



# COMMUNITY

## IMPACT PLAN 2014 - 2016



### A BLUEPRINT FOR A STRONG AND CARING COMMUNITY

**Community Investment Department  
2014**



# I. Introduction

United Way has a unique role amongst non-profits and fundraising organizations. We are entrusted by our donors, our partners and our community with the “collective good” of our region in the social services sector. We take this responsibility seriously and we know that collectively, working together in our “united way”, our community is becoming stronger and more resilient.

## **Our mission is to:**

Improve lives and build community by engaging individuals and mobilizing collective action.

## **The work we value is to:**

- Provide non-partisan leadership in social change
- Endorse innovation, partnerships and collective action
- Respect community wisdom and encourage citizen involvement
- Encourage and promote volunteerism and volunteer leadership
- Demonstrate trust, integrity, transparency, inclusivity and respect
- Embrace diversity

United Way partners with non-profits, other funders, community groups, community leaders, corporations, labour unions and individuals that share the vision of building a healthy, inclusive and caring community where all citizens have the opportunity to live fulfilling lives. The Capital Region, Vancouver Island and British Columbia are nationally and internationally renowned as destination places for individuals and families from all walks of life. Many people feel fortunate to live in a region with such beautiful surroundings, but certainly not all benefit from having access to the opportunities and resources required to lead happy and healthy lives.

The Capital Region has one of the highest cost of living averages in the nation, especially in terms of housing. We are also faced with increasing rates of child poverty, growing numbers of homeless and marginally housed people, working poor families, and isolated seniors.

## **Along with these challenges, we are also living in a rapidly changing time where:**

- More people are struggling with increasingly complex issues
- There is pressure on social and community services to address these issues in a responsive and effective manner
- Resources are inadequate to meet the demand for services
- Populations are growing and demographics are changing



## II. United Way Community Impact Framework

United Way has adopted a Community Impact Framework (CIF) as a guide to shape community impact initiatives. The CIF is based on a strategy that recognizes:

- Issues are complex and inter-related, and therefore solutions are not simple
- Success lies in collaboration across organizations and sectors around common goals

This framework reflects ongoing commitment to working with community partners and with collaborations to achieve measurable change and impact at the individual, family and community level.

United Way achieves community change by focusing on four strategies to address social issues.



**Supporting an Essential Network:** As the only organization apart from government to provide multi-year core funding, United Way supports and strengthens the stability and sustainability of a vital network of more than 100 community programs and services.



**Addressing Underlying Causes:** United Way is committed to partnerships that are working to find innovative solutions to the underlying causes of our Capital Region's most pressing issues – to prevent problems from occurring in the first place and create long-lasting change.



**Building Knowledge and Influencing Change:** United Way collaborates with leading organizations to gather research and community input to build awareness, dispel myths, and inform policies that contribute to removing barriers for people who are working to create better lives for themselves and their families.



**Inspiring Action:** United Way inspires people to take action and be part of making our region a better place to live. Everyone has a role to play and can make a difference. Whether it's sharing time, knowledge or dollars, together we can accomplish more than we ever could on our own.

Community impact means effecting long-term changes that can be sustained over time, changes that make a measurable difference in the community. Community impact is about changing social conditions, creating opportunities for a better life for individuals and families and building strong communities.

United Way works to build partnerships that mobilize communities, agencies, funders and other sectors to achieve shared goals. Our partners include schools, government, policy-makers, businesses, organized labour, voluntary associations and others working together to change the conditions of not just individuals but neighbourhoods and the region as well.



## III. Building a Strong and Caring Community

By addressing priority issues for the Capital Region, we are working with others to build a strong and caring community. We know that strong and caring communities<sup>1</sup> are socially cohesive and inclusive; they have sufficient, accessible and quality services, amenities, and infrastructure; they have healthy and safe natural and built environments; and they foster, attract and sustain business and economic development.

A caring community is one where its members have the motivation and opportunity to contribute to strengthening the community and the quality of life of others. This could be through mentorship, volunteering, coaching, donating time, money, skills or just lending a helping hand to a neighbour. A caring community has members that are sensitive to the needs and choices of others, and embraces diversity. It also supports increased hope, respect and happiness as well as sense of belonging and social inclusion.

For United Way, there are three key approaches to building a strong and caring community. They all focus on long-term sustainable change within an overall prevention framework that seeks to mitigate problems, and build interventions that address underlying issues and create pathways to positive change.

