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# SAFER TOGETHER

**2019 BUSINESS PLAN**





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## THE REACH MANDATE

# MAKING EDMONTON SAFER IN ONE GENERATION





## IT'S ABOUT YOU

Edmonton has always been a place in which community matters, and where *neighbour* is more than a word. Improving the culture and practice of community safety affects us all. Because you live in Edmonton, because you care about the principles of community safety, REACH is both about you and for you. You are an integral part of this strategy. Each Edmontonian deserves to be safe and feel safe, but also shares accountability to one another, to his or her community, and to future generations to enable and to enact safety.

## THE WORK BEGINS TODAY

It's time for Edmonton to create a homegrown model for real change, to enhance what's already working here and marry it to the most innovative practices in community safety from around the world. We have the energy, a strong frame of mind, and the political will through the efforts of the City of Edmonton.





# LETTER FROM THE EXECUTIVE DIRECTOR



Jan Fox  
Executive Director  
REACH Edmonton

*We aim to keep  
strengthening  
community safety  
in our city by fostering  
innovative ideas,  
building relationships  
and catalyzing action*



Every year we are proud to unveil our plans for the year, but we are aware that none of our work is possible without our amazing and talented partners. Working with the community is key to finding solutions to the complex social issues our city faces.

As our city, and the world around it, continues to change at an ever-increasing pace, Edmontonians are facing many new and historic challenges to building a safer, more inclusive city for everyone.

REACH is dedicated to facing these challenges head-on, confident in the knowledge that wisdom around how to address complex problems lies with the communities experiencing them. We are here to help communities, front-line agencies, and government departments work together efficiently and collaboratively in order make Edmonton a safer city for everyone.

We work hard to be a backbone organization- to be value-added to our stakeholders. We strive to nurture new initiatives by helping our partners to create and incubate their ideas. We believe that the solutions come from the communities that are tackling safety issues firsthand.

This REACH business plan was built with you – our partners - in mind. This plan will lay out our intentions for the year so we can continue to work in increasingly efficient and collaborative ways.

We aim to be flexible, supportive, decisive and impactful in our work. We are dedicated to responding to the ever-changing realities in the community as much as possible. The plan also incorporates the ideas of our insightful

Board of Directors, who create a vision and strategic plan for us based upon their strong knowledge of our community and their diverse perspectives.

Our goal is to make Edmonton a safer community within one generation. We are affecting true systemic change by implementing innovative, evidence based-strategies to address the challenges of our growing city.

Our business plan lays out the connections between our current initiatives and the original recommendations in the REACH report - our road map. Each recommendation gives us direction on the core issues our work is mandated to address.

We have demonstrated alignment to other innovative and systems-changing initiatives including End Poverty Edmonton and Recover.

We are deeply committed to the idea that the best solutions lie within the community. It is our goal to help community leaders implement effective community safety strategies by providing them with the necessary supports.

We aim to keep strengthening community safety in our city by fostering innovative ideas, building relationships and catalyzing action. Together, we will contribute to creating a city where all people are included, feel safe, and are safe.





**FUNDAMENTALLY,**

**REACH IS IN  
THE BUSINESS  
OF SYSTEMS  
CHANGE.**



## STRATEGIC DIRECTION



**The REACH Edmonton Council for Safe Communities was established in 2010. Its ambition is to, in one generation (25 years), significantly increase community safety in our region; increase Edmontonians' perception of safety and inclusion; and engage the people of Edmonton and the region in developing a culture of safety and crime prevention.**

The recommendations of the 2009 REACH report are ambitious – and our very name speaks to an audacious goal: to reach for community safety in an innovative, integrated and coordinated fashion and to establish a culture of safety and inclusion.

Fundamentally, REACH is in the business of SYSTEMS CHANGE. Cities are complex adaptive social systems, which operate in non-linear, context-sensitive and political ways. In order to advance systemic change, REACH convenes groups from across a diverse spectrum and collaborates with them in order to drive community safety. The work aims to build a safer city by resolving the complex, interconnected root causes of crime.

REACH's many talented partners are always looking for

innovation and improvement. What we do, however, is bring groups together to look at tackling issues in interdisciplinary ways that may not have been attempted before. We build relationships to allow for authentic empowerment and problem solving at the community level. We take risks and experiment with initiatives in order to develop a range of creative solutions to community safety issues. We seek solutions that have the potential to be scaled up for community-wide change.





## BACKBONE SUPPORT

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



Guides a community safety vision and strategy together with stakeholders.



Supports aligned activities that drive towards the vision



Establishes measurement practices to evaluate initiatives



Builds public will and support for the vision



Advances policy that will result in systemic change



Mobilizes funding for initiatives.



**“The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails. The backbone organization requires a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly.”**

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Kania and Kramer, “Collective Impact” 2011.

## **REACH acts as the backbone agency for the following:**

- 24/7 Crisis Diversion
- 24/7 Edmonton App
- Bridging Together
- Coalitions Creating Equity
- Edmonton Cannabis Coalition
- Family Violence in a Cultural Context
- Joint Access Summer Program
- Police and Youth Engagement Program
- Out of School Time
- Resource Connect
- Safer McCauley
- Sexual Exploitation Working Group
- Sixties Scoop Indigenous Society of Alberta
- Supportive Transportation
- The Organization for the Prevention of Violence
- WrapED
- #YEG Ambassadors





**INVESTING IN CHILDREN, YOUTH & FAMILIES**

**CATALYZING CHANGE**

**NEW LEADERSHIP**

# REACH RECOMMENDATIONS

In keeping with the our mandate, the nine recommendations identified in the 2009 REACH report focus on prevention, are evidence-based and represent innovative approaches to community safety. They cover ideas for change at all four levels of community safety: individual, family, neighbourhood and community-wide.

Finally, they speak to the three strategic areas for action that Edmontonians told us are critical to success: Investing in Children, Youth and Families, Catalyzing Change and New Leadership. These Taskforce recommendations blend vision and practicality in order to reframe Edmonton's approach to community safety.



