
2019 BUSINESS PLAN REPORT BACK



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THE REACH MANDATE

MAKING EDMONTON SAFER IN ONE GENERATION

LETTER FROM LEADERSHIP

REACH has accomplished a lot this year thanks to the hard work of the staff and our partners. This includes moving our ongoing initiatives forward and being responsive to emergent issues in the community. The new business plan format set the stage for a focus on goals and key outcomes within our initiatives, and we are proud to share what we have accomplished in this 2019 business plan report back.

Some important factors contributed to the accomplishments this past year. REACH remains nimble and flexible and is always prepared to adapt to change with our partners. These shifts are the result of changes in context, evaluation findings, research and identified trends in the community. At the same time, REACH remains focused. Clear outcomes that are developed and reviewed with partners keep initiatives on track. REACH endeavours to be strategic and to use its unique role in the community to provide support where it is needed most. Imperative to this is maintaining carefully nurtured social capital with our partners, which is possible through concerted efforts to build good relationships.

Maintaining good relationships with current partners and stakeholders, as well as building new relationships, has been an important part of REACH's work in 2019. This includes working closely with partners in each initiative

to ensure they have the support that they need to deliver important programs and services in the community. Strong connections with partners such as the City of Edmonton and Edmonton Police Service at many levels of each organization is an ongoing priority. This creates alignment, reduces duplication, and ensures that the full spectrum of Edmonton's crime prevention and community safety needs are addressed appropriately. For example, mapping sessions have taken place with the City of Edmonton and Edmonton Police Service staff engaged in crime prevention and community safety work to create a clearer picture of each organization's role in current initiatives. To further solidify a strong and productive relationship between REACH and the City of Edmonton, a City of Edmonton staff member has been seconded to REACH part time.

In 2019, there were many highlights across all REACH initiatives. This year marked significant opportunity as REACH continued to maintain a leadership role at the national level with the Canadian Municipal Network on Crime Prevention. A new opportunity arose as REACH became involved in the new Building Capacity in Rural Crime Prevention partnership with communities across the province. More locally, a shift in the community has taken place resulting in 24/7 Crisis Diversion teams becoming a widely used service for Edmontonians to

support those in need. Coalitions Creating Equity, at the local and provincial level, saw partners working together in new ways, and the delivery of a series of local engagements on equity issues. A significant piece of work that will carry REACH into its next decade is a focus on evaluation at the organizational level. These highlights demonstrate the diversity of REACH's work, that influences many community safety factors.

In response to the community, some new initiatives emerged this year. We were strategic in our decision to step into these new initiatives, and ensured that it was logical from the community's perspective and reflective of REACH's role. For example, an opportunity presented itself to bring an impactful exhibit on opioids to Edmonton. Relevant stakeholders were convened and collectively agreed to pursue the opportunity. Not only did the stakeholders agree to participate in the process, but they also decided to provide guidance on adapting the exhibit to Edmonton, and will be actively involved in the exhibit implementation.

Similar examples of new initiatives and priorities emerging from the community include the Supportive Transportation Committee, Not In My City, and community mobilization around needle collection in the McCauley neighbourhood. REACH is committed to remaining responsive to emergent community needs.

REACH has made some changes within the organization to increase shared practice, engage all staff in the direction of the organization, and to refine processes and procedures. A new opportunity to share learning, discuss challenges and develop knowledge has been established through the Internal Community of Practice, which meets every two weeks.

Building on recommendations from the Challenge Dialogue process, a Staff Engagement Committee has been struck. It is made up of diverse staff across the organization, and within one year they have made significant contributions to reviewing staff policies, planning team building and training events, and reviewing internal processes such as student engagement and performance reviews.

REACH has implemented a formal succession planning process. This process will ensure that staff are participating in relevant development opportunities that will contribute to the organization's sustainability.

In the past year, opportunities and challenges emerged and change was constant. New funding was obtained (such as through local foundations and the Government of Alberta for WrapED) and it was learned that other funding would be ending (such as through the Human Rights Commission). There were changes in the REACH team and how it is structured, and changes in staff with some of our biggest partner agencies including a new Chief of Police and new leaders at community agencies. Change is not unexpected but does lead to a shifting landscape that requires REACH to be responsive and flexible.

External factors had a significant influence on REACH and its partners. General economic malaise caused challenges, as did a change in government at the provincial level in the spring and a shift to a minority government at the federal level later in the year. Despite these changes, REACH pursued opportunities to remain visible provincially, nationally and internationally. New opportunities emerged to advocate for partners and initiatives and created forums for new conversations about the value of

preventative work. Although challenges and significant change occurred, REACH saw these as moments of opportunity and used them to advance key messages and profile initiatives.

Constant through these internal and external changes, though, was the strength and support of REACH's board of directors as staff navigated the ups and downs that emerged throughout the year.

REACH is moving into its tenth anniversary year. This is a moment to take pause, reflect on the last decade, and use the knowledge and experience gained to prepare for the next ten years. Everyone at REACH has a role to play as we plan for the future, and we will be drawing on the guidance of our partners and the current and past board to help us to map our path forward. This is a natural moment to determine what kind of organizational pivot might be needed to best position REACH to remain just as effective, if not more effective, in the years to come. At the 2018 AGM the keynote presenter Paul Schmitz encouraged us to recognize and celebrate that everyone is a leader. We hope to take this message forward into the next ten years as we continue to work with individuals and organizations to develop, implement and sustain community change efforts to make Edmonton a safer city.



BACKBONE SUPPORT

REACH is a backbone organization, which means that in order to sustain long-term systemic change that has collective impact, we:



Guide a community safety vision and strategy together with stakeholders.



Support aligned activities that drive towards the vision.



Establish measurement practices to evaluate initiatives.



Build public will and support for the vision.



Advance policy that will result in systemic change.



Mobilize funding for initiatives.



2019 BACKBONE OVERVIEW

Guiding a community safety vision and strategy together with partners

REACH works closely with partners to guide the vision of initiatives. This includes ensuring that there is collective ownership of the initiative. REACH places significant value in this aspect of collective impact because it lays the foundation for collaborative work. This is apparent in the Coalitions Creating Equity initiative. The coalitions had considerable freedom to shape their work according to need in the community, but throughout the process (at both the provincial and local level) REACH worked closely with partners to ensure that there was a common understanding of the problem being addressed and a shared vision for change. While activities differed, all partners and coalitions were moving in the same direction.



Supporting aligned activities that drive towards REACH's vision

Although partners do not have the same role within an initiative, the activities that they do need to mutually reinforce one another. REACH played the backbone role in work completed with the Supportive Transportation Committee. Through the sharing of collective experience and knowledge of the agencies and government representatives, the client group was identified, barriers to service raised, and justifications for a supportive transportation service was defined. Each partner brought a different strength to the table that aligned to create supportive transportation opportunities for vulnerable Edmontonians.

Establishing measurement practices to evaluate initiatives

In REACH initiatives, we work with partners to determine how best to evaluate our work. Evaluation is important for a number of reasons beyond being a requirement by many funders. Shared measurement through common indicators provides information on progress, uncovers areas for improvement and contributes to learning. WrapED partners have worked together since the program began to identify evaluation questions, outputs and outcomes that they wished to capture through evaluation. This has allowed the partnership to make program adjustments on an ongoing basis using data from the program. In addition to using information from the evaluation within the partnership, two community report back events have been held (one in 2019) to share evaluation findings to disseminate project knowledge and contribute to community learning.

Building public support for the vision

REACH communicates consistently both within partnerships and externally. External communications in various mediums help to build the broader community's support for initiatives and their ultimate vision. For example, REACH took on the backbone role of the Not In My City initiative, which began in Calgary. REACH has played a significant role in communicating the vision of the initiative with potential stakeholders, and then mobilizing partners to join the table. Not only are partners joining the initiative to create more alignment on the issue of human trafficking, but sharing with the community is building awareness of the issue and support for the initiative.

Advancing policy that will result in systemic change

It is important that REACH continues to maintain a neutral role in the community. This is one of the organization's strengths. Through evaluation and communication, REACH can demonstrate the impact of its initiatives. For example, the “#JustCall211” campaign to connect with 24/7 Crisis Diversion has been adopted by Edmontonians; they know who to call for non-emergency crisis situations. This diversion from emergency 911 is considered a significant contribution to system change regarding appropriate use of emergency services. With data this large and this systemic, we are able to gain insights on system gaps from the perspectives of diverse perspectives. It then becomes REACH's responsibility to not only address those gaps but to also help advance whatever policies that exist that aim to tackle those issues as well. As REACH has cultivated data and findings from its initiatives over time, the organization is now positioned to use what it has collected to influence policy more regularly going forward.

Mobilizing funding for initiatives

REACH plays an important role in securing funding that is necessary for its initiatives. This allows the partners to continue to focus on their front-line work while sustainable funds are being secured. REACH can leverage its strong relationships with funders at various levels of government to identify, request and obtain funding. Within the last year, examples of this include securing funding for Bridging Together through Immigration, Refugee and Citizenship Canada (IRCC), funding through two local foundations and the Government of Alberta to sustain WrapED, funding for the new 24/7 Connector role, stable funding for #YEGAmbassadors, and funding for the Organization for the Prevention of Violence (OPV).