### 1. Increasing Capacity

First, the development of internal capacity of individuals, agencies, neighbourhoods or municipalities is a critical and sustainable approach to building a strong and caring community. This strengthening approach will be used to increase capacity within vulnerable individuals, agencies delivering services, community groups interested in social development, and community systems that provide critical supports—with the goal to support each in their ability to address their own specific challenges and needs.

### 2. Increasing Protective Factors<sup>2</sup>

Second, identifying and increasing “protective factors” that support people’s own internal resilience and decreasing “risk factors” that put this internal resiliency at risk, is an important step in building an overall strong and caring community. This approach is referred to as a “risk and protection paradigm.” In this approach, prevention is seen not only as an effort to prevent issues from happening in the first place, but it is also a way to create conditions or personal attributes that strengthen the ability of children, youth, families, individual and communities to address existing issues, and prevent future problems<sup>3</sup>.

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<sup>1</sup> FCSS Calgary Research Brief No. 5 – Strong Neighbourhoods, 2010.

<sup>2</sup> Risk factors are conditions or variables associated with a lower likelihood of positive outcomes and a higher likelihood of negative or socially undesirable outcomes. Protective factors have the reverse effect: they enhance the likelihood of positive outcomes and lessen the likelihood of negative consequences from exposure to risk. Jessor, Turbin and Costa “Risk and protection in successful outcomes among disadvantaged adolescents” 1998

<sup>3</sup> FCSS Calgary, FCSS Funding Framework and Priorities: Theory of Change, 2010, page 1.



## IV. Focusing Resources

### 3. Increasing Social Ties

Finally, fostering connections between people, communities and resources supports successful individual, family and community development. A Government of Canada's Policy Research Initiative noted that "People and groups with extensive social connections linking them to people with diverse resources tend to be more hired, housed, healthy, and happy."<sup>4</sup> People who do not have these social connections tend to be more socially isolated and at increased risk of health problems, poverty and social exclusion. Increasing social connections between people and their communities is an effective way of ensuring that people do not live in isolation, that they are not excluded from the benefits of having social ties with other people and that they do not suffer the long-term negative health, economic and social effects that come from being cut off from community resources and supports.

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### IV. Focusing Resources

United Way has a long and successful history of providing people in the Capital Region with the opportunity to support important community and social initiatives. Our philanthropic efforts have focused on our fellow citizens most in need. This has meant concentrating our work on people who are economically poor (lack of resources), as well as those people who live in a state of cultural poverty (lack of identity) and social and political poverty (lack of power)<sup>5</sup>. To United Way, therefore, a situation of poverty is one in which people lack the necessary resources not only to gain access to living conditions that satisfy their essential needs, but also to fully participate in society (social relations, access to a job or services).

We believe that all people have the right to live in a strong and caring community, and that everyone can at different times in their lives be at risk for one or a number of challenges. However, we must focus our limited resources for the greatest impact. To this end, we focus on those people most vulnerable to living in a state of economic, cultural, social and political poverty. Those groups most at risk of the various forms of poverty and resulting social exclusion are: families, children and youth, seniors, Aboriginal peoples, persons with disabilities and immigrants. See Appendix A for further definitions of vulnerable populations.

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<sup>4</sup> Policy Research Initiative. Social Capital as a Tool for Public Policy, 2005, page 1.

<sup>5</sup> This definition of poverty has been used by Centraide Montreal to develop its successful community investment work. Their research noted that economic poverty often accompanies social and cultural poverty, leading to social distress for individuals and communities. *Strategic Study of Social Issues, 2000*. <http://www.centraide-mtl.org/static/media/769/RapportEnjeuxanglais.pdf> <accessed Mar 2011>.



## V. Three Impact Areas

United Way works to achieve community impact through a variety of roles, such as providing leadership to address complex social issues, providing opportunities for the community to give through a vibrant fundraising campaign and through the funding of community partners who will work to achieve the following outcomes in the three impact areas:\*

	All that kids can be	From poverty to possibility	Strong communities
<b>Impact Area Goal</b>	<b>Children &amp; youth reach their potential</b>	<b>People experiencing poverty are able to build a better future</b>	<b>People have positive community connections and are able access the supports they need in their communities</b>
<b>Impact Area Outcomes</b>	<ol style="list-style-type: none"> <li>1. Engagement in learning</li> <li>2. Connectedness &amp; community involvement</li> <li>3. Emotional &amp; physical well-being</li> </ol>	<ol style="list-style-type: none"> <li>1. Housing stability</li> <li>2. Food security</li> <li>3. Employment &amp; financial security</li> </ol>	<ol style="list-style-type: none"> <li>1. Connections to support services</li> <li>2. Neighbourhood and community engagement</li> <li>3. Personal well-being &amp; safety</li> </ol>

\*Appendix B – Outcome Framework expands on the above information to include short/medium outcomes, and example investment strategies.