## INVESTING IN CHILDREN, YOUTH & FAMILIES

### RECOMMENDATION 1

A New Model of Family and Community Safety Focusing on Schools as Neighbourhood Access Points to Social Support Services

*Nurture an integrated community-wide partnership that positions schools as key access points, for family needs, children and youth.*

*Implement a coordinated drop-in program during the critical after school hours for at-risk school aged children and youth in Edmonton.*

### RECOMMENDATION 2

A "Turn Away from Gangs" Initiative

*Source long-term funding and staff support to build on the work done by community partners in Community Solution to Gang Violence coalition.*

*Support the evaluation of specific initiatives that address the risk factors for gang involvement.*

### RECOMMENDATION 3

Community Coordination on Fetal Alcohol Spectrum Disorder

*Bring together a coalition of frontline experts to create an action plan to support a comprehensive community wide strategy to help families and youth struggling with FASD.*

*Facilitate the delivery of an innovative outreach team approach to young girls (ages 11-15) at risk of pregnancy and FASD.*

## CATALYZING CHANGE

### RECOMMENDATION 4

A 24/7 Service Delivery Model for High-Needs Populations

*Lead development of comprehensive, coordinated access to 24-hour services for those at highest risk – youth, sexually exploited individuals, street gang members, et al.*

### RECOMMENDATION 5

Cultural Community Groups

*Develop innovative models for engagement within Edmonton's Aboriginal and multicultural communities that support their cultural ties, practices and communities.*

### RECOMMENDATION 6

Neighbourhood Organizing Initiatives

*Implement a new Neighbourhood Organizing Model in several diverse areas of Edmonton to activate community in support of a preventive approach to community safety.*

## NEW LEADERSHIP

### RECOMMENDATION 7

A Community Safety Coordinating Council to Integrate Sustainable Community Safety Efforts

*Create and sustain a new Community Safety Coordinating Council to lead a more integrated, grassroots and collaborative approach to community safety in Edmonton and to implement this 10-year Plan.*

*Create and sustain a multi-dimensional strategy to shift from law to order and build support for prevention focused solutions.*

### RECOMMENDATION 8

A Sustainability Strategy for Prevention

*Work with local funding agencies and leaders, including the business community, to support long-term sustainable investment necessary for a preventive approach to community safety.*

*Seek sustainable funding for existing innovative community initiatives that contribute to community safety.*

### RECOMMENDATION 9

An Innovative Evaluation Framework to Measure Success

*Use the Social Return on Investment evaluation model to measure success, assess the impact of community safety initiatives in Edmonton and report progress annually to Edmontonians.*



## REACH'S VISION

A city we are proud of, in a region which is harmonious, where all people, including the first peoples on whose lands we reside, are included, feel safe and are safe.



## REACH'S MISSION

To strengthen community safety in our city and region through innovative ideas, building relationships and inspiring action.





## GUIDING PRINCIPLES

### NIMBLE AND FLEXIBLE

*REACH is always open to new ideas and innovations.*

### SUPPORTIVE

*REACH helps communities access resources that make their families, lives and neighbourhoods safer.*

### DECISIVE

*REACH has a thoughtful and critical approach to making things happen.*

### IMPACTFUL

*REACH aims to focus on solutions that will work and have a positive impact in creating systems change.*

### DIVERSE

*REACH's Board and our relationships must reflect our richly diverse community.*

## CORE VALUES

### POTENTIAL

*We can make this community a place where all people feel safe.*

### PREVENTION

*Sustained investment in prevention yields the greatest efficiencies and social returns.*

### INCLUSION

*All members of society have the right to equal access to the services, free of systemic barriers.*

### RELATIONSHIPS

*Building positive relationships is the cornerstone of our work.*

### ACCOUNTABILITY

*We manage with openness and commit to ongoing evaluation which is central to our success.*

### GENEROSITY

*When we have solutions that work, we share the information, we mobilize the knowledge and we build capacity in other organizations.*







### 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





## 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. This 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, likely Edmonton, is shown with a semi-transparent yellow overlay. The city features a mix of residential and commercial buildings, green spaces, and a river or waterway in the foreground. The yellow overlay is most prominent in the upper left corner, where the title text is located.

# 2019 BUSINESS PLAN

## OUR PLAN FOR ACTION

The REACH business plan lays out the connections between each initiative and the 9 recommendations from the 2010 REACH Report. Every initiative follows the mobilizing change framework by nurturing new and growing projects, convening the community partners who do the on-the-ground work and supporting efficient communication between partners, stakeholders, and the community. This is how REACH provides the backbone support that partners need to be able to focus on their

work, while we coordinate evaluation, reporting back to funders and the community, strategic planning and sustainability. Each initiative aims to foster better relationships between partners to address systemic challenges to making Edmonton a safer city in one generation. This is done by tapping into existing services and assets in the community, and leveraging them for the greatest possible impact.



## RECOMMENDATION 1

# A New Model of Family and Community Safety Focusing on Schools as Neighbourhood Access Points to Social Support Services

### INITIATIVES

**ALL IN FOR YOUTH**

**OUT OF SCHOOL TIME**

**BRIDGING TOGETHER**

**JOINT USE SUMMER ACCESS**

At-risk children, youth and families struggle with social issues such as addictions, mental illness, poverty and abusive relationships. At the same time they are often dealing with issues such as lack of child care support, lack of transportation, language barriers or lack of education that can limit their access to services they require. According to the Families First Edmonton 2007-08 Progress Report, families are aware that services exist to support them, but face challenges when trying to access them. They encounter obstacles such as differing eligibility criteria and complicated application processes. Often these families become disengaged and are lost within the system.



## ALL IN FOR YOUTH

All in For Youth (AIFY) is an Edmonton-wide collaborative initiative focused on getting young people successfully through their educational journey to high school completion. This partnership includes United Way, City of Edmonton, Boys & Girls Clubs, Big Brothers Big Sisters, The Family Centre, E4C, Edmonton Community Foundation, Edmonton Public School Board, Edmonton Catholic School District and REACH Edmonton.

<b>CREATE</b>
<b>INCUBATE</b>
<b>COORDINATE</b>
<b>CONVENE</b>
<b>COMMUNICATE</b>







### INITIATIVE GOALS

All in For Youth is focused on getting 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. REACH acts as a partner by providing backbone support to the Out of School Time Collective.

### OUTCOMES

- Year-round support to Out of School Time (OST) community groups offering programming for children and youth
- Continue to build on the 2016 IRCC federal funding opportunity that served the needs of mainly Syrian children and youth. The funding has allowed 13 OST partners to provide year-round programming for newcomer children and youth.







