



Strategic Priorities

2017 - 2018 PROGRESS REPORT



In 2017 we launched a five year strategic plan. This document highlights progress towards our strategic priorities in year one.

PRIORITY *One*

UTILIZE AND APPLY EVIDENCE-BASED PRACTICES TO ENHANCE PROGRAMMING TO BE INCLUSIVE, STRENGTH BASED, AND BREAK CYCLES OF DEPENDENCY AND VULNERABILITY.

PROGRESS

Program evaluation

In 2017 we enhanced and expanded our approach to program evaluation. We obtained ethics approval from the University of Calgary to engage our staff, volunteers, community partners and participants in our programs in a comprehensive examination of strengths and areas for improvement in our programs. So far, we are mid-way through evaluating our court and PCOP programs and will begin the SAGE program in the fall of 2018.

Our evaluation team has worked with practicum students from the University of Lethbridge, University of Alberta, University of Victoria, University of Calgary, Bow Valley College and Mount Royal University to complete the evaluations. We also review statistics from our programs annually and together with our evaluation results, enhance the program models to ensure we are providing women and marginalized groups with relevant, meaningful and impactful supports.

Our leadership in Indigenous approaches continues to grow and we have led some speaking engagements to Influence Indigenous evaluation processes with multiple community organizations.

Our evaluation framework will be enhanced in 2018 as we begin a social return on investment study. Linking participation in our programs to reduced social and financial costs.

Research

We recently completed a research project with Athabasca University to examine the effect of bylaw infractions on marginalized people. During our study, two significant policy

changes occurred: the City of Calgary introduced a sliding scale low-income transit pass. Second, Bill 9 was introduced which eliminates jail time for inability to pay fines. The alternatives proposed in the Bill may do more harm than good. Failure to pay fines may result in an inability to register a vehicle, as unpaid tickets under \$1000 will be referred to Registry agents. Our partnership with Athabasca University has led to discussions to review the impact of these changes for a future by-law project. We hope to understand the impact of these two changes on low income Calgarians, both positive and negative.

We have also been collaborating with the City of Calgary to provide feedback and support on the Indigenous perspective for their affordable housing strategy.

In Collaboration with the Collaborative Health to Housing (previously known as the Calgary Recovery Services Task Force), we recently completed a literature review on Indigenous housing programs and 'best practices' for case management. This included a secondary phase that included an Elders and Knowledge Keepers engagement.

We have recently initiated a new research project through the Human Rights Education and Multiculturalism Fund in partnership with Athabasca University. We hope to understand the barriers and difficulties associated with finding and sustaining employment when someone has a criminal record. The purpose is to build awareness of the issues and break stereotypes with employers.

We have been in discussions with the University of Victoria on potential projects focused on prevention of alcohol and opioid overdose in Indigenous Youth.

Our prioritization of research and evaluation in partnership with community, students and academia has strengthened our capacity as a learning organization. This comprehensive approach ensures that our programs and our organization are leaders in evidence-based approaches. This means our women and youth are receive 'best-practice' supports and also strengthens our ability to seek sustainable funding.

Housing

We commenced direction on the sale of our interest in an asset and are in the process of reinvesting the proceeds into a capital project. A Board subcommittee has identified a potential property; designed the program model and is engaging in risk and liability assessment. We will be developing a long-term housing strategy for our organization.

PRIORITY *Two*

LEVERAGE AND ENHANCE PARTNERSHIPS WITH COMMUNITY INITIATIVES AND SERVICE PROVIDERS.

PROGRESS

Our partnerships and collaborations have increased exponentially. We have several formal partnerships some of which are:

1. The Indigenous Housing, Health and Homelessness Collaborative (IHHC) - a partnership collaborative between the Aboriginal Standing Committee on Housing and Homelessness (ASCHH) and the Collaborative Health to Housing (CHH) We are working to understand and address issues for people with complex needs including research to develop managed alcohol programs for adults with a special focus on young Indigenous adults and youth with chronic addiction.
2. Calgary Homeless Foundation's Indigenous Strategy for housing and homelessness to bring a justice lens.
3. Alpha House, City of Calgary, SunAlta and Scarborough Community Center collaboration on 'neighbor day' and Aboriginal Awareness week.
4. Alpha House, we streamline referrals with the DOAP team and detox programs and providing programmatic supports to women in their housing programs. We have participated in the City Wide Case Management table since 2014.
5. Horizon Housing, Homespace and Calgary Housing Affordable housing and Calgary Housing Company to streamline referrals for our women into subsidized and affordable housing programs.
6. Calgary Remand Centre, we provide Blackfoot language classes, Elders, talking circles and Aboriginal Awareness Week celebrations.
7. Calgary Young Offender Centre, we are expanding their programming for Indigenous youth, including beading, language classes, Elders, Indigenous teachings and one-on-one engagement.

Government of Alberta, we are helping to organize a national conference on missing and murdered Indigenous women for early 2019

8. Vibrant Communities Calgary and the Justice Sector Constellation to build awareness of the relationship between poverty and crime.
9. Pathways Community Association Society to provide Indigenous language classes and camps to support and expand Indigenous identity.

PRIORITY *Three*

BUILD OUR BRAND AND PROFILE.

PROGRESS

We have recently updated our vision and values. Our vision statement is: **Creating community that supports transformation and pathways to healing.**

Our five core values are:

Integrity

Consistency and truthfulness in action and values.

Ingenuity

Flexibility and adaptability in providing value-added services within an ever-changing social framework.

Advocacy

Foster an environment of courage and empowerment for all those who interact with the agency.

Dignity and Respect

Regard all as worthy, honored and valued.

Cultural Integrity

Cultural safety and humility within an ethical space. Respecting ways of knowing and connection to the land.

To align with our 50th anniversary, we updated and rebranded our website and social media profiles. We saw an increase in our social media presence as a result.

Our 'cycles of poverty' video won a bronze Telly award.

PRIORITY *Four*

ENHANCE TRANSPARENCY AND ACCOUNTABILITY BY ASSESSING PROGRESS TOWARDS GOALS.

PROGRESS

This annual progress report ensures we remain accountable to our partners and our supporters.



PRIORITY *Five*

EXPAND AND ENHANCE THE ROLE OF THE BOARD OF DIRECTORS IN FUNDING, COMMUNITY ENGAGEMENT AND ACCOUNTABILITY.

PROGRESS

Funding

In 2017 and 2018 we implemented several new campaigns:

1. We developed a case for support for the legal sector, development and real estate as well as the energy sector.
2. We launched a \$100,000 campaign called Break Barriers, Build Bridges that includes options for annual giving and major gifts.
3. We enhanced our donor stewardship plan.

Board Development

We implemented the 2016 succession plan for senior leadership and the Board of Directors to ensure seamless transition as staff and Board move on from our organization. We hosted a session with Bill Branden to strengthen governance and Board development. We have recruited six new Board members and our skills and competencies include legal and financial expertise, fund raising, research and community development, government, housing and property acquisition, business administration and IT.

Board projects that are still outstanding include a review and update to our bylaws and Board orientation processes and manuals. Next steps and priorities for year two will be determined following our 2018 Annual General Meeting.