### All that kids can be

Research tells us that focusing on children and youth is an effective way to address the root causes of social problems. By helping young people grow up strong and healthy, we can prevent the development of problems that put a burden on our health care system, our emergency shelters and our justice system (Browne, Roberts, Gafni, and Whittaker, 2001). Even more importantly, our efforts to help children and youth be all they can be will help to ensure that young people devote their energy to building strong communities and healthier societies throughout their lives. Investments that build the resilience of children and youth are investments in the future.

Research shows that in order for children and youth to successfully transition to adulthood, they need to have a good start in life. Children who have access to early childhood development opportunities are more likely to have the skills to engage and experience success in the early years. It is critical for children and youth to acquire new competencies and skills, learning how to get along with others and generally developing the ability to do well academically as well as in their relationships with peers and adults in their lives. For children and youth to be successful adults means providing support in the early years and continuing this as they transition into adulthood.

United Way’s community impact framework supports programs and initiatives that provide early childhood development opportunities (0-6 years); build school success for children and youth; ensure emotional and physical well-being, and help young people build healthy individual and community connections.



# Three Impact Areas

## From poverty to possibility

Poverty is a complex set of intertwined social issues. Our focus is on helping to meet the basic needs of the most vulnerable people in our communities, building the capacity of individuals to become more self-sufficient and, where possible, working with others to remove systemic and discriminatory obstacles to economic security. Interventions supported by United Way are intended to help people experiencing poverty develop plans and prepare for a better future. The three long-term outcomes in this area are part of the sustainable livelihoods model, which defines five domains within which people who live in poverty can work to build the assets needed to move out of poverty and achieve a sustainable livelihood. These include:

- Social assets (e.g. interconnectedness, relationships and community participation)
  - Personal assets (e.g. motivation, self-confidence)
  - Physical assets (e.g. access to adequate housing and food)
  - Human assets (e.g. skills, knowledge, employability and earning power)
  - Financial assets (e.g. income from employment, available savings/finances, access to credit)
- (MacKeigan & Govindaraj, 2004; Murray & Ferguson, 2001)

United Way's community impact framework supports initiatives and programs that focus on housing stability (physical assets); food security (physical assets); and employment and financial security (human and financial assets). Social and personal asset development is part of the strong communities strategy outlined below.

## Strong communities

In our effort to build strong communities and promote health and well-being, United Way is increasingly focusing on engaging community members on a neighbourhood level. Neighbourhoods are the "locus of our most frequent interactions and the physical and social influences that are most likely to influence us" (Meagher, 2007). Researchers have demonstrated that individuals and families experiencing poverty, distress and significant life challenges can be supported through interventions targeted to specific areas/neighbourhoods where these families and individuals live. By working on a neighbourhood level, there is increased ability to address unique local needs and achieve sustainable positive change.

Our community impact framework supports initiatives and programs that help individuals and families develop the assets they need to handle life's challenges and to achieve their personal goals. Some of these assets, like self-esteem, life skills or coping strategies, reside within the individual person. However, United Way also works to foster assets within the communities where people live and work. These assets, like social connections or opportunities to get involved in community organizations, help to create vibrant neighbourhoods and communities where members can experience personal safety and well-being.

The community impact framework also supports initiatives and programs that help vulnerable people connect to the supports they need, and in the process create social and physical assets. They foster neighbourhood and community engagement, which builds social assets.



## VI. Impact Accountability and Reporting

United Way is accountable and responsible for the stewardship of the investments made in the community and generating results that can be measured. As part of the stewardship responsibilities, United Way has rigorous processes in place to ensure the best investment of funds.

The investment framework is meant to strategically guide this work and is based on the four key objectives:

1. Further the commitment to making long-term positive improvements to the quality of life in the region
2. Align the vision for a strong caring community with financial investments and social change efforts
3. Increase to the fullest the impact of these investments
4. Be accountable for and communicate clearly the change that is occurring

### Multi-Year Investments and Decision Process

United Way typically administers funding on a three-year cycle. Each year, approximately one-third of our funds are invested into the community through an open-call funding process and the remaining two-thirds through ongoing multi-year funding commitments. Ongoing funding commitments are part of the annual program monitoring cycle. The funding application deadline is mid to late fall, with the review process being completed by mid to late February. Funding recommendations are made by the Impact Council (the council is comprised of community volunteers with expertise in one or more of our impact areas and community investment staff) to the United Way Board of Directors by early April.