## OUT OF SCHOOL TIME COLLABORATIVE

As part of the All In For Youth initiative, REACH acts as the backbone to the OST Collaborative, which is a partnership of community groups, community leaders, service delivery agencies, and local institutions that have been working together since 2008. The purpose of the OST Collaborative is to improve the resiliency of children and youth through widely accessible and quality out-of-school time programs

### INITIATIVE GOALS

- To create opportunities for children, youth, and their families to become more actively involved in their communities, experience greater academic success, develop an enhanced sense of belonging and identity, and be more engaged in their local communities
- To support and offer capacity building opportunities to local and community groups that are offering this out-of-school time programming
- To create an environment where shared knowledge and best practices enable the delivery of quality programming

### OUTCOMES

- Improved communications, linkages, and engagement among partners and key community stakeholders
- Data that promotes accountability, learning, improvement, and sustainability



#### CREATE

#### INCUBATE

#### COORDINATE

#### CONVENE

#### COMMUNICATE





## BRIDGING TOGETHER

Bridging Together is a partnership of Edmonton community groups, community leaders, service delivery agencies, and local institutions whose mission is to empower immigrant and refugee children and youth who are new to Canada to integrate into Canadian society by providing culturally appropriate after-school and summer programs.



### INITIATIVE GOAL

- 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

### OUTCOMES

- Aligned approach to year-round coordination for OST community groups
- Data that promotes accountability, learning, improvement, and sustainability
- Improved communications, linkages and engagement among partners and key community stakeholders

■	CREATE
■	INCUBATE
■	COORDINATE
■	CONVENE
■	COMMUNICATE





## JOINT USE SUMMER ACCESS

The intent of the Joint Use Summer Access program is to provide community groups with access to school facilities during the summer months in order to run programs. The Summer Access program allows emerging Indigenous, immigrant, refugee, low-income and special-needs groups to access school space to deliver programs during daytime hours, Monday to Thursday, throughout the month of July.

The program continues to see record numbers of groups and participants benefit from having access to school space.

The Joint Use partnership is a collaborative approach between the City of Edmonton, Edmonton Public School Board, Edmonton Catholic School District, Conseil Scolaire Centre-Nord and REACH Edmonton.

■	<b>CREATE</b>
■	<b>INCUBATE</b>
■	<b>COORDINATE</b>
	<b>CONVENE</b>
■	<b>COMMUNICATE</b>

### INITIATIVE GOAL

- Expand the number of groups accessing spaces
- Increase the number of children and youth in summer programs
- Increase the number of schools who are a part of the initiative

### OUTCOMES

- Improved space and program delivery capacity of the Out of School Time Collaborative and Joint Use
- Aligned approach to coordinated access of school space
- Data that promotes accountability, learning, improvement and sustainability





## RECOMMENDATION 2

### Develop a “Turn away from Gangs” initiative focused on At-Risk Youth.

#### INITIATIVES

##### WrapED

This recommendation addresses the vulnerability of youth to being drawn into drugs and criminal activity through street gangs. Current research into at-risk behaviour and gangs points to a need for a strengths-based prevention and public health model to encourage young people to resist problem behaviour.





## WrapED

WrapED provides a blended model of youth work and high fidelity wraparound services to assist youth at risk of or engaged in gangs to exit a high-risk lifestyle and move away from the threat of gangs. The collaborative partners include the Edmonton John Howard Society, Edmonton Police Service, Native Counselling Services of Alberta, REACH Edmonton and YOUNG Youth Services. The Edmonton Multi-cultural Health Brokers have also joined the partnership.

■	<b>CREATE</b>
■	<b>INCUBATE</b>
■	<b>COORDINATE</b>
■	<b>CONVENE</b>
■	<b>COMMUNICATE</b>

### 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 root causes of social disorder, such as the prevention of youth involvement in gangs.

### OUTCOMES

- Effective collaborative delivery of WrapED/backbone function
- Effective communication of knowledge and data related to gang prevention in Edmonton





## WrapED Youth

183 Youth participants, ages 12-17



2/3

Male

2/3

Indigenous

1/5

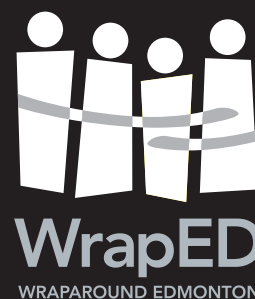
Ethnocultural

- 30%** Completed WrapED (this is consistent with other initiatives involving youth with similar vulnerabilities)
- 63%** Of youth stopped/reduced associating with other youth involved in criminal activities
- 47%** Started attending school more regularly after the program
- 42%** Were employed more regularly
- 54%** Achieved at least one of their goals (year 4 result)

For every dollar  
invested in WrapED,

**\$1.36**

is returned in social added value





## RECOMMENDATION 4

### A 24/7 Service Delivery Model for High-Needs Individuals

#### INITIATIVES

**24/7 CRISIS DIVERSION**

**24/7 EDMONTON APP**

**YEGAMBASSADOR PROGRAM**

**REACH TRAINING**

Edmonton needs innovative, community-integrated, 24-hour services to serve vulnerable community members who need access to services 24/7.

A model for 24/7 service delivery is recommended which will leverage existing services, streamline existing daytime services and increase capacity for night support. This type of 24-hour service model, coupled with customized training for staff, will address a variety of crises and needs, including: medical, mental, emotional, physical and basic needs services.





## 24/7 CRISIS DIVERSION

24/7 Crisis Diversion is a collaborative partnership with Boyle Street Community Services, Canadian Mental Health Association (211 program), HOPE Mission, REACH Edmonton and stakeholders from the Edmonton Police Service and Alberta Health Services Emergency Medical Services. The program dispatches crisis diversion teams around the clock, 365 days a year to respond to people who are in distress and vulnerable on the streets of Edmonton.

■	CREATE
■	INCUBATE
■	COORDINATE
■	CONVENE
■	COMMUNICATE



**\$1.91** SOCIAL RETURN  
ON INVESTMENT



EPS saves an average of 36 minutes per event when calls are diverted to 24/7 CD.







YOU CAN  
**HELP** SOMEONE  
IN NEED.

