit the community, while actively seeking out information from the general population related to perceived community needs. On an annual basis, the board is responsible for reviewing, assessing, and approving funding proposals to achieve the SIF's overarching goals and priority outcomes.

Alignment with Local, Provincial, and National Strategies – *Leveraging Practices to Achieve Systemic Change*

The Community Support Services department undertook a community social needs assessment to broaden our local understanding of Chestermere's social landscape. This journey involved engaging community stakeholders through open house dialogues and a community survey to augment what frontline staff and funded agencies were seeing day to day. As a result of this process, the Social Investment Framework now reflects a broader community perspective on social priorities founded on program evaluation, community data and trends, and local narratives. Going forward, community engagement will occur on a regular basis to capture the voices of community stakeholders. By doing so, this will ensure social initiatives are relevant and reflective of the current and developing priorities impacting individuals, families, and community groups residing in Chestermere.

Additionally, several resources have been scoped as recommendations for partnering service providers to embed into their programming, whilst strengthening their alignment with priorities of the Social Investment Framework. These reference documents include ([See Annotated Bibliography](#)):

- City of Chestermere
    - 2017 Living Wage
    - 2020 Community Social Needs Assessment
    - Community Social Profile
    - Council Task Force on Seniors: Final Report, January 2020
    - Diversity and Inclusion Policy
    - Seniors' Housing Needs Assessment
- Government of Alberta
    - Social Policy Framework
    - Children's Services Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families
    - Children's Services Well-Being and Resiliency: The miyo Resource
- Government of Canada: Status of Women Canada's Gender-based Analysis Plus (GBA+)

- Truth and Reconciliation Commission of Canada: Calls to Action
- Search Institute: Developmental Assets Framework
- Characteristics of a Welcoming Community Report

The intent of including these reference documents is to encourage a practice that is contextual, respectful and supportive of the diverse experiences, personal identities, and life stages impacting our community members. These resources can enhance program design to challenge root and systemic issues, and do so in a collective and coordinated manner. Furthermore, utilizing the above reference documents (where appropriate) will support progress towards shared language amongst service providers who are contributing to the goals outlined in the SIF.

Guiding Principles – *Mobilizing a Culture of Social Innovation*

The Social Investment Framework is governed by the following guiding principles:
- FACTS AND KNOWLEDGE: Our grantmaking process is informed by evidence-based research, including emerging, best and promising practices. We also value knowledge from different cultures and vantage points.
- EQUITY AND INCLUSION: We strive to advance equity in our communities by making programs and services accessible to the various needs of our community members, especially for diversity groups that experience exclusion.
- DIVERSITY AND RECONCILIATION: Our framework recognizes the unique strengths of our many diverse community groups. By fostering relationships that help heal the past, we work with our whole community to move forward with shared understanding and respect.
- PARTNERSHIP AND COLLABORATION: By practicing broad base community action we are able to leverage local talent and achieve greater social impact. We value engaging with individuals with lived experiences and community partners to tackle complex problems. These relationships are reliant on learning from each other and developing solutions.
- ADAPTIVE ACTION: To enhance our effectiveness, we observe what patterns emerge from our practices, as well as from external changes, and adjust our strategy accordingly. We learn from our actions, and we act on our learnings.

Acknowledgements - *Appreciating and Acknowledging How We Got Here*

With gratitude, thank you to program participants who partake in programs being offered through the Community Support Services department and/or by our funded agencies. Your invaluable feedback on the positive changes programming has had on your social well-being demonstrates the importance of delivering appropriate and relevant services.

To our community partners, through collaborative and collective efforts, we have been able to meet and evaluate the social needs of the broader community. By tackling these complex, social issues through intentional approaches, our work has shifted from focusing on symptoms and working more effectively in tackling root causes.

We thank the Human Services Advisory Board who continues to advocate for quality social programming and services through their volunteer efforts. Throughout the year, they diligently review program proposals and reports to support in the development and vibrancy of Chestermere provision of services.

With much appreciation, the support and partnership we have received from Council to deliver these services as Administration has been instrumental in progressing towards Council's desired priority outcomes. Thank you for your leadership.