### Program Monitoring Cycle

All funded programs are monitored on an annual basis. Each program undergoes a mid-year check in that provides a progress report on program activities and outcomes. The Impact Council also conducts annual site visits for each funded program. This includes meeting with staff, volunteers and program recipients. Finally, in order to track program effectiveness and overall impact, each funded program also submits an annual report that provides information on client demographic information, program activities and outcomes.

### Measuring Impact

Large scale change takes time and can be difficult to measure. With this in mind, United Way measures community impact through outcome data, both program and community based. Measuring, monitoring and communicating outcomes are a key part of our community impact strategy. In addition to program outcomes which are indicators of improved lives, the community impact approach also utilizes community change indicators. At its core, measuring and monitoring outcomes is intended to answer one question – Are we really making a difference?





## Appendix A: Vulnerable Populations Description

Those groups most at risk of the various forms of poverty and resulting social exclusion are: families, children and youth, seniors, Aboriginal peoples, persons with disabilities and immigrants. However, as already noted, being from this group does not necessarily make one most 'vulnerable' or 'at risk' – it is a combination of factors that increases this vulnerability<sup>6</sup>.

The various factors for each group might include:

*Vulnerable families* – are families that experience chronic low-income and few social supports, teen parenting or lone parenting with low income, high household mobility, homelessness, parents with low personal capacity, family dysfunction, or have experienced or witnessed abuse.

*Vulnerable children and youth* – children and youth who live in families experiencing chronic low-income, live in dysfunctional families, experience or witness abuse or trauma, lack interpersonal and social skills, have cognitive deficits or emotional or mental health issues, are not engaged in or succeeding at school, or experience low sense of belonging in school or community.

*Vulnerable seniors* – are 65 or older, live alone, have low income, are bereaved, are in poor health, experience language/cultural barriers, and/or have transportation difficulties.

*Vulnerable Aboriginal peoples* – are individuals and communities that have been affected by the multi-generational impacts of colonialism, especially the effects of residential schools. These effects may include systemic racism and discrimination, resulting in chronic low income, high mobility, loss of culture, and other negative social indicators. Aboriginal peoples include First Nations (status, non-status and Bill C-31 individuals), Métis, and Inuit people.

*Vulnerable persons with disabilities* – are individuals that have physical, cognitive or other challenges that can hamper or reduce a person's ability to carry out day to day activities, have low income, are single, are in poor health, have addiction issues, have mental health issues, and/or experience transportation difficulties.

*Vulnerable immigrants* – are recent immigrants to Canada (generally defined as those who arrived in the last five years), are refugees, face language barriers, have low income, are unable to obtain employment commensurate with their credentials, are stay-at-home parents or seniors, and/or belong to ethno-cultural communities with few members in the Capital Region.

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<sup>6</sup> The following definitions of vulnerability drawn heavily on the definitions used by FCSS Calgary, *Outline of Proposed areas for FCSS Investments in Programming and List of Relevant Definitions*. 2010



## Appendix B: United Way Outcomes Framework

### All that kids can be

Interventions designed to help children and youth reach their full potential, which means addressing the full spectrum of developmental assets, including education and cognitive development as well as social, emotional and physical development.