GOAL 1

To **CREATE, INCUBATE** and **CO-ORDINATE** innovative community safety and crime prevention initiatives, and develop new knowledge

GOAL 3

To **COMMUNICATE** what we are doing alongside the community to get results in safety and crime prevention

GOAL 2

To **CONVENE** organizations that need to come together to make innovative community safety and crime prevention approaches possible

REACH IN ACTION

MOBILIZING CHANGE FRAMEWORK



GOAL 1

To create, incubate and co-ordinate innovative community safety and crime prevention initiatives, and develop new knowledge informed by research.

STRATEGIES

- Stay abreast of latest research in community safety and crime prevention. Anticipate shifts in community development directions.
- Explore and promote innovative models of community-based solutions for community safety and crime prevention.
- Be alert to, and ready to respond to, emerging issues and opportunities in community safety and crime prevention.

HIGH-LEVEL OUTCOME

- REACH is seen as attuned to regional issues and a credible leader of community-based safety and crime prevention initiatives.

We pride ourselves on fostering “idea starters” and research driven innovators



GOAL 2

To convene organizations that need to come together to make innovative community safety and crime prevention approaches possible.

STRATEGIES

- Co-ordinate initiatives that support community safety and crime prevention.
- Expand the impact of REACH through new champions, partners and members.
- Mobilize diverse people with information, resources and leading practices in community safety and crime prevention.

HIGH-LEVEL OUTCOME

- REACH facilitates community partnerships and is an activator of innovative ideas and solutions for community safety and crime prevention.

We bring people together



GOAL 3

To communicate what we are doing alongside the community to get results in safety and crime prevention.

STRATEGIES

- Build an excellent organizational infrastructure and multi-sourced funding base to achieve the REACH vision.
- Build awareness of REACH with targeted segments of the community.
- Develop effective ways to evaluate and communicate community safety and crime prevention initiatives.

HIGH-LEVEL OUTCOME

- REACH is the coordinated voice of innovative approaches to community safety and crime prevention.
- A contemporary board can meet and communicate in all kinds of ways: in person or virtually. The Board will seek opportunities to keep our own level of engagement high through the exploration of technologies that can keep us connected.

We demonstrate value on all of our projects and we communicate broadly

An aerial photograph of a city skyline, likely Edmonton, is shown with a semi-transparent blue overlay. The city features a mix of residential and commercial buildings, with a river visible in the lower left. The sky is a clear, light blue.

REPORTING BACK ON 2019

HIGHLIGHTS + KEY LEARNINGS + CONSIDERATIONS

REACH has accomplished a lot this year thanks to the hard work of the staff and our partners. The following reports include a reflection on the goals set in 2019 business plan, how those goals were met and what impacts the work had in the communities we have worked with.

Aside from reporting on all of the work and activities that took place in 2019, the following include insights, some of the big wins, some of the challenges and how to best move into the future knowing what REACH knows now.

Finally, being a backbone agency, REACH is continually finding ways of developing capacity with the partners we work with, ultimately working towards the day communities can sustainably own and drive these initiatives.

A big thank you goes out to all of the partners and community members who continue to work with REACH in making Edmonton a safer, more vibrant city for everyone.



ALL IN FOR YOUTH

INITIATIVE GOALS

- **All In For Youth:** To get at-risk children and youth successfully through their educational journey to high school completion by increasing students' academic achievement and engagement in school, while developing their resiliency.
- **Out of School Time Collaborative:** To build capacity among community groups offering Out of School Time programming, thereby increasing the quality of programming and making it more accessible to vulnerable children and youth.



2019 OUTCOMES + OUTPUTS

- OST Collaborative Funding model offered \$125,000 to 14 groups that served 1,388 children and youth over Summer 2019.
- Funding was provided by the City of Edmonton, the United Way of Edmonton Capital Region, and the Butler Family Foundation.
- Five OST Gathering meetings were held throughout 2019 during which OST groups had an opportunity to connect with and learn from one another.
- 205 individuals from children and youth serving OST agencies registered for the 2019 OST Conference.
- Presentations about non-profit insurance and program resources took place at the five OST Gathering meetings held in 2019 in the hopes of enhancing program quality and community resources used by OST groups in their summer programming.
- The OST Steering Committee created a Terms of Reference with the help of an external facilitator.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- Changes to the provincial budget that affected one of our main funding partners led to some adjustments to the OST budget for 2019/2020 and 2020/2021. REACH will be contributing more funds to OST during these two fiscal years to offset the burden on our funding partner.
- The OST Steering Committee has determined the need for more partnerships to create sustainability for the initiative long-term. A sub-committee to explore new partnerships and resources has been created.
- The development of an online presence is an ongoing conversation. The Steering Committee sees the value but needs to determine capacity.



LEARNINGS & FUTURE PLANS:

- The creation of a Terms of Reference document led to many conversations about gaps in the initiative and areas that may be improved.
- Terms of Reference will be created for the OST Conference and Training Sub-committee to address some of the questions surrounding the deliverables of that committee.
- A shift was made to use OST Gatherings as a resource for the Training Committee to determine what trainings would be of use to the OST groups. Previously, this information was generated solely through OST Conference feedback (via surveys). The OST groups attending the Gathering are the largest segment to which these trainings are marketed, so their input will be extremely valuable.
- During Summer 2019, many groups were able to offer programming to a larger number of children and youth. Whether through being able to access more school sites, more funding opportunities, or a variety of program resources, a higher number of children were served this year by organizations that increased the size of their programs. This is a result of resources and support provided by the OST Collaborative.

INITIATIVE SUSTAINABILITY

- The OST Gathering is consistently made aware of funding, training, and partnership opportunities that are available to them. By increasing the capacity of the OST groups, they will be able to create more sustainable programming, apply for more sustainable funding sources, and be able to pass that knowledge on to newer OST groups. Building capacity and sustainability within the OST groups is the main goal of the OST Collaborative as a whole.



BRIDGING TOGETHER

INITIATIVE GOALS

- To empower immigrant and refugee children and youth, who are new to Canada, to integrate into Canadian society—overcoming the challenges of their settlement journey and becoming successful, contributing community members.

2019 OUTCOMES + OUTPUTS

- Bridging Together partners have developed a relationship with one another. In one case, two partners have collaborated to deliver one program. This was mutually beneficial to the organizations, and improved the quality of the OST program.
- During planning sessions for the next funding cycle, partners showed willingness to collaborate on a handful of proposed community events and programs.
- REACH used data, collected in partnership with evaluators, from attendance, program calendars, and financial reports to inform funding needs and trends.
- The evaluators used data from attendance, and surveys to analyze the effectiveness of the programs and the collaborative as a whole. In 2019, the first Bridging Together evaluation report was produced.
- Bridging Together partners exceeded client targets in the second year of the partnership and providing programming to 750 clients. In year three of the partnership, the partners are expected to reach the client targets of December 2019 partners have provided programming to 665 newcomer children and youth.



CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- In 2019 the Bridging Together collaborative lost one partner who decided not to continue with the partnership or go forward as a partner in IRCC call for proposals. This partner was especially affected by IRCC's limiting funding guidelines, and did not have the expected uptake of program participants in south Edmonton.
- In 2019 the Islamic Family and Social Services Association (IFSSA) settled into the Bridging Together partnership and, in autumn, began offering consistent programming.
- During the call for proposals, the Africa Centre returned to the table and it is planned that they will rejoin the partnership in 2020.
- REACH continued to foster its relationship with the Alberta Association of Immigrant and Serving Agencies (AAISA) by having one-on-one meetings, and participating in various committees.
- The Project Manager communicates with the settlement sector through AAISA meetings and surveys. The Project Manager also communicates with other newcomer children and youth serving organizations to identify and reduce duplication in schools.

LEARNINGS & FUTURE PLANS:

- The Bridging Together 2018-2019 evaluation report, prepared by Three Hive Consulting, concluded that Bridging Together is "a strong program leading to positive impacts for children and youth, parents and caregivers, and the organizations serving them."
- The same evaluation report found that partners need more access to training that focuses on mental health and trauma.
- During the 2020 funding negotiations with IRCC, REACH will advocate on behalf of the partners for continued financial support for the programs, and adequate funding for staff to receive professional development in the areas including mental health and trauma.

INITIATIVE SUSTAINABILITY

- In 2019 REACH submitted a successful application to IRCC during their call for proposals, thus securing funding for the next three to five years. For some Bridging Together partners, this funding will help to stabilize their out of school time programs.



JOINT USE SUMMER ACCESS

INITIATIVE GOAL

- To provide summer access to school facilities to new and emerging Indigenous, immigrant, and other community groups experiencing social marginalization.