Additionally, we would like to acknowledge and thank all of the individuals and organizations who have shared their knowledge, experience and feedback in the ongoing development of this framework.

Please note: This is a living document and may change over time in order to incorporate leading practices and learnings from ongoing implementation.

Chestermere

City of Chestermere. M. Haener Consulting Services. (2017). *2017 Living Wage*. https://chestermere.ca/DocumentCenter/View/12780/2017-Living-Wage-Report.

The Canada Living Wage Framework (CLWF) developed by Vibrant Communities Canada was used as a guide for Chestermere's 2017 Living Wage Calculation. The Chestermere Living Wage provides information regarding the average income needed for an adult/family to meet their basic needs and maintain a safe, decent standard of living. It provides additional information regarding the average annual family expenses for food, clothing and footwear, shelter, transportation, child care, health car, social inclusion, contingency and other household costs.

City of Chestermere. HelpSeeker. (2020). *Chestermere Social Needs Assessment*. https://chestermere.ca/DocumentCenter/View/16206/Chestermere-SNA-REPORT.

The Community Social Needs Assessment (CSNA) report presents a review of relevant social, economic, and health data; current city-wide strategies and plans; and related local reports to gain a common understanding of trends and issues impacting well-being in Chestermere. It covers a variety of information related to health, housing, well-being, as well as the City's response to the identified areas of need and next steps.

City of Chestermere. Perfecting Tomorrow Inc. (2018). *A Community Profile of Chestermere*. https://chestermere.ca/DocumentCenter/View/12777/2018-Public-Community-Social-Profile.

The Community Social Profile report is a comprehensive document outlined with characteristics of Chestermere relative to age, immigration, labour force, and housing from data published in June 2018. Its purpose is to provide awareness of the City's current and changing socio-demographics. This information can be further used to identify current and future City needs, gaps currently present and a framework to help plan the development of human services.

City of Chestermere. (2020). *Council Task Force on Seniors Final Report*. https://www.chestermere.ca/DocumentCenter/View/16277/Council-Task-Force-on-Seniors-Report.

The Council Task Force on Seniors was created in January 2019 as a term specific advisory committee which was due to finish at the end of January 2020. Within the Council Task Force's Terms of Reference, specific objectives were defined including the provisions of updates to Council. This report is the Task Force's final submission and review to council. The report is a compilation of 3 sub-committee reports representing the work of Housing, Health and Supports & Services Sub-Committees. The Task Force is bringing forward 6 (six) recommendations for Council which have 32 (thirty-two)

supporting strategies for consideration. This report summarizes the hard work and dedication of Task Force members throughout 2019.

City of Chestermere. (2019). *City of Chestermere Policy Handbook: Diversity and Inclusion.* https://www.chestermere.ca/DocumentCenter/View/14665/844-Diversity-and-Inclusion.

This policy was implemented to outline the City of Chestermere's shared commitment to providing equitable and fair treatment to all community members and City employees. Effective since June 18, 2019, this policy provides an outline of commitments the City has made itself accountable to as well as an exhaustive list entailing details regarding this commitment. The policy also outlines responsibilities specific to City Council, the Chief Administrative Officer (CAO) and Administration tailored to creating a more inclusive space.

City of Chestermere. Objective Research and Evaluation Inc. (2018). *Seniors' Housing Needs Assessment: Executive Summary.* https://www.chestermere.ca/DocumentCenter/View/13226/Seniors-Housing-Needs-Assessment-Report--FINAL_Nov-26-2018v4.

The City of Chestermere contracted a research firm to survey a needs assessment relative to current and future housing needs for seniors. This project was administered between August 22nd, 2018 to November 7th, 2018. Four deliverables were recognized as goals for the future and recommendations for implementation. This report goes into detail regarding the timeline of this project, methodology used in the assessment, the results, and details about future recommendations based on the outcomes of this project.

Government of Alberta

Government of Alberta. (2013). *Alberta's Social Policy Framework.* https://open.alberta.ca/dataset/e269764d-e3ed-431c-9db3-b65073cc6e51/resource/998e15a5-c992-4a61-b6b4-2957eb6227d6/download/6214203-2013-albertas-social-policy-framework-2013-02-28.pdf.

