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# COMMUNITY HUBS INITIATIVE FREQUENTLY ASKED QUESTIONS

## 1. *What are Community Hubs?*

Community Hubs provide residents the unique opportunity to access a variety of supports and services while connecting with their neighbours around shared 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 include:

- Residents engaged 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 and network to supports, services, and resources in the Hub or other community locations

## 2. *Where are the Community Hubs?*

This initiative will pilot six unique Community Hubs in priority neighbourhoods located in all four quadrants of our city. The Community Hubs initiative will activate a total of six Community Hubs in **three** districts (Greater Forest Lawn, North of McKnight, and Village Square) and **three** neighbourhoods (Bowness, Sunalta, and Vista Heights).

## 3. *How many Calgarians will benefit from Community Hubs?*

There are nearly 200,000 Calgarians living in the six priority areas. By embedding Community Hubs into each of these communities, these residents will have direct access to needed supports, services, and resources.

## 4. *How will Community Hubs work with service providers?*

The Community Hubs initiative offers a tremendous opportunity to partner with local resident groups as well as community agencies, community associations, recreation providers, school boards, Calgary Police, governments and other local community partners. Depending on resident priorities and community needs, the Calgary Public Library might make recurring Book Truck visits to some Community Hubs, the YMCA could recruit for and host after-school programs like YMAP, and counsellors from various agencies (e.g. addictions specialists, financial coaches, etc.) might offer weekly drop-in appointments for neighbourhood residents. Rotary's Stay in School programs, Momentum's small business development programs, and so many others would also be natural partners to provide services and supports within the Hubs.

In addition to providing spaces for community agencies and programs, a wide variety of informal community groups will also use Community Hubs as gathering places. This may include seniors groups, youth groups, newcomers, parenting groups and more. Service providers and agencies will support Community Hubs in a variety of ways. Service providers will be able to offer programming within the Hubs, leading to enhanced referrals and wrap-around services, and a network of services that is more responsive to community needs.

## 5. *How is the Community Hubs initiative sustainable?*

Sustainability is a key part of every City of Calgary and United Way investment. Community Hubs are long-term community change initiatives and will evolve as communities evolve. Throughout the Community Hubs initiative, The City and United Way will empower residents, local businesses and community groups to grow, maintain and sustain Hub operations following the initial investment period. Three resource streams will ensure the sustainability of the Hubs:

- Enhanced United Way and City of Calgary resources and supports
- Grant and sponsorship opportunities from other funders and corporations
- New revenue generating opportunities within Hubs, such as social enterprise and facility rentals

## **6. What is the relationship between the Calgary Poverty Reduction Initiative (CPRI), the Enough for All strategy and Community Hubs?**

In 2011, The City and United Way jointly created the Calgary Poverty Reduction Initiative to address the reality that 1 in 10 Calgarians live in poverty. Emerging from these consultations, the Enough for All strategy was launched. One of Enough for All's targets is to reduce the number of people experiencing poverty in our city by 50% by 2023.

Enough For All has four goals:

1. All Calgary communities are strong, supportive and inclusive.
2. Everyone in Calgary has the income and assets needed to thrive.
3. Everyone in Calgary can easily access the right supports, services and resources.
4. All Aboriginal people are equal participants in Calgary's prosperous future.

The Community Hubs initiative directly supports the accomplishment of these goals.

## **7. What is the budget for the Community Hubs initiative?**

This initiative has a budget of just over \$21M. The Community Hubs initiative is a collaborative investment between community partners, philanthropists, The City of Calgary, Federal Government and United Way.

The investment mix is as follows:

<b>Community Hubs Funding Structure</b>		
Partner(s) and Philanthropists	\$7,609,550	36%
United Way	\$5,400,000	25%
City of Calgary	\$6,675,000	32%
Federal Government	\$1,500,000	7%
<b>Total Community Hub initiative</b>	<b>\$21,184,550</b>	<b>100%</b>

# COMMUNITY HUBS INITIATIVE FREQUENTLY ASKED QUESTIONS - ROTARY SPECIFIC

## 1. *How will the project work?*

Rotary will enter into a tri-party *Memorandum of Agreement* where it will agree to provide funding for five years commencing in the year 2018, and where it will agree to be involved in the needs assessment and design phase of the Community Hubs initiative immediately. A budget and cash flow has been developed for the project.

For the next 7 years, Rotary will be a partner in the Enough for All strategy and the Community Hubs initiative to reduce poverty by 50% by the year 2023.