WHEN YOU SEE A  
PERSON IN DISTRESS, **#JUSTCALL211** + PRESS 3



This service which diverts non-emergency crisis events from police and medical services to an outreach team quickly became **an essential service** in the eyes of police, emergency services, agencies and Edmontonians in general.



HELP ME  
GET TO A  
**SAFE** PLACE.

WHEN YOU SEE A  
PERSON IN DISTRESS, **#JUSTCALL211** + PRESS 3



Since this initiative started in October 2015, **Crisis Diversion has responded to over 38,000 crisis events**. As of October 31, 24/7 CD teams have responded to 11,931 calls in 2018 and are on track to exceed 14,000 calls by the end of the year.



**HELP** ME  
STAY SAFE  
TONIGHT.

WHEN YOU SEE A  
PERSON IN DISTRESS, **#JUSTCALL211** + PRESS 3



For every dollar invested in 24/7 Crisis Diversion, there is at least **\$1.91 of social value returned**. The project has leveraged over \$1 million of in-kind contributions from the partner agencies. The SROI analysis has accounted for efficiencies created for first responders (EPS and EMS), reduced crime, cost avoidance in downstream systems (such as hospitals, courts and EMS), and reduced victimization of vulnerable community members.





### INITIATIVE GOAL

- To provide comprehensive, coordinated access to 24-hour services for vulnerable citizens for the purpose of reducing the need for expensive medical, judicial and police interventions.



### OUTCOMES

- Common agenda and shared vision for change to include a diverse set of voices and perspectives
- Improved communications, linkages and engagement among partners and key community stakeholders
- Data that promotes accountability, learning, improvement, sustainability and communications
- Improved inter-agency collaboration and alignment for 24/7 service delivery
- Warm hand-off for frequent users of the program
- Identification of gaps in 24/7 service delivery
- Appropriately trained front-line crisis diversion team staff
- Prototype testing for a Connector role to improve warm hand-off practice with partners for clients experiencing complex needs.





24/7

Programs

Map

Demographics

Map

MAP

Select Program(s) to:

USAP APP Test Program

Select Communities:

Please select an option

Start Date:

Enter a value

End Date:

Enter a value

Case Operations:

Please select an option

CAPTURED DEMOGRAPHICS

POP Identification:

Yes

No

Both

Ethnicity:

Please select an option

Gender:

Please select an option

Age Range:

Please select an option

Download as Spreadsheet

Download Map Image

May 09, 2015

8:55 AM MST

00000 100 St NW - 106 St NW

USAP APP Test Program

Case Operations:

1 Population Survey

2 Population Survey

3 Population Survey

4 Population Survey

Captured Demographics:

POP Identification:

Yes

No

Both

Ethnicity:

Please select an option

Gender:

Please select an option

Age Range:

Please select an option

24/7

Programs

Map

Demographics

Map

DEMOGRAPHICS

Select Demographic:

Ethnicity

Select Year:

2014

Select Program:

USAP APP Test Program

Select Community:

Historic Landtitles Building

View Graphs

Number of Cases by Month during 2014 for 100 St NW located in the River Valley Urban North Community

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sep

Oct

Nov

Dec

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

Download Image

Top Ethnicities with the Most Cases in 2014 for 100 St NW located in the River Valley Urban North Community

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

POP Identification

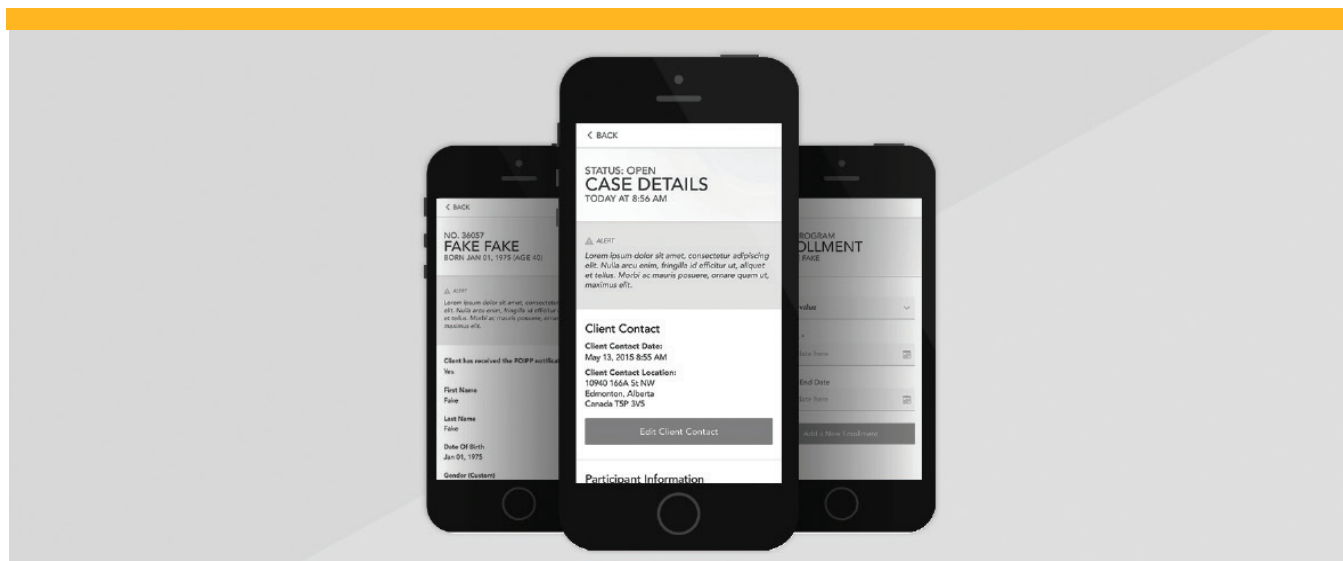
POP Identification

POP Identification

Download Image

30





## 24/7 EDMONTON APP

The 24/7 Edmonton App provides real-time information to front-line workers in the field. It was developed as part of a comprehensive, coordinated response to leverage existing service for vulnerable people. This technology is a catalyst to drive the collection of common data and shared measurements for the use of integrated service planning and delivery in Edmonton.

24/7 Crisis Diversion partners Boyle Street Community Services and HOPE Mission agreed to use the 24/7 Edmonton App in 2016 with their front-line staff in the field to record their work and the nature of those encounters with vulnerable people. The app was used by the Winter Warming Bus in 2015, 2016 and 2018; it continues to be the data collection method for Boyle Street Community Services, Street Outreach programs and was adopted for the #YEGAmbassador program in 2017-2018.