The purpose of Alberta's Social Policy Framework is to inform social policy decisions and actions in Alberta. It includes engagement principles and approaches through the Speak. Share. Thrive. engagement process, specific social policy goals for the province, desired/projected outcomes as well as roles and responsibilities accounted to individuals, non-profits, businesses and the government, and strategic directions as to how the government and its partners to achieve positive outcomes. This framework was created with the help of Albertans, communities, governments and partners to make it inclusive of the many sectors at play.

Children's Services, Government of Alberta. (2019). *Children's Services Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families.* https://open.alberta.ca/dataset/520981c4-c499-4794-af55-bc932811cb1e/resource/7fda0ae8-8d97-49e7-b94b-7f0088cd767d/download/well-being-resiliency-framework-march2019.pdf.

This report, compiled by the Government of Alberta, outlines activities and information related to fostering healthy families and early intervention of child maltreatment by discovering risk factors early and building resiliency. This framework is one of three documents that form the foundation and direction of Alberta's approach. This document specifically outlines the importance of policies, services and programs that aim to reduce impacts of early adversity by promoting the development of well-being and resiliency.

Children's Services, Government of Alberta. (2019). *Well-Being and Resiliency: The miyo Resource.* https://open.alberta.ca/dataset/a0afeba2-e180-4f1c-8aa0-68bb1327ff71/resource/acc8ecfd-00dd-40c2-8c31-36d01656daad/download/well-being-resiliency-miyoresource-march2019.pdf.

This report, compiled by the Government of Alberta, outlines activities and information related to fostering healthy families and early intervention of child maltreatment by discovering risk factors early and building resiliency. The miyo resource is one of three documents that form the foundation and direction of Alberta's approach. Its purpose was to incorporate an Indigenous worldview into the well-being and resiliency framework. It is an evaluative framework that promotes culturally-based practice.

Government of Canada. (2015). *Status of Women Canada, Privy Council and Treasury Board of Canada Secretariat Action Plan (2016-2020) Audit of Gender-based Analysis: Fall 2015 Report of the Auditor General of Canada.* https://cfc-swc.gc.ca/gba-acs/plan-action-2016-en.PDF.

GBA+ is an analytical process used to assess how diverse groups of women, men and non-binary people may experience policies, programs and initiatives. It acknowledges the multiple identity factors that intersect to make us who we are; GBA+ also considers many other identity factors, like race, ethnicity, religion, age, and mental or physical disability. This report compiles a comprehensive action plan from recommendations made relative to removing barriers and providing support for women.

Truth and Reconciliation Commission of Canada. (2015). *Truth and Reconciliation Commission of Canada: Calls to Action.* http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf.

The Truth and Reconciliation Commission has compiled 94 'Calls to Action' for Indigenous and non-Indigenous Canadians to come together in fostering a positive and open environment to help repair emotional and physical harm caused by residential schools and help provide an opportunity to move forward with reconciliation.

Esses, V.M., & Hamilton, L. K., & Bennett-AbuAyyash, C., Burstein, M. (2010). *Characteristics of a Welcoming Community.* Citizenship and Immigration Canada. http://p2pcanada.ca/wp-content/uploads/2011/09/Characteristics-of-a-Welcoming-Community-11.pdf.

This report has provided a review of the current state of knowledge concerning welcoming communities, and has sought to identify the gaps in the literature and the work that needs to be done to fill these gaps. It provides a framework for a five-stage approach to working toward a welcoming community. This work significantly contributes to supporting the substantial increase of immigration into Canada. It provides a framework as to how create an inclusive and open environment for those new to the nation.

Search Institute. (2005-2009). *The Developmental Assets Framework.* https://page.search-institute.org/dev-assets-download_1212-17.

The developmental assets are 40 research-based, positive experiences and qualities that influence young people's development, helping them become caring, responsible and productive adults. There are available versions of the Developmental Assets Framework, available in English, Spanish and broken down by age-specific adaptations. Half of the assets focus on external assets such as relationships and opportunities needed in families, schools and communities. The other half focus on internal assets that focus on social-emotional strengths, values, and commitments that are nurtured within young people.