2019 OUTCOMES + OUTPUTS

- Through training and resources provided by the OST Project Manager, groups were able to: access space with more ease, understand their contracts and obligations, and get resources for requirements such as insurance coverage.
- The Joint Use Steering Committee (involving all three school boards) acknowledged the importance of summer programming in decreasing the loss of learning that students experience over the summer. As a result, a requirement to have an academic component to programming was introduced on the Joint Use application.
- 17 groups accessed 35 school sites offering programming to a total of 2,597 participants over 2,874 hours.
- The Joint Use Summer Access Working Group (consisting of the Joint Use Coordinator, OST Project Manager, school board representatives, and City of Edmonton gym booking team) met and created a tracking system for requests received from OST groups.
- As per the feedback from the groups, strategies to obtain confirmation from schools earlier in the year were attempted and successful in several cases.
- The Summer Access surveys were used to create a Joint Use report for the first time.
- This report was presented to the Joint Use Steering Committee with an emphasis on learnings and possible solutions to the challenges raised.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- In support of the school boards' acknowledgment of the importance of summer programming in a child's academic success the following school year, a change to the requirements for groups to qualify for Summer Access was made by introducing the necessity of an academic component to programming.
- The Joint Use Steering Committee has informed the Working Group that due to the changes to the provincial budget, the school boards have to prioritize other programs/projects and there may be some changes to the Joint Use agreement. The Working Group is currently unsure of what those changes will look like, but is working with the Joint Use Coordinator to determine problem solving strategies and are keeping OST groups informed in real time.
- The Joint Use Report that was created by the OST Project Manager for 2020 was the first time the initiative had its own report. This report will be circulated to superintendents, principals, and other interested parties with the goal to increase the number of schools available for the summer and emphasize the importance of the Summer Access initiative.

LEARNINGS & FUTURE PLANS:

- For Summer 2020, two information sheets are going to be created and given to groups using school space.
- One of these will involve OHS information (making sure staff and participants are aware of fire safety protocol, emergency exits, etc.)
- The second will involve information on the expectations from custodians on how the space should be left. This will be made with the input of custodians and will reduce conflict and misunderstanding surrounding the use of the space.
- The Summer Access Working Group recognized that there were some gaps in representation. The custodians were specifically identified, as they have never been a part of the process. They are the individuals who interact directly with the groups in the school space during the summer. This has led to some conflict that could have been avoided had custodians been involved from the outset of the process. This is a process that is being explored for 2020.

INITIATIVE SUSTAINABILITY

- Groups have recently been encouraged to begin building relationships with schools (and other community spaces) on their own to build their capacity, and ensure that there is sustainability for their programs to potentially continue to use these school spaces in the summer.
- Building relationships with other community spaces such as community leagues, places of worship, and businesses is also instrumental in connecting these groups and programs to resources should changes need to be made to the Joint Use agreement due to the budget.



WrapED

INITIATIVE GOAL

- To support prevention and intervention programs in the community that target youth and their families and uses a strength-based approach to address the root causes of social disorder, such as the prevention of youth involvement in gangs.

2019 OUTCOMES + OUTPUTS

- During the bridge funding period and early into the Government of Alberta funding no formal evaluation was completed for the program. However, an evaluation framework is in development and includes a partnership evaluation component. This will provide relevant information to gauge the effectiveness of WrapED's delivery and the backbone function provided by REACH.
- Anecdotally, no significant issues have come up that have suggested areas of concern within the partnership. This includes the onboarding of a new WrapED partner without disruption to the program.
- Between 2013 and 2018 WrapED worked with 183 youth.
- REACH seeks opportunities to disseminate knowledge and data from WrapED in relevant forums when possible. The main opportunities that arose this year include:
 - A roundtable on guns and gangs with Minister Blair.
 - A keynote address at the 2019 Crime Prevention Symposium in Ottawa, hosted by (then) Minister Ralph Goodale.
 - A keynote address at the 2019 ACCPA conference.
 - The WrapED Community Report back, that highlighted the findings of WrapED's first five years.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- 2019 was, once again, a year of transition for WrapED. At the beginning of the year, WrapED was funded by the Stollery Charitable Foundation and the Edmonton Community Foundation. In June, this funding ended and the Government of Alberta became the sole funder of WrapED. This allowed the program to bring a new partner to the table (the Multicultural Health Brokers) and one full time FTE to the program. It also expanded the funds available for client support, training and evaluation. The model that was adopted when the bridge funding began in July of 2018 was maintained. This is a blended model of wraparound facilitation and youth work.
- One new partner joined WrapED in 2019. The Multicultural Health Brokers joined the collaboration to provide supports primarily to ethno-cultural youth in the program. Moving into the next year, the focus will be on building cohesion within the partnership with the addition of this new partner. WrapED partners will continue to build/maintain positive relationships with stakeholders in the community. This includes new services/supports for youth participants (other organizations, counsellors, health supports, etc.).
- In 2019, the focus of external information sharing about WrapED was the final report evaluation findings from 2013-2018. This included a report back to the community and presenting at various conferences.
- Communication materials were developed to accompany the community report back event. These included a printed brochure that summarized the final report results, and a video that highlighted the results and partner feedback.
- The new evaluation framework that is currently in development will provide information to disseminate about youth and gang prevention. A new partnership has emerged through the evaluation. The Calgary Centre for Newcomers delivers a similar program that is also funded by the Government of Alberta, and the programs have been asked to develop a collaborative evaluation framework so that common data can be collected through the same tools, and common outcomes can be tracked.



LEARNINGS & FUTURE PLANS:

- A WrapED Community Report back event was held in 2019. This was an opportunity to present the final evaluation findings back to the community. Some of the key findings shared included:
 - There was an increase in sense of hopefulness, and self awareness
 - An increase in perceived community and social supports
 - Increased value that youth placed on their culture and heritage
 - School attendance improved for youth in the program
 - Employment became more secure for youth in the program
 - There was a decrease in association with gangs
 - A decrease in youth involved in criminal activity
 - Decreased use of illegal drugs and alcohol
 - A decrease in assaults, vandalism and stealing
 - A decrease in breach of probation
- Of the youth who completed the program and that provided data:
 - 63% stopped/reduced associating with other youth involved in criminal activities
 - 47% started attending school more regularly after their participation in the program
 - 42% were employed more regularly
- For every dollar invested in WrapED, at least \$1.36 was returned in social added value. This equates to:
 - \$1.2 million in reduction of police/justice costs
 - Over \$900,000 reduction in costs associated with homelessness
 - \$276,000 in avoided mental health and substance abuse costs
- WrapED will continue to evaluate change related to the risk factors mentioned above and build on the results. Recommendations from the 2018 final report have been considered as WrapED has been implemented under new funders (the foundations and then the Government of Alberta). For example, rather than providing wraparound facilitation exclusively, the model has shifted to include youth work support as well. Additionally, based on information from the final evaluation report in 2018, WrapED will evaluate mental health and family supports, and impact on the program participants. This evaluation will be implemented into 2020, as the framework has been under development.

INITIATIVE SUSTAINABILITY

- REACH Edmonton has remained involved in seeking sustainable funding for WrapED. It is anticipated that in 2020, a new agreement will be signed with the Government of Alberta for ongoing programming, likely for three years.
- Through WrapED, REACH and the partners are supporting the development of capacity within each other's organizations. This includes establishing various management/financial controls, evaluation, etc. This is particularly true of the Multicultural Health Brokers, the newest partner in the partnership.

24/7 CRISIS DIVERSION

INITIATIVE GOALS

- To provide comprehensive, coordinated access to 24-hour service for the most vulnerable citizens for the purpose of reducing the need for expensive medical and judicial and police intervention.
- 24/7 CD data sharing informed funding to a Southside Shelter pilot. Real time data regarding disbursement of vulnerability throughout the city was provided to create city wide vulnerability maps.

2019 OUTCOMES

- In 2019 the program responded to 13,955 (target: 14,000) non-crisis emergency events. In February 2019, the program recorded the most events in a month at 1,499. This was part of their collaboration with the City Wide Winter Emergency Response protocol.
- Boyle Street Community Services (BSCS) took on the additional overnight team in 2019 and in doing so, expanded their capacity to deliver services 24/7.
- Referrals from 211 increased to 72% of all referral calls. While the majority of calls were for the 24/7 Crisis diversion program, 25 - 30% of calls were referred to more appropriate services/information or to emergency services.
- The Client Mapping Research Project with ethnographic researchers InWithForward was completed. It provided insight into the program functioning and expanded knowledge about the Connector prototype, as they prototyped a process to identify the needs of frequent program users.
- Through the Connector prototype, the re-launch of the Access Network (formerly the Outreach Network) has been undertaken. The purpose is to enhance warm hand offs and referrals of individuals with complex needs to multi-agency services while enhancing service connection for staff.
- An Umbrella Strategy for 24/7 Crisis Diversion 3.0 was developed through the 24/7 CD Steering Committee with the mission to assist vulnerable and marginalized Edmontonians in key neighbourhoods throughout the city to avoid, work through and recover from crisis situations through collaborative, innovative services, systems change and increasing public awareness.
- This expands the primary focus to assist people experiencing crisis, to also include strengthening services to prevent vulnerable citizens from experiencing a crisis, and assisting them to recover from unsafe situations so that they are less likely to fall back into crisis once the emergency has passed. As we expand, we will make a special effort to continue to develop and refine the high performing crisis diversion activities of the 24/7 model.



CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- The process of citizens directing non-emergency calls to “211 + press #3” rose significantly in 2019, leading to a trend in the community where inappropriate emergency calls to 911 are being diverted appropriately to this service.
- The Project Manager convened Steering Committee meetings which included strategic visioning meetings, Executive Director meetings, and ethnographic research report backs.
- “It’s all about Connections” has provided an opportunity to increase alignment with the City of Edmonton through its RECOVER program. The process is guided by a prototyping team that is made up of partners (BSCS, CMHA, HOPE Mission) and Stakeholder (EPS, EMS, AHS and COE. This initiative is testing a Connector role that can enhance the warm hand off capacity of the program and create a greater understanding of frequent program users needs, gaps in service, readiness for support and can enhance connection to services/supports/systems. The Connector role evolves through developmental 90 day ‘sprints’ where small prototypes are implemented and evaluated before being scaled for capacity.
- The need to ensure the right response, at the right time in the right location provided an opportunity to develop new relationships and initiatives. One of the results is the Community Safety Deployment Dashboard where anonymous 24/7 Crisis Diversion data is shared, combined with data from EPS, COE Security and Peace Officers to inform deployment decisions for emergency and non-emergency resources.
- COE Peace Officer representation at the working group has allowed greater understanding of the roles of their force and alignment with the program.
- The Project Manager has been providing support and information to the City of Red Deer as they look to develop a Crisis Diversion program (data sets, budgets, training info, etc.).
- The program continues to provide monthly operational reports to partners and to Edmonton Police Commission. These reports contain:
 - Demographic data on the clients
 - Number of contacts per month
 - Referral source
 - Calls per hour and total event times
 - Service maps
 - Warm hand off information
 - Emergency shelter referrals
 - Collaboration & system alignments
 - Environmental scanning and key service gaps
 - Program narratives
- Select data reports (unique clients, Winter Emergency Response referrals, maps for specific areas of the city or the entire city identifying number of events) are provided to:
 - City Council, City Departments (Housing, RECOVER),
 - Community Agencies, Safe Consumption Site Community Liaison group
 - 24/7 Services Project Manager participated in the Strategic review of the Homeless on Public Land committee. The experience and data from the 24/7 CD program contributed to these discussions (Spring 2019)

LEARNINGS & FUTURE PLANS:



- Limited 24/7 services and supports in the community continue. Shelters and intox programs remain the most commonly used with 60% of warm hand offs directed towards them.
- “Van down” issues due to staff turnover and vehicle maintenance resulted in gaps in service. Partners are presently undertaking a 90 day prototype that eliminated some of the call referral and dispatch processes to ensure better coordination and collaboration between the teams.
- The 24/7 Crisis Diversion Program is developing a reputation as an accurate source for real time information on the trends and issues vulnerable individuals are experiencing in Edmonton.

INITIATIVE SUSTAINABILITY



- An updated training plan to 24/7 Crisis Diversion Teams will be implemented in 2020 that will provide motivational interviewing training, trauma informed training, non violent crisis intervention and mental health first aid. Partners will be trained together as a large group or in cohorts to build collaboration and program consistency.
- A concerted effort will be applied to leverage resources for vehicle maintenance through other sector partners and the business community.
- “It’s All About Connections” will participate in high fidelity prototyping research with partners such as the COE. This will assist in testing multiple engagement approaches for individuals who are frequent users of 24/7 CD and other programs.
- The potential for a partnership with EPS and Homeward Trust and the Connector prototype will create a data sharing portal for client information sharing and connection to housing on Efforts to Outcomes, the data system.



#YEGAMBASSADORS

INITIATIVE GOAL

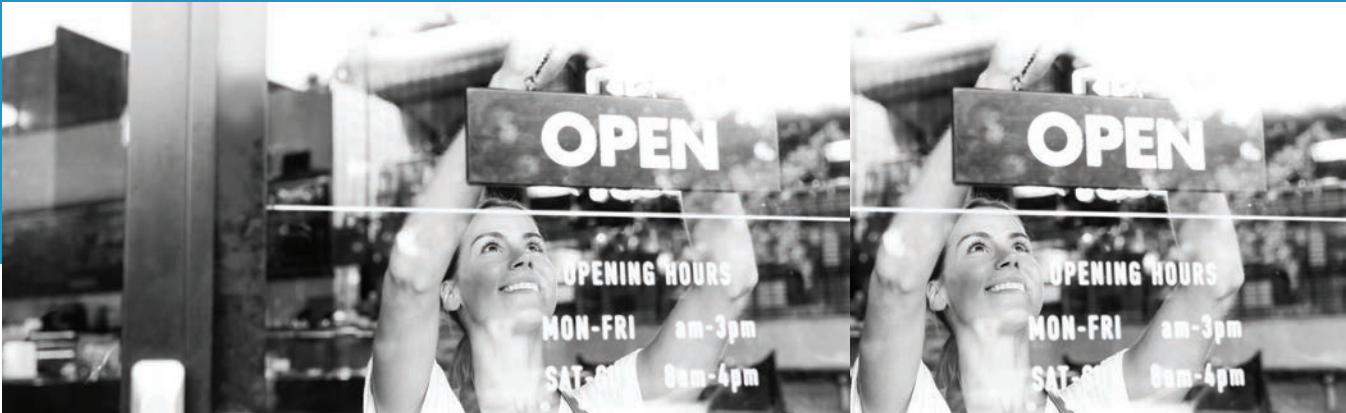
- To provide an on-street presence that provides hospitality, community connections, and information sharing to improve safety perceptions in the North Edge Business, Chinatown and Quarters areas and around social/entertainment venues in the downtown core.

2019 OUTCOMES + OUTPUTS

- Core funding for 2019 - 2022 was received for the growth of this pilot into a 4 year program.
- Supporting increased diversity, board and membership for North Edge Business Association.
- Identification and engagement with a key business (Habesha African Market) and community leaders to support increased connection to emerging ethnic businesses and informal community organizing groups.
- Winter activation event “Light Up the Edge” provided the resources for businesses to improve lighting around their premises and enhance street safety perceptions.

CONTRIBUTION TO MOBILIZING CHANGE FRAMEWORK

- A new follow up tracking system for business engagement was introduced to ensure consistent service to business who sought connection to services or information.
- Following two years of piloting the concept of #YEGAmbassadors, the program was able to focus strategically on economic development in the area by concentrating its outputs on supporting business.
- Efforts to streamline connections and information sharing occurred . A safety project that included multiple COE services (Bylaw, Capital City Clean Up and EPS) was convened to develop a concentrated approach on specific issues in specific areas. Collaboration with 311 continues to develop a better process to direct photos and data about environmental issues in the area. Bylaw Officers in the area connect directly with the program to share information on 311 referrals.
- Business leaders have come forward, leveraging their businesses as community gathering and special events connection points for other businesses and community.



- Priorities within the Chinatown BIA as they relate to the Safe Consumption Sites and the retirement of a long standing Executive Director for that BIA (30 years) limited its capacity to engage with the program in 2019.
- COE services (Capital City Clean Up, Bylaw and EPS) convened to initiate a Safety Project, unfortunately there was limited success.
- Linkages to the newly formed Chinatown Transformational Committee have begun They are still developing their work plan but are aware of the scope of the program for future engagement.
- Staff participated in the RECOVER initiative around small business engagement and presented at the COE showcase.
- Nearly 1,000 environmental issues (graffiti, illegal dumping, garbage, encampment and unkempt landscaping) were reported to 311. The majority of these issues occurred on private property.
- A bi-weekly North Edge Business Association newsletter provides information on business, community and safety events, one on one support, business grants, information, services and surveys.
- Promoting the diversity of business and restaurants is at the centre of the marketing support the program can provide to area businesses through social media. The “Foodie Friday” campaign reached nearly 2,700 people and activation events such as Light up the Edge and the Christmas Holiday Celebration (sponsored by Habesha Market, Central McDougal Queen Mary Park Community League and the COE) held at the Community League for community residents and families.