### 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.

### OUTCOMES

- Improve inter-agency communications that results in the effective and efficient delivery of services for vulnerable individuals 24 hours a day
- Improve access to client information to ensure effective referrals to programs and community services for vulnerable individuals, 24 hours a day

■	CREATE
■	INCUBATE
■	COORDINATE
■	CONVENE
■	COMMUNICATE





## #YEGAMBASSADORS

The #YEGAmbassador Program is a partnership led by the City of Edmonton, the North Edge Business Association and REACH Edmonton. YEGAmbassadors connect businesses, residents and social agencies to the services and resources that matter to them, through face to face engagement or participation in community events/activities in Edmonton's rejuvenating inner city. Working out of Business Improvement areas (BIA) that are located in vulnerable business areas, this initiative employs strategies that build capacity, community economic development and contributes to the change being led by council initiatives.

The program fills the gap in areas where traditional engagement models do not meet the specific local capacity needs to cultural, social and economic diversity. They collect data and information on their interactions with business, community agencies and residents (this includes vulnerable community members). By undertaking environmental scans on infrastructure elements (garbage, graffiti, street repair, human defecation, illegal dumping, etc) they can inform city services in regards to the service needs and gaps for those areas. Data collected as a result of the #YEGAmbassador Program helped to inform a larger provincial effort on public health and public defecation that now informs city wide public washroom pilots in 2019.

■	CREATE
■	INCUBATE
■	COORDINATE
■	CONVENE
■	COMMUNICATE







### 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.

### OUTCOMES

- Businesses, residents and community members are connected to and are knowledgeable of city services and resources
- Produce data that promotes accountability, learning, improvement and sustainability
- Decision makers in the business community and in city departments are better informed with on the ground data.

Ambassadors engage with businesses from immigrant communities including:

Somali	Ethiopian	Eritrean
Chinese	Vietnamese	



**885 environmental scans** completed informing the City (311) of graffiti, discarded needles, garbage, public urination on roads and sidewalks.

Since March 2018, Ambassadors have engaged with:

**424 BUSINESSES**

**241 RESIDENTS**



## REACH TRAINING

REACH Edmonton implements specialized training for front-line staff working with vulnerable individuals. The training encompasses culturally-based and trauma-informed content that relates to Indigenous and diverse communities as well as self care for professionals.

REACH hosted 22 public workshops, organized and partnered on four conferences, and provided 23 private training sessions for non-profit agencies in the social service sector in 2018. More than 1,400 front-line staff participated in these events.

As many Indigenous, Metis, and First Nations organizations continue to engage in the reconciliation process, they are taking the lead on the development and delivery of training that includes trauma informed practices, as well as various traditional and cultural teachings by Elders. In addition, more capacities were built among some organizations to develop and deliver cultural competency trainings. As a result, REACH is now focused on working in partnership to support these efforts, and develop training that addresses some of the emerging gaps in knowledge and skills for front line workers.

In 2019 training offerings will expand to business and to organizations that work with families in the prevention of family violence. Business training will serve to expand knowledge of the issues and challenges of marginalized individuals in the core of

the city, and how to engage supportively with vulnerable community members. Increasing businesses knowledge about a socially conscious business model will serve to encourage businesses to engage in practices that support vulnerable community members - "Doing good is good for business". The need to work from a cultural lens to address family violence prevention is a necessity to respond to the particular needs of immigrant and refugee families as they arrive and settle into the Canadian context.

A strategic effort to increase the number of REACH training partnerships has been developed for 2019 as a means to expand training content and the capacity to reach more frontline workers without investing more REACH resources. Already the Centre for Race and Culture, MCHB Co-op, Canadian Mental Health Association and Downtown Business Association, Boyle Street Community Services and the Nook Cafe are working to create these new partnerships to deliver training.

■	<b>CREATE</b>
■	<b>INCUBATE</b>
■	<b>COORDINATE</b>
■	<b>CONVENE</b>
■	<b>COMMUNICATE</b>





The most important part of coping with the intensity of the work is to acknowledge its impact on mind, body and spirit. Participants will have the opportunity to explore and share self-care strategies within a holistic framework.



Participants will develop a better understanding of the migration pathways, settlement challenges, and significance of immigration status of immigrant and refugee families. They will also examine culture and power dynamics in these families.



This workshop aims to provide frontline workers, counsellors, chaplains, and other care providers with the essential knowledge of Islam and Muslims that will better enable them to provide culturally sensitive care to diverse Muslim clients.



This workshop will focus on giving a better understanding of trauma and post-traumatic stress and challenges that immigrant and refugee families and youth face as they settle in Canada. Participants will learn simple strategies to work with newcomer families and to support their resilience and integration.



This workshop will focus on the distinction between hate crimes and hate incidents in Canada. This often creates confusion, mistrust, and feelings of resentment between communities impacted by hate and the police.





#### **INITIATIVE GOAL**

- 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

#### **OUTCOMES**

- Increase knowledge, support and resources for training amongst front-line staff, students, volunteers, educators, and security staff (i.e., outreach workers, EPS officers) regarding best practices for working with vulnerable and culturally diverse populations
- Effective training partnerships that enhance REACH's relationships with diverse communities
- Increase trauma-specific training for front-line workers



## RECOMMENDATION 5

**Work with community leaders from Indigenous and newcomer immigrant/refugee communities to develop and implement innovative models for engagement within cultural contexts.**

### INITIATIVES

**REACH IMMIGRANT AND REFUGEE INITIATIVE**

**COALITIONS CREATING EQUITY**

**POLICE AND YOUTH ENGAGEMENT PROGRAM**

**ETHNO-CULTURAL FAMILY VIOLENCE COMMITTEE**

Evidence suggests that there are key groups in Edmonton who may benefit from specific consideration when it comes to prevention. Colonization has affected The First Peoples of this territory. It is a significant contributing factor for their involvement in the justice and corrections systems as well as experiencing higher rates of homelessness, poverty and children being placed in Children's Services. At the same time, Indigenous communities are often under-represented in civic life and in the development and delivery of preventative services.