## 2. *How will we know we are making progress?*

United Way is committed to excellence in impact reporting and evaluation. The Community Hubs evaluation plan will collect both quantitative and qualitative data from a number of sources including user surveys, interviews, and reporting from the service providers themselves. Information from each Hub will be aggregated into an annual Community Hubs Report to Stakeholders. Rotary can expect to receive quarterly written updates and real-time updates as requested. We can also request formal presentations to the Board, to the Club or to both. United Way also believes in setting milestones and Rotary can participate in this process.

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

## 3. *How will we know if we achieve our goal of reducing poverty by 50% by the year 2023?*

In addition to the regular reports received from United Way, we can expect annual reports from Vibrant Communities Calgary to update progress on Calgary's overall poverty reduction strategy, Enough for All.

## 4. *These are difficult economic times for all Calgarians, and there are many stereotypes surrounding people living in poverty. While so many middle class people are struggling because they have lost their jobs, why would we help those in poverty?*

The Community Hubs will be available to all residents of the Hubs communities – not just those living in poverty. Given the current economic climate, having community supports and services for everyone who needs them is more crucial than ever. Evidence shows that many Calgarians living in poverty are actually working, but do not earn an income that enables them to support their families and move toward a brighter future. We also know that the most effective way to combat some of the symptoms of poverty that can lead to negative stereotypes such as addictions, criminal behavior, mental illness or laziness is by preventing poverty in the first place. For example, when people have strong relationships and support systems and live in socially inclusive neighbourhoods – a major goal of the Community Hubs initiative – they are less likely to struggle with addictions.

We also know that children living in poverty face lifelong challenges such as lower early childhood development outcomes, poor school performance, reduced high school completion rates and lower lifelong earnings. Many children who do not escape poverty as kids will experience poverty as adults as well. While the focus on children is crucial, we can sometimes forget that children in poverty live in families that experience poverty, and the best way to help level the playing field for children experiencing poverty is to help the whole family to thrive. When everyone can access the supports, services and resources they need, we are all better.

To learn more about the choices families living on a low income in Calgary might face as they work hard to improve their lives and the lives of their children, we invite you to experience United Way's online simulation, [Make the Month](#).

**5. Can you help us understand United Way's overhead costs?**

United Way of Calgary and Area has one of the lowest fundraising cost ratios in Canada. Fundraising and related operating costs have been between 10% - 12% of total revenue for the last 10 years. The Canada Revenue Agency (CRA) considers 35% to be an acceptable standard. As a registered Canadian charity, United Way files a T3010 report with CRA annually, detailing all of its fundraising, related operating costs, executive compensation and other costs. The latest CRA T3010 data can be found at [www.cra-arc.gc.ca](http://www.cra-arc.gc.ca).

**6. How will Rotary provide its volunteer participation?**

An Enough for All Poverty Reduction Initiative Committee will be struck by the Board of Directors of the Club, much like the World Services Committee. The committee shall set its terms of reference and meet monthly or as required over the life of the project. The committee will provide representation to the Community Hubs initiative as led by United Way and The City of Calgary. The committee will also coordinate other volunteer contributions to the initiative such as volunteers for events or projects. Rotary will be part of the Governance Committee with The City and United Way.

**7. Our past projects have had naming rights associated with them where physical structures bear our name. This one does not seem to do so. Without naming rights, how will there be signature or legacy?**

There are many organizations in Calgary that seem to have both signature and legacy without necessarily having a building or physical structure attached to their name. Some examples are United Way and the Calgary Foundation. These organizations build signature and legacy through what they do every day in the community and effectively communicating their impact.

As has been seen with the Scotiabank Saddledome, the Talisman Centre and the Arts Commons, the days of obtaining perpetual naming rights are becoming a thing of the past. Naming rights are generally becoming limited life and payments are being made over the agreed naming period. Signature and legacy will be created as a result of how we spread our message about the wonderful work we do in the community. Our Communications Committee is doing some great work on the website and the report of the Ignite Committee touches directly on this topic. Like United Way and the Calgary Foundation, we will need to work to create community awareness about our signature and legacy. The more partners that we have like United Way, the City of Calgary and the Calgary Police Service and the more we can attract such as the Calgary Public Library, Vibrant Communities Calgary and Momentum, the greater our opportunity to spread our message.

We will position Rotary as the preeminent volunteer organization to consult on major community projects directed at moving people forward. There may still be opportunities for Rotary to receive naming rights: see question eight.

**8. Will there be any opportunity for naming rights?**

During the assessment and design phase of the project, opportunities may be identified where it might be appropriate for Rotary to obtain naming rights. United Way will work with us to explore naming and signage opportunities, working within the parameters of The City's 'Municipal Naming Policy' for the Hubs located within a municipal facility or on city-owned land, and the community for those not on City land. This may include adding signage inside the Hub and signage outside of the Hub such as on the building directory.