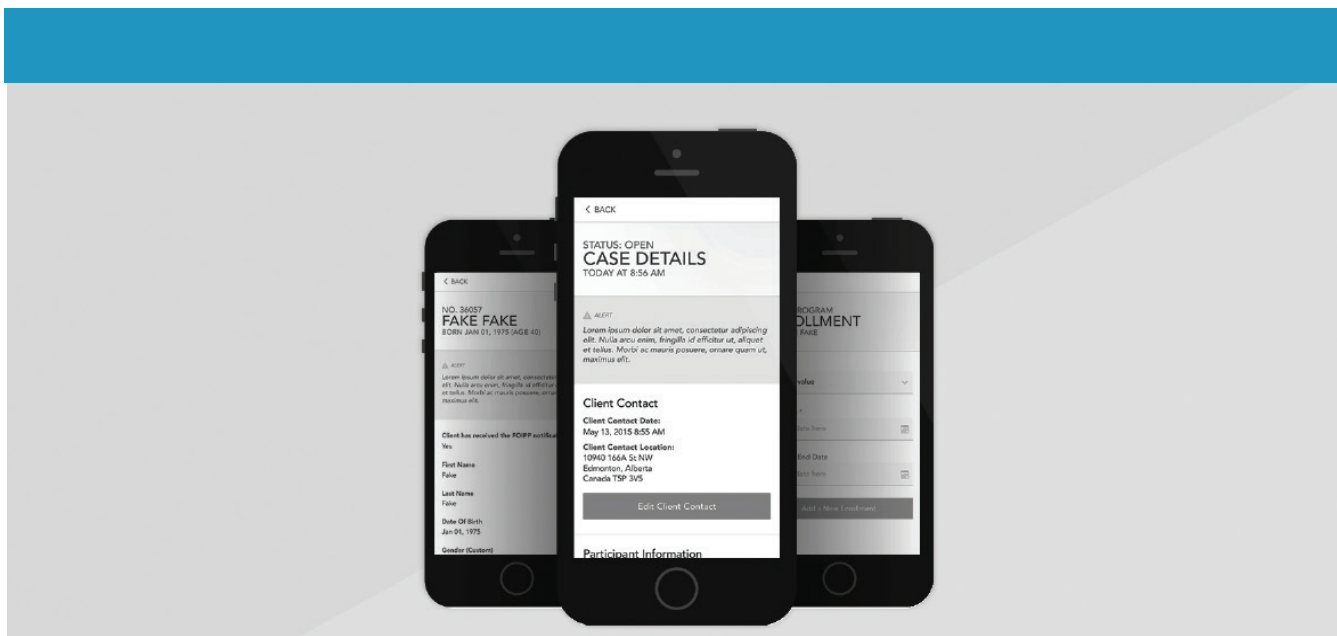


LEARNINGS & FUTURE PLANS:

- Many business owners reported they chose this area to operate businesses because the rent was affordable. The fear of gentrification has been identified as one of the barriers that contributes to their disengagement in efforts of building enhancements or business practices (setting regular times of business, pricing products, merchandising, window displays, etc.) that would reinforce the diversity and vitality in the area while enhancing perceptions of safety.
- The lack of financial literacy is a challenge for these individuals and their businesses as they settle into their new life in Canada. Identifying a process where they can learn to use knowledge and skills to make effective and informed money management decisions (such as saving, spending, writing a check, etc) will assist them both personally and financially.
- A strategic approach to determining the type of events the program engages with has decreased, but the impact has increased.

INITIATIVE SUSTAINABILITY

- In 2020, the initiative will undertake an evaluation based on its theory of change. It is anticipated that through a partnership with the University of Alberta Community-University Partnership, an evaluation framework will be developed and work with a graduate -level practicum student to develop the evaluation based on that framework will follow.
- In 2020 the initiative will reach out to other vulnerable business areas to provide support by leveraging some of the processes that they have developed that support NEBA, or assist with internal BIA projects that align with the program scope.
- Next year, the Socially Conscious Business training and Network will launch. This initiative grew out of the past work of the program as they identified businesses who were generously trying to support marginalized individuals. Many struggled and had negative experiences, so a discussion emerged with an experienced socially conscious business in the area to develop workshops and build a network. The #YEGAmbassador program will support this effort by marketing the opportunities and recruiting businesses.



24/7 EDMONTON APP

INITIATIVE GOAL

- To implement a real-time information sharing system that would provide front-line agencies with real-time information technology to increase the efficiency of linking vulnerable people with needed community support services (i.e., detox, financial assistance, addictions counselling, shelter beds, housing).

2019 OUTCOMES + OUTPUTS

- Front line 24/7 Crisis Diversion staff from partners BSCS & HOPE Mission inputted 13,955 non-crisis events into the 24/7 App. This information was shared amongst six teams to align their support to clients.
- The App provided the capacity for 24/7 data to be reported by the time, location and amount of non-emergency crisis on area maps throughout the city, and filter these maps by teams.
- Requests for data from City Council, other agencies or initiatives has been ongoing and continues to be readily made available.
- The dispatch referral protocol has been updated to allow greater response times by the teams.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

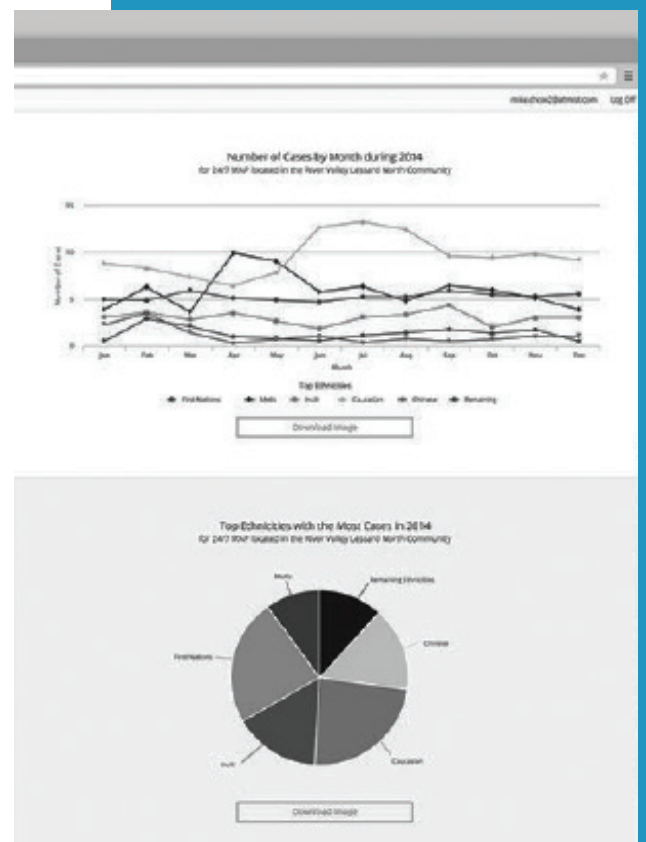
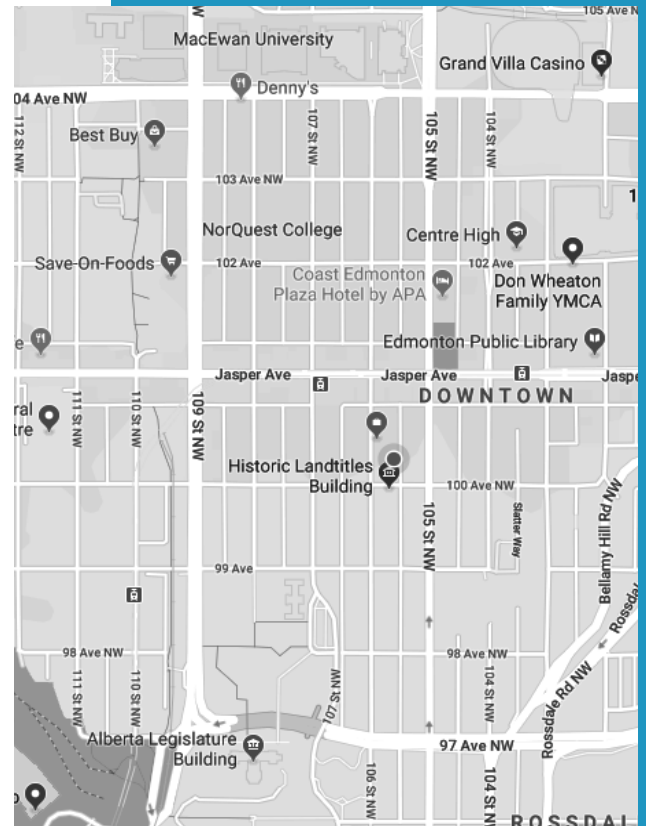
- REACH data contributes to information about vulnerability throughout the city.
- REACH is now the only organization using the 24/7 App. Some organizations that were introduced to real time information collection to report and inform on programs have now developed internal technology that better meets their needs. This has been the case with #YEGAmbassador program and BSCS Winter Warming Bus & Street Outreach program.
- REACH data is used to inform gaps in 24/7 service for vulnerable individuals.

LEARNINGS & FUTURE PLANS:

- Atmistr, the app developer closed their business on December 15, 2019 resulting in no app support.
- Partners such as EPS and Homeward Trust are interested in undertaking opportunities to share data in 2020.
- REACH has the ability to introduce and build data collection and analysis capacity with its partners.
- Increasing REACH's capacity with analytics will align it with its role as a backbone organization.

INITIATIVE SUSTAINABILITY

- This initiative will shift from a sole focus on data from the 24/7 Crisis Diversion Program to encompass the data from other REACH initiatives.
- REACH's use of analytics is maturing from building reports and informing program models, with the potential to use REACH analytics to predict future community service and service needs in Edmonton for vulnerable individuals.



REACH TRAINING

INITIATIVE GOALS

- To expand REACH training offerings to more diverse communities.
- To co-design more training offerings with community leaders and experts.
- To build off of the feedback given by training participants to improve upon current training offerings.
- 82% staff report a high likelihood that they will apply new knowledge/skills to their practice.
- Sponsored/partnered sessions were introduced as a new form of workshop delivery and were proven to be more effective (larger audience network and collaborated effort). It also strengthens the relationship with the partner organizations.