A new model of a culturally-based organization called a Cultural Community Group is recommended. These groups will transcend traditional neighbourhood

boundaries and play a critical role in supporting safe communities, no matter where members of the cultural community live. Cultural Community Groups will provide forums for individuals of a particular cultural community to engage and make their voices heard in civic life. They will build individual and cultural group leadership capacity, shape community priorities, build community relationships, and give voice to community needs.





## REACH IMMIGRANT AND REFUGEE INITIATIVE

As a result of the Framework Development Reflective session in June 2018 and discussions about culturally appropriate community building, a new approach was identified with this work that would merge both the family violence prevention work and Police and Youth Engagement Program to incorporate a holistic community development practice.

<b>CREATE</b>
<b>■ INCUBATE</b>
<b>■ COORDINATE</b>
<b>■ CONVENE</b>
<b>COMMUNICATE</b>

### INITIATIVE GOAL

- Support culturally appropriate community building through the natural support model with settlement and broker service systems.
- Strong relationships between emerging ethnocultural communities and police services, 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.
- Continue working 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 healthy family outcomes





## OUTCOMES

- Improved communications, linkages and engagement among partners and key community stakeholders.
- Increase the capacity (knowledge and skills) of community leaders to improve family health.
- Well trained, cohesive team of community leaders and mentors.
- Increased social supports for men, women, youth and LGBTQ newcomers.
- Increased awareness of family violence prevention supports.
- Improved positive parenting and communication skills.





## COALITIONS CREATING EQUITY

CCE is both an Edmonton initiative and a provincial collaboration. It brings together Edmonton community networks, organizations and individuals to collaboratively address issues of discrimination, inequity and racism. This project builds capacity in areas of local community engagement, leadership support, and resource mobilization. It is part of a province-wide initiative that involves similar collaboratives in Calgary, Lethbridge, Red Deer and Wood Buffalo.

■ **CREATE**

■ **INCUBATE**

■ **COORDINATE**

■ **CONVENE**

■ **COMMUNICATE**

### 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.

### OUTCOMES

- Strengthen and broaden collaboration between Edmonton stakeholders and other regions in Alberta.
- Community partners show leadership in mentoring each other
- Stronger community partnership and advocacy in addressing inequity and racism
- Strengthen and broaden collaborations between partners and regions
- Community partners show leadership in actively finding solutions and mentoring each other



**COALITIONS  
CREATING  
EQUITY**



## ETHNOCULTURAL FAMILY VIOLENCE COMMITTEE

A collaborative of 9 agencies, EFVC provides education and advocacy for family violence prevention in a cultural context. The committee aligned with Community Initiatives Against Family Violence (CIAFV) in 2016 and collaborates to provide culturally appropriate family violence education for service organizations.

### INITIATIVE GOAL

- Align the REACH Immigrant and Refugee Initiative (RIRI) – Family Violence Prevention in a Cultural Context with service provider education

### OUTCOMES

- Increased knowledge and understanding between newcomer, immigrant and refugee communities and Canadian communities.
- Increased knowledge and understanding of the effects of PTSD and trauma on newcomer, immigrant and refugee communities







## POLICE AND YOUTH ENGAGEMENT PROGRAM

The Police and Youth Engagement Program (PYEP) is a youth led and community driven two-week summer course that builds capacity for immigrant and refugee youth and engages police and the community for relationship building. A principle focused evaluation on youth capacity building completed in 2018 reinforced the program's effectiveness in responding to the need for youth to have opportunities for leadership development and empowerment and for families to trust police. This recognition of youth capacity building has promoted year-round engagement opportunities for youth to create and co-design presentations; most recently self-care and youth volunteering workshops. REACH will continue to provide support for these workshops through coordination of space, presenters, and youth leadership development.

The project manager and coordinator provide backbone support with Edmonton Police Service and youth community leaders to support their families and build positive relationships with law enforcement and culturally appropriate community building.

■	<b>CREATE</b>
■	<b>INCUBATE</b>
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■	<b>CONVENE</b>
■	<b>COMMUNICATE</b>





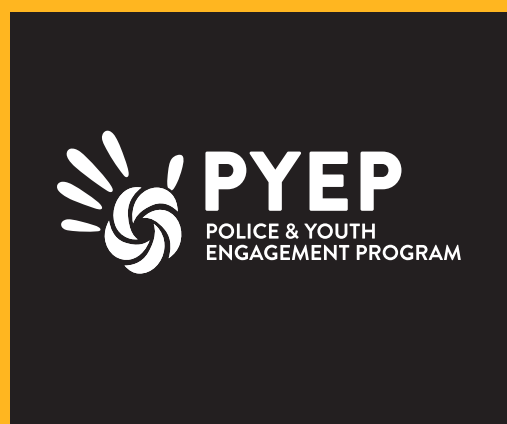


### INITIATIVE GOAL

- Build leadership capacity with newcomer, immigrant and refugee youth.
- Build capacity for positive Canadian integration.
- Build parents' positive perceptions and trust of police through the children.
- Youth gain cross cultural friendships.

### OUTCOMES

- Increased knowledge and data related to racialization of youth, human rights, volunteerism, employment, education, leadership skills, community safety and career options for youth, and connection to Indigenous culture.
- Increased youth leadership and mentorship capacity.
- Increased opportunities for youth to volunteer.





## RECOMMENDATION 6

**Implement a new Neighbourhood Organizing Model in several diverse areas of Edmonton to activate community in support of a preventive approach to community safety.**

### INITIATIVES

**EDMONTON CANNABIS COALITION**

**SEXUAL EXPLOITATION WORKING GROUP**

**SAFER MCCAULEY**

**RESOURCE CONNECT**

There is a need for greater connectivity in neighbourhoods to address issues of safety and crime. Today, communities in Edmonton and across Canada face declining numbers of traditional “volunteers” at the neighbourhood level as people struggle to balance the multiple demands on their time and energy. This recommendation proposes implementing a new model of engagement to increase the number of citizens who take an active role in creating safe neighbourhoods. The Neighbourhood Organizing

Model is rooted in community organizing principles and powered by Community Organizers who engage citizens as leaders, build new relationships, and identify the issues they wish to address together.

This model creates a culture of ownership among neighbours. This model is nimble and does not rely on bureaucratic structure; rather, it helps citizens take collective community action.