At the same time, Rotarians should be seeking opportunities to expand their digital footprint. If we are to become relevant to potential new members, we may need to develop a social media strategy that will assist in sharing signature and legacy. United Way will work with us to develop a robust social and digital media strategy to recognize our involvement in this project.

At our recent barbeques, we did have a club member spreading the message so we are moving in this direction. This project has the potential to significantly enhance our abilities because of the multiple partners we seek to engage. Like all organizations in today's fast changing world, we will need to think beyond naming rights to achieve signature and legacy.

**9. *That sounds good, but what about after 2023? With Rotary Mattamy Greenway, the signage will still exist. How will anyone know about Rotary's role in the Enough for All poverty reduction strategy?***

We have done many other great things in the community such as establishing the Rotary Boys Club which became the Boys and Girls Club, bringing the Community Chest to Calgary which morphed into United Way, launching the Adolescent Recovery Center to name a few. Each of these projects arose from an identifiable community need requiring a unique solution and Rotary played a role in creating long term sustainable solutions. We can do the same with Community Hubs and poverty reduction. But we must continuously share our past successes so that we are recognized as a key community organization that should be consulted in managing any complex community problem that has implications across the spectrum of community. This was identified in the Ignite report. Our Communications Committee is working to enhance our information sharing. We will also work to embed our contributions in the stories that other organizations share about their success.

**10. *What about Rotary Challenger Park? Should we not be committing to assist them in their plans for development?***

Absolutely, we should be supporting them in their plans for growth. The Enough for All strategy is based on the premise that there are enough resources in the community to achieve the goal through the implementation of the four priority action items. One of the priority action items is Community Hubs. By creating focused intentional and directed action plans, Rotary Challenger Park may be able to play a role in delivering sports and recreation opportunities to children, youth and adults at affordable prices. The facilities are already there. Let's see if we can get them operating at capacity.

**11. *How were the projects identified? Were other projects considered by the Committee?***

The Committee consulted extensively with community leaders, Rotarians, community organizations, and The City of Calgary. This resulted in 21 consultations, considerations and meetings. Eight projects from the last Signature Legacy list were considered. At least 14 new projects were considered and discussed. The Committee discussed selection principles, reviewed prior projects and considered the broad direction of the club, read the report of the Ignite Committee and observed the progress of the Communications Committee. The United Way and City of Calgary Community Hubs project is the only project that provides signature, legacy, member engagement, member recruitment and alignment with what we already do.

**12. *What about the other projects that have been considered by the committee or organizations who have approached the Club?***

The Committee and United Way believe that there is a role for many of these organizations to participate as partners in this project. The Enough for All awareness campaign and the concept of Community Hubs will work to enhance awareness of many organizations. If users deem their services to be relevant, the opportunities for sponsoring organizations will be enhanced. For example, the Calgary Public Library is working closely with the committee to identify opportunities.

**13. *Why is the initiative timeline so tight compared to other Rotary Signature Legacy initiatives?***

It is an ambitious project. In these tough economic times United Way and The City are committed to bringing the valuable resources available through the Community Hubs model to Calgarians as quickly as possible, and in many cases community groups in the Hub communities need resources now to activate their work. Our goal is to support these communities effectively and rapidly. United Way is leading the fundraising efforts, and is working with other philanthropists to meet the initiative's \$6.6 million fundraising goal to make sure the Community Hubs are in a position to effectively meet the needs of Calgarians. The project timeline for the initial phase of the Community Hubs initiative is 2016-2020.

***14. This is all very confusing. Why would a project this ambitious need the involvement of Rotarians? There are many other organizations that are better funded with more resources and more skill who are better equipped to lead or participate in this project. Why us?***

This very question was posed by the committee to the senior leaders of some very significant nonprofit organizations in Calgary who invest millions of dollars each year. The answer is that it is time for a new approach. Rotary is one of the few large community based organizations that is 100% volunteer driven at a senior leadership, governance, and executive level. We do not fundraise for our own salaries. We do have paid staff but all senior executive and governance decisions are taken by volunteers. We inspire a sense of trust and impartiality in all stakeholders and participants. The Rotary four way test is a respected part of our DNA. We have a record of community service of over 100 years in Calgary and have survived many economic cycles, wars, community challenges and successes. With 13 organizations, we are the most successful service club in Calgary. We already have signature and legacy. Will we use it to rise to another community challenge?