2019 OUTCOMES + OUTPUTS

- There was a total of 668 training participants in 2019.
- 10 REACH public training sessions were offered, with a total of 168 participants in attendance.
- 6 REACH sponsored/partnered sessions were offered, with a total of 97 participants in attendance.
- 21 in-service Indigenous content sessions were offered with a total of 403 participants in attendance.
- REACH partnered with Recovery College Edmonton (Canadian Mental Health Association) and Centre for Race and Culture.
- REACH partnered with Trauma Informed Edmonton Committee (TIE).
- The TIE Committee organized a 3-day gathering for front-line workers as well as a 2-day training series for supervisors/managers. There was a total of 288 participants.



CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- While continuing to deliver sessions independently with facilitators, the focus shifted to building more partnerships. More training sessions were delivered in a form of sponsorship and partnership with other organizations. This helped enhance REACH's relationships and alignment with the organizations.
- REACH empowers the training partner organizations to recognize and respond to the evolving educational needs of front-line workers in the community.
- Relationships with training partner organizations as well as facilitators continued to be close and supportive. Being engaged in and responsive to the communities and workers, partners and REACH collaboratively developed and catered training to their needs.
- A new training partnership developed with CMHA Edmonton that leveraged one of their Recover College workshops to target front line workers.
- A communications focus is the educational need of front-line workers as well as its practicality. It is important to pay constant attention to what front-line workers want to learn and gain skills on, which often change and evolve as they serve a diverse population.
- Expanding educational opportunities to staff in higher positions (supervisors, managers, leadership), whenever possible is also a key task that the initiative and training partners are promoting. Having the consistent understanding and awareness throughout the organizations creates an environment that reinforces that new skills and knowledge are incorporated in their work.

LEARNINGS & FUTURE PLANS:

- Evaluation of training remains an area of improvement.
- Some ideas such as implementing a small-scale Internal Community of Practice or “check-in” practice are emerging. This practice will increase the likelihood of application of skills and knowledge learned in training and its sustainability.
- Being part of TIE Committee and gathering a considerable number of managers and leadership members including Executive Directors in the social services sector was a great accomplishment.
- As the REACH Newsletter (mass email) is no longer sent out, it was challenging to promote training opportunities widely. Using social media and ensuring REACH partners are aware of the opportunities will be key.
- In order to reach out to more potential participants for training, building a relationship with social services/ community programs at post-secondary institutions may be effective.

INITIATIVE SUSTAINABILITY

- Again, working with partners in a form of “sponsorship” is a new and effective collaboration. This ensures that the partner organization remains the “owner” and continues to build capacity.
- Having open and transparent communication with community agencies (requesting training) and facilitators also empower and develop capacity in facilitators who may be interested in delivering training on their own.

REACH IMMIGRANT AND REFUGEE INITIATIVE

INITIATIVE GOALS

- Support culturally appropriate community building through the natural support model with settlement and broker service systems.
- Strong relationships between emerging ethnocultural communities and EPS, Children's Services and mainstream services.
- Building youth capacity and leadership skills throughout the year within the family and community context.
- Being responsive to emerging community groups that address community needs not provided by other agencies/services.
- Identify and implement systems change drivers that create an environment that is conducive to newcomer and vulnerable population integration resulting in safer communities.
- Develop strong relationships with other organizations that serve newcomers to find innovative solutions to the complexity of integration.
- Engage community groups and various stakeholders in addressing issues around hate incidents/crime, discrimination, and racism.
- Align strategies with all partners around promoting healthy families.

2019 OUTCOMES + OUTPUTS

- More than 100 youth developed leadership skills such as presentation, facilitation, evaluation and public speaking. 13 of these youth were employed for the summer.
- More than 300 families were impacted/supported with the Healthy Families project.
- 40 LGBTQ+ newcomer families were supported through a collaboration of EMCN, Nina Haggerty and REACH. About eight families are supported individually through LGBTQ+ Cultural Navigators.
- A resource fair was held at the Edmonton Intercultural Centre for Eritrean/Ethiopian families.
- A family camp was held for those who were experiencing high levels of trauma due to high numbers of suicide and loss in their communities.
- Women have created meaningful relationships at the Eritrean/Ethiopian camp.
- Eritrean/Ethiopian men have a better understanding navigating different social support systems.
- Syrian men have developed a greater awareness of the consequences of the sex trade.
- Newcomer families have developed increased financial literacy and parenting, especially when it comes to teens.
- Extensive training allowed newcomer youth to lead sessions on self-care, nutrition and conflict resolution.



CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- Family Violence In a Cultural Context was funded for another year (April 1, 2019 to March 31, 2020 by the Alberta Government - Human Services)
- Strengthened relationship with EPS, helped secure \$20,000 for PYEP in 2020.
- Police & Youth Engagement Program (PYEP) was aligned within the RIRI project.
- 15 partners/stakeholders were actively involved in the program including police, schools, refugee and immigrant serving agencies.
- Developed a stronger partnership with the Ethno-cultural Family Violence Committee and Community Initiatives Against Family Violence (CIAFV) REACH supports their work, taking leadership on the Influencing Change Sub-committee, explores a gap in interpretation services in the justice system.



LEARNINGS & FUTURE PLANS:

- Parent/youth orientation sessions need additional support, including the presence of interpreters. This is especially the case for Syrian families.
- To be able to perform the role required of them, Youth Leaders should have more skills and experience, either through experience with the PYEP project or through other programs. The Youth Coordinators should be at least a post-secondary student.
- In the past, community leaders have recruited the youth participants. In the future, it may be prudent to develop an assessment procedure such as interviews to select the participants for the program from a list of potential participants provided by community leaders.
- Youth participants tended to interact more with other youth from their own ethno-cultural communities. It would be important to allow youth choices about who they spend time with to ensure a sense of comfort and safety, especially at the beginning of the program. However, activities to encourage youth to mingle more could be introduced towards the end of the first week.
- The Family & Community Safety funds were dissolved. A decision to hold a 10 year community report back event on RIRI (Family Violence Prevention in a Cultural Context) will be held in 2020, and next steps for the project will be determined with community.
- Supports in schools will continue until June 2020.



INITIATIVE SUSTAINABILITY

- Some community groups are able to sustain their educational initiatives. Eritrean/Ethiopian men are paying for the gym themselves. Other agencies are providing support to build healthy families, like the organizing of a Syrian men's soccer team which was subsequently taken on by a Syrian organization.
- Service providers like Islamic Social Services, Catholic Social Services and Multicultural Health Brokers have asked if REACH could continue to champion and support family violence prevention in ethno-cultural communities as a result of the political and economic environment in Alberta.



COALITIONS CREATING EQUITY

INITIATIVE GOAL

- Creating alignments and increasing capacities between regions to better collaborate, share and develop resources, and advocate with and for one another to address issues of equity, hate and discrimination.



2019 OUTCOMES + OUTPUTS

- Stronger community partnerships and advocacy in addressing inequity and racism.
- Stakeholders exploring racism, discrimination and equity have been mobilized on local and provincial levels.
- Community partners, both provincial and local, have shown leadership in actively finding solutions and mentoring each other.
- 126 Responses to hate crime incidents were analyzed.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- After a year of environmental scanning and building relationships, the initiative was strengthened as John Humphrey Centre and the Alberta Hate Crime Committee took the lead to facilitate and engage with the Edmonton community, service providers and Edmonton Police Service.
- CCE was funded for its second year from April 1, 2019 to March 31, 2020.
- REACH provided backbone support to the provincial initiative with Wood Buffalo, Edmonton, Red Deer, Calgary and Lethbridge.
- Exploration of hiring Red Academy to create an app on how to respond to hate incidents.
- Exploring a provincial public awareness campaign on coalition work.
- Strengthened and broadened collaborations between partners and regions.
- Strengthened partnership and support with the Alberta Hate Crime Committee.
- Current CCE Edmonton membership includes COE, EndPoverty Edmonton, Creating Hope Society, Catholic Social Services, Shiloh Centre for Multicultural Roots, Organization for Prevention of Violence, John Humphrey Centre, Alberta Hate Crime Committee and REACH Edmonton.
- CCE Alberta participated in monthly Zoom calls and extensive training from Voices of Disabilities, Social Innovation and Human Centred Design.
- Provincial team created a webcast on the work of the municipalities and the success of the collaboration.
- An information booklet prototype was developed through Shift Lab. The Alberta Human Rights Commission and Edmonton Public School Board are interested in dispersing this tool.
- REACH contracted John Humphrey Centre for Peace and Human Rights to lead the initiative with four stakeholder engagements in Edmonton. Two stakeholder engagements took place in 2019.