## EDMONTON CANNABIS COALITION

The Edmonton Cannabis Coalition (ECC) works to raise awareness around legalization and safety issues regarding cannabis safety. REACH is the backbone organization of the coalition; bringing together diverse agencies, groups and people as partners to collaborate on how to address underlying issues around cannabis safety.

■	CREATE
■	INCUBATE
■	COORDINATE
■	CONVENE
■	COMMUNICATE

### 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

### OUTCOMES

- Advocate that current laws, practices and regulations reflect legalization of cannabis products
- Networks for sharing best practices and existing tools
- Increased public awareness around cannabis safety issues





## SEXUAL EXPLOITATION WORKING GROUP

The Sexual Exploitation Working Group (SEWG) is an Edmonton-based leadership group working collaboratively to create awareness of sexual exploitation and sex trafficking, and its causes and impacts. The SEWG is a collaborative of community partners, law enforcement, municipal and provincial government, and REACH Edmonton.

The SEWG will host the annual Sexual Exploitation Week of Awareness (May 26-31, 2019).

<b>CREATE</b>
<b>INCUBATE</b>
<b>COORDINATE</b>
<b>CONVENE</b>
<b>COMMUNICATE</b>

### INITIATIVE GOAL

- SEWG aims to collaborate to help end sexual exploitation in Edmonton, by raising awareness about this complex social issue and connecting front-line workers to training tailored to understanding how to better serve clients who are being exploited or are at risk of being exploited.
- REACH supports this work by providing administrative, communications and financial support to the group.

### OUTCOMES

- SEWG events focus on connecting community members and front line workers with information and educational opportunities to help them recognize and address sexual exploitation in their work or communities.
- Information about the contributing causes and effects of exploitation is clearly and efficiently distributed to SEWG members, front line workers and the public, via social media, the SEWG website and various public events and training opportunities.







**JAN.31**

**LUNCH & LEARN**

**PATHWAYS IN  
& OUT OF SEXUAL  
EXPLOITATION**

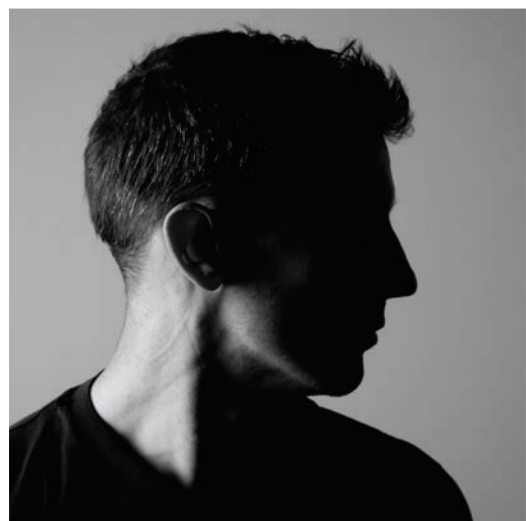
**THE ROLE OF FASD**

Lisa Rogozinsky & Brittany Durant, of the Edmonton Area Fetal Alcohol Network, will discuss Fetal Alcohol Syndrome Disorder and how the condition affects the vulnerability of people at risk of being sexually exploited.

MacEwan University, Classroom 9 – 207/208  
Second floor of the Robbins Health Learning Centre  
Register for free on Eventbrite

Sexual Exploitation Working Group  
edmontonsewg.com

**SEWG**  
SEXUAL EXPLOITATION WORKING GROUP







## MC CAULEY COMMUNITY

REACH supports the convening of community partners, encouragement of collaboration and facilitation of dialogue around safety issues in the McCauley community. Partners include the City of Edmonton, community members, Edmonton Police Service, service providers and social service agencies, McCauley Revitalization Steering Committee, McCauley Community League, McCauley business owners, Viva Italia District Association, Office of the Highlands-Norwood MLA, Office of the Ward 6 City Councillor, REACH Edmonton and invited resources.

■ **CREATE**

■ **INCUBATE**

■ **COORDINATE**

■ **CONVENE**

■ **COMMUNICATE**

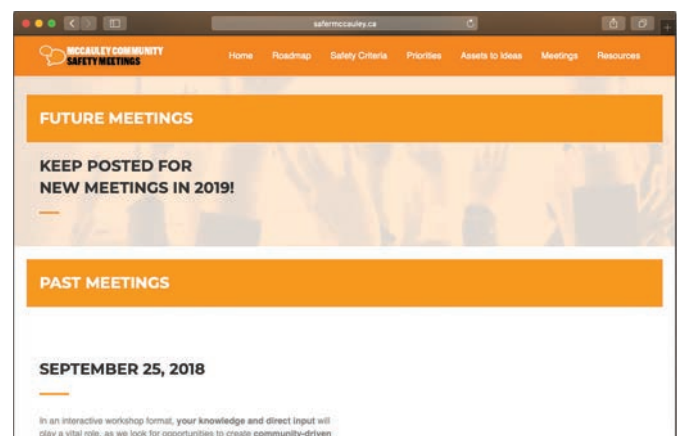
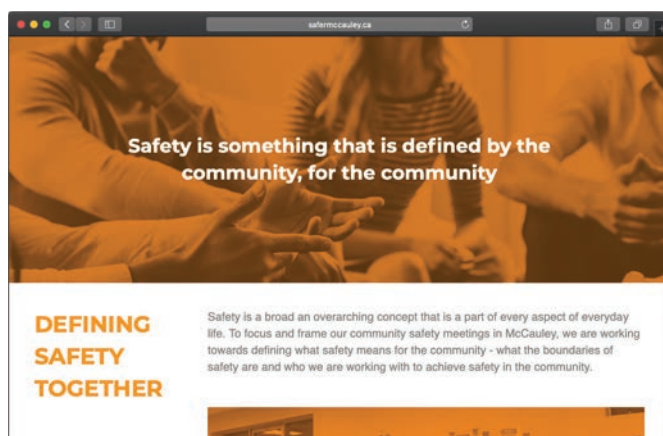
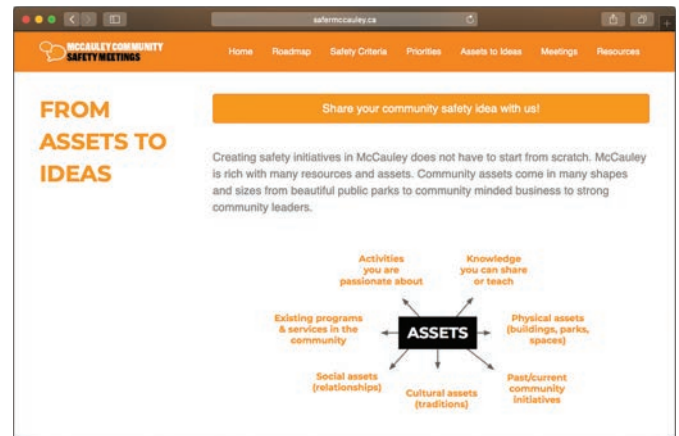
### INITIATIVE GOAL

- To make McCauley a safer, more connected, happy and vibrant community.