Long-Term Outcome/Goal	Description	Investment Strategies	Short & Medium-Term Outcomes
<p><b>Engagement in Learning</b></p>	<p>Focuses not only on school success and mastery of skills, but on developing commitment, motivation, involvement and pleasure in learning experiences. This commitment to learning helps steer youth through a successful transition to adulthood, which may include post secondary training or meaningful employment.</p>	<p><b>Ages 0-6</b> Programs/initiatives that provide exposure to social interaction and opportunities for learning for preschool children.</p> <p>Programs/initiatives that build parenting capacity and link parents to information, resources and supports.</p> <p><b>Ages 7-12</b> Programs/initiatives that focus on after-school homework completion, tutoring and skill assessment.</p> <p><b>Ages 13+</b> Programs/initiatives focused on social skills, employment readiness and leadership skills for the transition to work.</p>	<p>Parents are equipped to support their children to learn.</p> <p>Children and/or youth are ready to learn (e.g. commitment to learning, achievement, motivation).</p> <p>Children and/or youth do well in school (e.g. mastery of age-appropriate literacy and numeracy skills, grades, on-time graduation).</p> <p>Youth make a healthy transition into adulthood (post-secondary education, training or employment).</p>
<p><b>Connectedness and Community Involvement</b></p>	<p>Includes positive social interactions and relationships with adults and peers at home, in school, and in the neighbourhood, and meaningful participation in and contribution to community. A sense of connectedness – within social relationships and to the broader community – is a fundamental human need and has a critical influence on academic success and the emotional and social development of young people.</p>	<p><b>Ages 7-12</b> Recreational programs/initiatives focused on building strong peer relationships.</p> <p>Mentoring programs/initiatives focused on building strong relationships with positive adult role models.</p> <p>Programs/initiatives that provide opportunities for children to connect with their communities.</p> <p><b>Ages 13+</b> Mentoring and leadership development programs/initiatives.</p> <p>Programs/initiatives that provide opportunities for youth to connect with their communities.</p>	<p>Children and/or youth care about and get along with others (e.g. empathy, interpersonal skills, sense of belonging, supportive relationships, conflict resolution skills).</p> <p>Children and/or youth get involved (e.g. constructive use of time, meaningful participation in activities, sense of belonging, pro-social behaviour).</p> <p>Children and/or youth take responsibility and lead (e.g. self-regulation of behaviour, planning and decision-making, leadership).</p>

## All that kids can be

Interventions designed to help children and youth reach their full potential, which means addressing the full spectrum of developmental assets, including education and cognitive development as well as social, emotional and physical development.

Long-Term Outcome/Goal	Description	Investment Strategies	Short & Medium-Term Outcomes
<b>Emotional and Physical Well-being</b>	Increasing the health and resilience of children and youth. This refers to the development of emotional health and maturity, a positive sense of identity, coping, and healthy choices that promote physical health and wellness.	<b>All children &amp; youth</b> Individual and family counselling programs/initiatives focused on coping skills and building self-esteem. <b>Ages 0-6</b> Parenting and parent support programs/initiatives. <b>Ages 7-12</b> Mentoring and parent support programs/initiatives. <b>Ages 13+</b> Leadership development and mentoring programs/initiatives.	Parents support the positive development of their children Children and/or youth believe in themselves (e.g. positive identity, self-esteem, sense of purpose, optimism, psychological well-being). Children and/or youth can better handle life's challenges (e.g. self-regulation of emotion, coping in healthy ways). Children and/or youth make healthy choices (e.g. physical activity, nutritious diet, avoidance of risky behaviour).

## From poverty to possibility

Interventions designed to help people experiencing poverty develop plans and prepare for a better future – to move from poverty to possibility.

Long-Term Outcome/Goal	Description	Investment Strategies	Short & Medium-Term Outcomes
<b>Housing Stability</b>	People are able to find, afford and maintain good quality housing. Precarious housing defines the various issues individuals and families living in poverty face, including inadequate housing quality, lack of affordable housing, homelessness and under-housing.	<p>Programs/initiatives that provide emergency shelters and transitional housing.</p> <p>Programs/initiatives that provide rapid transition from emergency shelter to safe, stable housing.</p> <p>Programs/initiatives that offer support for low-income individuals and/or families to find safe and stable housing and build capacity to participate in market housing</p> <p>Programs/initiatives that offer support services coupled with housing for people with mental illness and substance abuse.</p>	<p>Individuals and/or families have access to emergency shelter.</p> <p>Individuals and/or families access safe, affordable housing.</p> <p>Individuals and/or families have the resources and supports to maintain safe and stable housing.</p>
<b>Food Security</b>	People have physical and economic access to sufficient, safe, and nutritious food to meet their dietary needs and food preferences for an active healthy life. A family is defined as being food insecure when they are uncertain of having, or unable to acquire, enough food to meet the needs of all their family members.	<p>Programs/initiatives that build local community capacity to facilitate shared food production, access and use.</p> <p>Programs/initiatives that build knowledge and skills regarding food literacy, nutrition, preparation and use.</p> <p>Programs/initiatives that build knowledge and skills for coping with, and managing, food insecurity.</p> <p>Programs/initiatives that develop affordable options for adequate access to nutritious foods.</p>	<p>Individuals and/or families access affordable, nutritious and appropriate food.</p> <p>Individuals and/or families experience decreased stress and life disruptions due to food insecurity.</p>

## From poverty to possibility

Interventions designed to help people experiencing poverty develop plans and prepare for a better future – to move from poverty to possibility.