LEARNINGS & FUTURE PLANS:

- Alberta Human Rights Commission Multicultural Education Fund was dissolved shortly after the provincial election. With the increase in hate incidents and crime across the province as reported by the CCE survey, the Alberta Hate Crime Committee, Canadian Race Relations and REACH will continue to support this initiative in collaboration with multiple stakeholders.
- A grant application will be submitted to Canadian Heritage (REACH as the fiscal agent) called: Action Alberta: Community Response to Hate in January 2020.



INITIATIVE SUSTAINABILITY

- CCE Edmonton is pursuing its second and third stakeholder gatherings in 2020, updating various educational tools to provide training for service providers on a community response to hate incidents, crime, discrimination and racism. They will establish a Terms of Relationship and strategic plan in the first quarter of 2020. The Action Alberta: Community Response to Hate grant will further the work if recieved. Aligning the number of stakeholders is at the beginning stages of the initiative.
- An extension has been requested to the Alberta Human Rights Commission and granted to support the relationships built and to strengthen the equity work in Edmonton and across the province.



ETHNOCULTURAL FAMILY VIOLENCE COMMITTEE



INITIATIVE GOAL

- Align to the REACH Immigrant and Refugee Initiative (RIRI) – Family Violence.
- Prevention in a cultural context with service provider education.

2019 OUTCOMES + OUTPUTS

- Knowledge has increased in understanding the effects of PTSD and trauma on newcomer, immigrant and refugee communities through REACH training.
- Increased knowledge and understanding between newcomer, immigrant and refugee communities and Canadian communities occurs incrementally as systems change is slow.



CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- Leadership of the EFVC changed as new members were mentored to take on co-direction of the Education Sub-committee.
- The Influencing Change and Advocacy Sub-committee was created to explore addressing gaps in interpretation/translation services for immigrant and refugee communities involved in the justice system due to family violence issues..
- A research project with Ontario Council for Agencies Serving Immigrants (OCASI) to create peer supports for immigrant women who have experienced family violence is a new partnership for EFVC.
- Strengthening the relationships with Community Initiatives Against Family Violence (CIAFV) leadership and determining priorities and communicating effectively remains a challenge, given the current economic environment and dissolution of the Community and Family Safety Program funding.

LEARNINGS & FUTURE PLANS:

- Working with EPS, Children Services and other services to increase understanding of immigrant and refugee communities, especially in relation to family violence, takes time.
- Working at community, organizational and government levels has seen trust built with communities, police and some government departments.

INITIATIVE SUSTAINABILITY

- REACH is committed to supporting immigrant, refugee and newcomer communities. Without funds, however, the organization will survey communities to determine which areas to support and advocate to locate funds to continue the work.

SEXUAL EXPLOITATION WORKING GROUP



INITIATIVE GOAL

- To host educational opportunities for front-line workers throughout the year and organize events around the annual Sexual Exploitation Week of Awareness.

2019 OUTCOMES + OUTPUTS

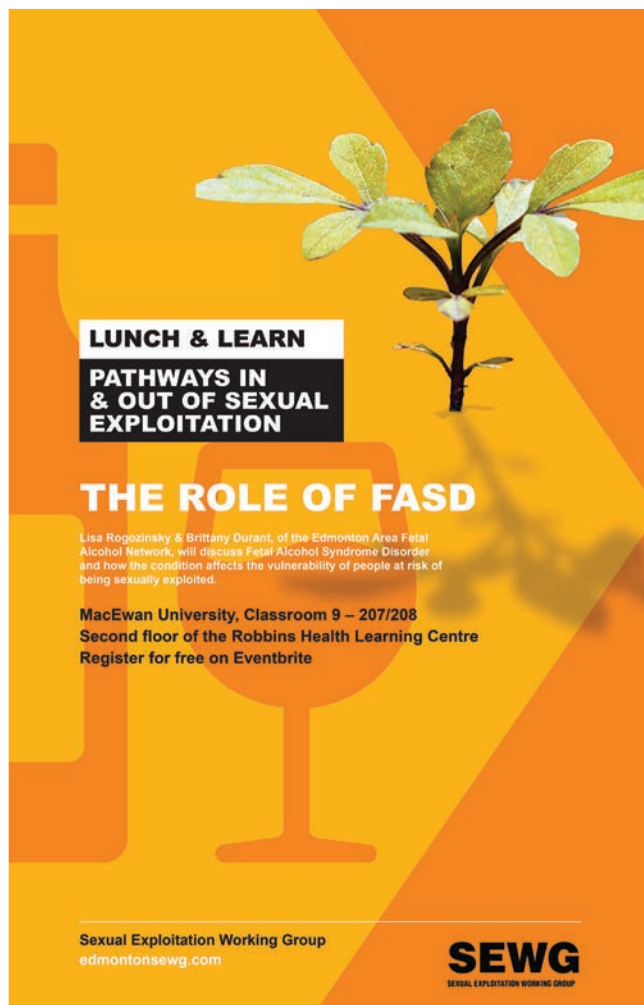
- Four Lunch and Learn events were held
- City of Edmonton Proclamation of the Sexual Exploitation Week of Awareness (SEWA)
- Light Up The Bridge - Orange for SEWA

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- Develop ongoing educational opportunities for front line workers around topics related to sexual exploitation throughout the year.
- Bring together representatives of agencies that deal with sexual exploitation (social workers, front line workers, police, Safe House) once a month to keep each other up to date on their work directly related to sexual exploitation in Edmonton.
- Ensure that local, provincial and federal events and information related to sexual exploitation and related laws and trends are shared with the group.

INITIATIVE SUSTAINABILITY

- Continue to improve communication and organization that allows the group to effectively organize events.



LEARNINGS & FUTURE PLANS:

- SEWG has started to reach out to other cities in North America, such as Seattle, to bring their knowledge to educational events in Edmonton.
- When speakers come to our educational events, we try to connect them to their local counterparts for information-sharing meetings.
- SEWG is increasing event planning capacity and improving engagement at each event by creating networking opportunities for specialized groups when possible.

INITIATIVE SUSTAINABILITY

- Continue to improve communication and organization that allows the group to effectively organize events.



EDMONTON CANNABIS COALITION

INITIATIVE GOAL

- To raise awareness around cannabis legalization and issues regarding cannabis safety.
- To expand the coalition working group to include more diverse community stakeholders.
- To take proactive measures in ensuring Edmontonians are prepared for future changes to cannabis legalization in Canada.

2019 OUTCOMES + OUTPUTS

- Toured the Aurora Facility with 25 members.
- Sponsored one member to attend the 2019 North American Cannabis Summit in Los Angeles.
- Sponsored two EPS/ALERT Coalition Members to attend the Denver Marijuana Symposium in October 2019.
- Total of four presentations held in 2019:
 - Cannabis Insurance & Legalization
 - AHS education around cannabis & edibles legalization
 - Alberta Cannabis Council
 - Denver Marijuana Symposium Overview
- 10 new members joined the coalition in 2019 and replaced outgoing members .



CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- In 2019 there was a visible increase of awareness and resources within the coalition, and some external members that requested to be on the distribution list.
- The coalition lost some members as portfolios changed, but gained others. A new Councillor will step in as chair. We hope to get Health Canada representation at the table and even some of the main producers and a main dispensary. This will enrich discussion of current issues and possibly find solutions.
- REACH played a role informing and providing feedback on topics of concern to be included in the upcoming Cannabis Control Canada 2020 Agenda. Expert coalition members were also consulted to review agenda topics and provide feedback.
- Main communication with coalition members occurs weekly by email. Articles of interest on cannabis news, current and available resources, edibles news, conferences, changes or updates on policies, etc. is sent weekly or bi-weekly.
- Sharing of trends and concerns in the US regarding enforcement and Cannabis Do's & Don't Awareness Campaigns via email.
- Information is also shared among coalition members and other departments and stakeholders.

LEARNINGS & FUTURE PLANS:

- There is a big need to have Health Canada at the table. REACH has tried for the past few years without success.
- More collaboration is needed around education and awareness campaigns.
- Invite producers and dispensaries to a meeting to hear their concerns and learn from them.
- Councillor Scott McKeen has been identified as the new chair of the coalition starting in 2020.

INITIATIVE SUSTAINABILITY

- The coalition needs to continue to ensure that the right people are at the table to make sure members are aware of the diverse issues regarding cannabis topics.

NEIGHBOURHOOD ORGANIZING INITIATIVE

INITIATIVE GOAL

- To make McCauley a safer, more connected, happy and vibrant community.
- To convene stakeholders to co-design citizen-driven actions in response to priorities identified by them.

2019 OUTCOMES + OUTPUTS

- More democratic and inclusive process through ongoing Community Conversations, direct door-to-door engagement, increased online engagement and a significant move to community-driven action.
- Increased capacity for community-driven safety initiatives. Community actions have been co-designed and mobilized with stakeholders in response to priorities identified by them with examples including the McCauley Litter Squad, McCauley Dog Walkabout, Neighbourhood Vibrancy Project and Coffee with a Cop.
- Increased connectedness with and between residents, businesses, community groups, agencies, resources, enforcement, and government.
- Increased community mobilization, empowerment and ownership of the initiative.



CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- McCauley community members came together with external resources to co-design community-driven actions. These actions were developed in response to safety priorities previously identified by stakeholders. Regular participants include MLA Janis Irwin and business owner Teresa Spinelli.
- Stakeholders gathered to co-design community safety initiatives. This led to the creation of the McCauley Litter Squad, and a list of over 100 potential neighbourhood vibrancy activities.
- The McCauley Litter Squad is a collective community approach to addressing garbage and needle debris.
- The McCauley Dog Walkabout is a community action designed to promote presence, connectivity, vibrancy, safety and health.
- Safer McCauley visited approximately 600 homes and spoke to approximately 120 individuals. This engagement allowed Safer McCauley to share information about the initiative while collecting data that continues to guide its action plan.
- REACH developed a Neighbourhood Organizing Initiative (NOI) presentation, informed by the Safer McCauley model. The NOI presented to City Council at a Lunch and Learn, with nine Councillors present. Presentations to communities are available upon request.
- As an extension of Safer McCauley's process of identifying stakeholders priority concerns, the REACH Neighbourhood Convener and McCauley-based partners are now spearheading broader partnerships to improve responses to the higher complexity issues of needle debris and problem properties.
- Regular attendees at Community Conversations include MLA Janis Irwin and Councillor Scott McKeen (or a member of his staff).
- Stakeholders gathered to hear from the Residential Living Governance Committee about its work in addressing problem properties. This led to a series of events that will alter the way the City addresses problem properties.
- Stakeholders gathered for Coffee with a Cop. This promoted connectivity between EPS and community members.
- Leadership from 16 organizations met to discuss the creation of a more robust collective response to needle debris.
- Safer McCauley has developed a contact list of approximately 375 individuals, including approximately 150 McCauley residents.
- The Safer McCauley website now includes "Who to Call" information.

LEARNINGS & FUTURE PLANS:

- The success of the Safer McCauley model has informed the development of the broader Neighbourhood Organizing Initiative (NOI). The Safer McCauley model is applicable to other communities.
- The move to addressing higher complexity safety issues has resulted in outcomes that may impact neighbourhoods throughout the city and beyond.
- The progress being made on problem properties has the potential not only to improve safety and well-being for neighbourhoods, but for those exploited by problem properties as well. The development of improved housing options for vulnerable residents is a significant part of the discussion.
- There are a number of individuals and groups facilitating similar actions and engagements in other communities. It would be valuable to connect with them to exchange information about experiences and aspirations.

INITIATIVE SUSTAINABILITY

- The concerted effort to move to action in McCauley has brought out many motivated and passionate stakeholders. Many of the actions are coordinated collaboratively with other community partners such as the McCauley Community League and McCauley Revitalization. Participants in actions such as the McCauley Litter Squad and the McCauley Dog Walkabout are beginning to self-identify as willing to share responsibilities related to the facilitation of the events.
- The Convener will meet with individuals to discuss the forming of a McCauley Safety Working Group. It is hoped that this group will work alongside the Convener to maintain and expand the inventory of community safety initiatives, inclusive of Community Conversations and engagements with information-sharers.
- The Convener has developed an NOI onboarding questionnaire to more effectively identify the capacity and needs of new neighbourhoods requesting REACH's involvement.
- The Convener will work with individuals and organizations participating in the needle clean up discussion to investigate the formation of a working group.



RESOURCE CONNECT

INITIATIVE GOAL

- To design improved connectivity between agencies and service providers to better understand and navigate service pathways.

2019 OUTCOMES + OUTPUTS

- 73 exhibitors signed up and showcased at the event.
- There were 20 exhibitor presentations given throughout the event.
- REACH developed new connections, and further strengthened its standing as an effective convener and facilitator of engagements.
- Councillor Scott McKeen endorsed the event, attended and addressed the gathering.
- Superintendent Rocchio attended on behalf of EPS and took the time to meet all exhibitors.
- There were 24 exhibitor categories which included children's services, family services, crisis support and seniors services.



CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- Resource Connect has grown from a McCauley-specific event to an Edmonton-wide event.
- Resource Connect has expanded its mandate. It once focused on connecting McCauley community members to services that reside within McCauley. Its primary focus is now the creation of a stronger, more connected and collaborative, city-wide service agency community of practice.
- A Resource Connect service agency database of over 200 organizations has been developed.
- Community service providers from across Edmonton have participated and are more aware of each other's services and programs.
- Community service providers were connected to other service providers who they normally would not connect with.
- A three month long social media and email campaign were developed to attract attendees to the event.
- Exhibitor presentations that were video recorded at Resource Connect were produced and shared with exhibitors.

LEARNINGS & FUTURE PLANS:

- Leadership representation from agencies/organizations can be improved upon as exhibitors and presenters were primarily staff.
- Resource Connect is a valuable opportunity for volunteers and those looking for employment to connect with agencies/organizations. More direct key messaging and tactics have been developed to better attract these groups.
- While many exhibitors signed up to do video presentations, attendance at those presentations were low. Exhibitors preferred to stay in the main hall connecting via more informal ways.
- The Edmonton Intercultural Centre posed some challenges in terms of accessibility for some exhibitors. Resource Connect has explored venue options that better accommodate the needs of exhibitors.

INITIATIVE SUSTAINABILITY

- In-event engagements at Resource Connect 2020 will be much more basic, focusing on identifying individuals and organizations who are willing to join working groups. These working groups will convene to discuss such issues as how to create additional opportunities to engage throughout the year, and how to improve communication and information-sharing amongst the community of service providers.

REACH OUTREACH

INITIATIVE GOAL

- To engage with communities to better understand their needs and to connect them to the resources that matter most to them.
- Be strategic in the selection of events to attend throughout the year.
- Connect and engage with other agencies and communities.

2019 OUTCOMES + OUTPUTS

- Total of 31 outreach events were attended from January to December 2019.
- Connected with a total of 8,830 people.
- Volunteers donated a total of 493.0 hours (estimated in kind donation of \$9,860.00).
- Sponsored additional community events with REACH Resources, promotional materials and REACH Volunteers.
- Found out that more people were aware of the work and mandate of REACH than previous years.
- Supported partner community agencies with their outreach needs for volunteers, resources and promotional materials.



CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- While engaging with communities, the focus shifted to also build relationships and future partnerships to support REACH work.
- The Outreach Program has scaled up with many requests and not enough staff/volunteers available to support additional requests.
- More agencies and community residents have a better awareness of the work and mandate of REACH .
- New relationships are being built at each event as more agencies are in attendance at the various outreach engagements.
- 80% of attendees that visited the REACH booth reported that they appreciated the variety of information/resources available the our booth and found the information relevant.



LEARNINGS & FUTURE PLANS:

- More volunteer interest and involvement in the events and support in the office with Outreach Program.
- A better job needs to be done in expanding or broadening our reach to new groups/agencies/faith groups, educational institutions, etc. to bring awareness of resources, programs and services available in our city.
- Continuous support is needed from our volunteers.

INITIATIVE SUSTAINABILITY

- Great partnerships have been established with Norquest College and the University of Alberta for practicum students to support the Outreach Program.
- Canada Summer Jobs support for the summer events and activities.



ORGANIZATION FOR THE PREVENTION OF VIOLENCE

INITIATIVE GOALS

- Working collectively to prevent radicalization and challenge extremist world views through awareness, psycho-social interventions and an evidence-driven approach to countering violent extremism.

2019 OUTCOMES + OUTPUTS

- Engagement of agencies and organizations in an emerging model developed by the OPV.
- Increased administrative capacity for OPV.
- Accurate financial reporting to OPV funders (COE and Public Safety Canada).

CONTRIBUTION TO MOBILIZING CHANGE FRAMEWORK

- OPV has begun to connect with the community more directly in two ways. First, the Evolve Program has launched. It is a program to support individuals wishing to disengage from extremist and hate-motivated groups, or individuals who have been victims of hate crimes or incidents. Second, a series of workshops for service providers and the public have been offered to share information about extremist and hate-motivated crime.
- REACH has been training OPV's new finance staff. Although REACH will continue to be involved in the administration of OPV, the new staff will take on a number of finance duties.
- REACH has offered to support OPV through the mobilization of the community as required. In 2019, this included sharing information about the community workshops to agencies and organizations.
- REACH connects regularly with OPV to include the Senior Interventionist involved with the Evolve Program on relevant committees, and to invite her to relevant events to increase her connections into the community.
- REACH is assisting OPV in the promotion of their community workshops.



LEARNINGS & FUTURE PLANS:

- The dedicated finance staff for OPV was a positive shift. This individual will be able to dedicate time to completing finance-related duties for OPV, allowing REACH to shift its role to overseeing program administration more broadly. The new staff is developing OPV's internal capacity.
- The training that OPV is providing in the community is unique, relevant, and filling a gap that currently exists. REACH is keen to continue to play a role in sharing these workshop opportunities with the community.
- REACH looks forward engaging with OPV as needed going forward - through supporting community mobilization, project administration, etc.

INITIATIVE SUSTAINABILITY

- Training the new OPV finance staff has been an opportunity to support the organization's capacity development. This will continue as required, with REACH shifting its role to focus on administrative duties.