Long-Term Outcome/Goal	Description	Investment Strategies	Short & Medium-Term Outcomes
<b>Employment and Financial Security</b>	People have the ability to access and maintain employment that provides financial sustainability. Although an individual cannot move himself/herself out of poverty without external supports and financial assets such as income and income supports, the development of human assets such as employment skills, education and training, and literacy are an important component of a comprehensive strategy to address poverty.	<p>Program/initiatives that provide literacy, pre-employment, employment and on-the-job skills training/development programs.</p> <p>Programs/initiatives that provide counselling and supports that help individuals and families manage stress due to poverty or unemployment.</p> <p>Program/initiatives that offer training in financial literacy and financial management.</p> <p>Local community economic development programs/initiatives that build economic stability.</p>	<p>Individuals have meaningful employment (e.g. connections to available jobs, access to adequate employment opportunities, appropriate training, literacy, job readiness skills).</p> <p>Individuals and/or families are financially stable (e.g. adequate income, access to entitlements, benefits and other income supports).</p> <p>Individuals and/or families have manageable expenses (e.g. increased financial literacy, increased financial management).</p>

## Strong communities

Interventions designed to support individuals and families to build the assets they need to handle life's challenges and to achieve their personal goals. These include both individual assets, like self esteem, life skills or coping strategies, as well as assets within communities, such as social connections or opportunities to get involved in community organizations that help to create strong neighbourhoods and communities, where community members can experience personal safety and well-being.

Long-Term Outcome/Goal	Description	Investment Strategies	Short & Medium-Term Outcomes
<b>Connection to Supports</b>	People gain access to the services that they would not be able to on their own. This involves forming strong social connections to neighbours, friends or other community members. Achieving this outcome may involve working with vulnerable people individually to help them navigate systems or building social connections. It may also involve working to change systems and remove obstacles to access by promoting integration across service providers.	<p>Engaging service providers to improve navigation of community services for residents and working towards increased coordination of community services.</p> <p>Programs/initiatives that provide opportunities for people to form social connections.</p> <p>Working with others to ensure there is a network of accessible and effective services.</p>	<p>Individuals and/or families are connected to and able to access services and supports that they need.</p> <p>Community services work together to help individuals and families better navigate support systems.</p> <p>Individuals and/or families create and maintain supportive relationships and connections that enable them to offer and receive informal support.</p>
<b>Neighbourhood and Community Engagement</b>	Meaningful participation of citizens in their communities. This does not require that citizens be directly involved in civic decision-making processes, but that they are an active part of doing and being in the community. Community engagement helps individuals and families to build social assets.	<p>Programs/initiatives that promote volunteerism and community engagement.</p> <p>Programs/initiatives that work with socially isolated people to build connections with others and participate in community activities.</p> <p>Opportunities for residents to be engaged in neighbourhood planning and action.</p>	<p>Individuals and/or families feel a sense of belonging and inclusion in their community.</p> <p>Individuals and/or families get involved in their communities by volunteering or participating in community activities.</p> <p>Individuals and/or families act to positively influence their community by coming together to address community issues.</p>

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Long-Term Outcome/Goal	Description	Investment Strategies	Short & Medium-Term Outcomes
<b>Personal Well-being and Safety</b>	The capacity of an individual to make healthy choices and handle life's challenges. Although people often become vulnerable for reasons beyond their control, a person with strong personal assets (e.g. self-esteem, confidence and goals) and human assets (e.g. skills and knowledge) is better positioned to react to the challenges that will inevitably arise in the course of living with issues like poverty, disability, discrimination, addictions or mental illness.	<p>Programs that provide counselling for individuals and families dealing with addictions, mental health issues, or violence-related trauma. Focus counselling on building human and personal assets.</p> <p>Programs/initiatives that build skills for independent living for individuals experiencing barriers to community inclusion and participation.</p> <p>Engaging community members through awareness-raising and outreach campaigns on health promotion and risk reduction.</p>	<p>Individuals and/or families are able to live independently and make healthy choices that reduce risk or harm and prevent crisis.</p> <p>Individuals and/or families have positive mental health (i.e., improved self-esteem, confidence, sense of purpose or life satisfaction) and are better able to handle life's challenges (through improved coping or problem solving skills, improved management of emotions).</p> <p>Neighbourhoods are safer for individuals and families, especially victims of violence and abuse.</p>