### OUTCOMES

- Increased connectedness between residents, businesses, community groups, agencies, resources, enforcement, and government.
- Increased capacity within community for citizen driven safety initiatives.
- Common points of reference and resource for community members.
- More democratic and inclusive process through increased online accessibility.
- Strengthened relationships with Viva Italia District Association, Chinatown and Area Business Association.







## RESOURCE CONNECT

Resource Connect is an annual event that brings together a community of over 70 agencies and service providers from across Edmonton to explore how they might better create connections towards a more collaborative community of practice.

In creating this community of practice, agencies find ways to work together to discover where gaps and opportunities in the system lie, informing how we might redesign better service pathways for their clients and the community at large.

■ **CREATE**

■ **INCUBATE**

■ **COORDINATE**

■ **CONVENE**

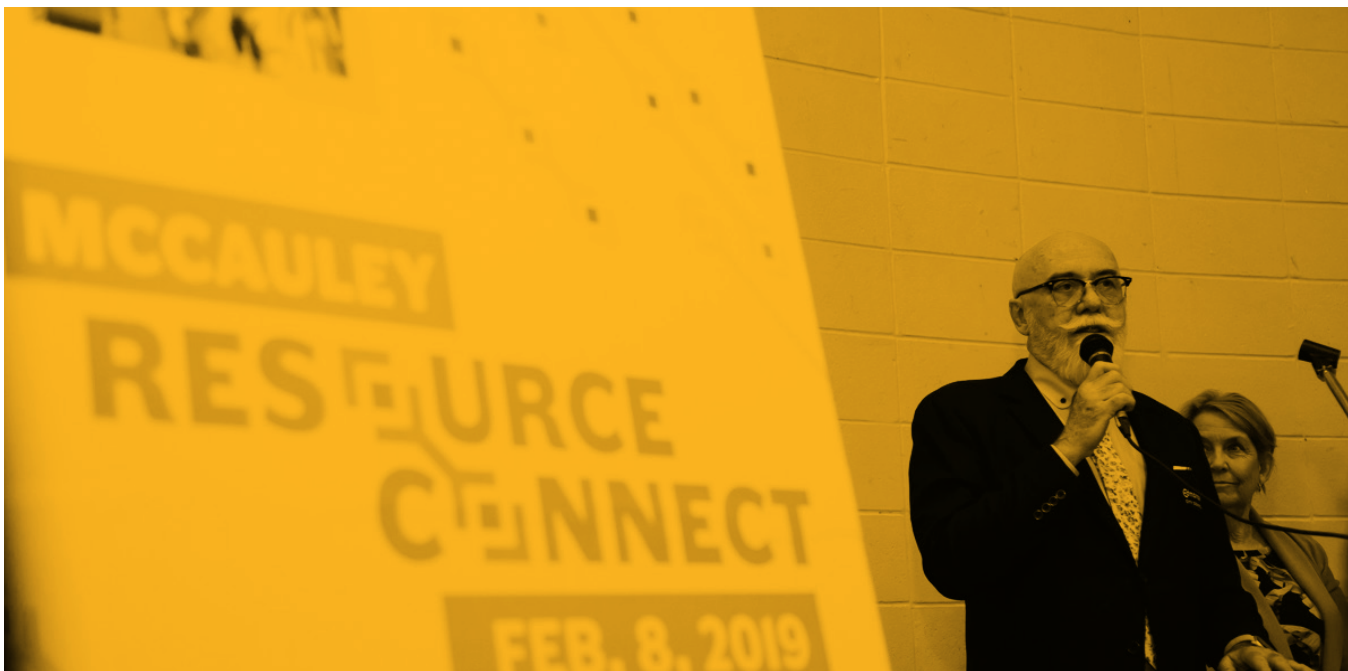
■ **COMMUNICATE**

### INITIATIVE GOAL

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

### OUTCOMES

- Agencies and service providers are more aware of each others priorities and contribution to communities.
- Opportunities for collaboration and innovation.
- Knowledge sharing around best practices and research done.
- Expansion of professional networks of agencies.
- Agencies are connected to volunteers and those interested in working with them.







resourceconnecting.ca

**RESOURCE CONNECT**

Home Exhibitors Presentation Schedule Event photos

### Reimagining service pathways by fostering connections

You are invited to join us at our annual resource fair in McCauley. It will be a day of connecting with and understanding the different agencies and groups who work with and provide services to the community members of McCauley. By coming together in this shared space, we hope to build a stronger community of service, become more aware of each other and explore possibilities for increased alignment and mutual support.

### Collaboratively map service landscapes together

Build on the relationships that already exist between service providers by taking part in mapping exercises throughout the day.

resourceconnecting.ca

**RESOURCE CONNECT**

Home Exhibitors Presentation Schedule Event photos

### Find your fit in the community

Are you a passionate volunteer looking for the right organization to spend your time with? Are you a researcher or academic looking for the right group to build your knowledge with? This is the right event for you.

resourceconnecting.ca

**RESOURCE CONNECT**

Home Exhibitors Presentation Schedule Event photos

### Share the impact of your work

Build on the relationships that already exist between service providers by taking part in mapping exercises throughout the day.

Let the community know what your goals and outcomes are.

Share the achievements and success stories that resulted from your work.

Sign up to give a presentation about your work in the community and receive a video recording of your



## REACH OUTREACH

REACH puts great effort into attending community events throughout the year. Attending these events provides an opportunity to connect with other agencies and the communities we all serve. Along with many of REACH's passionate volunteers, staff take the time at these events to listen and understand the needs of communities and find ways to connect them to the resources that matter most to them.

**CREATE**

**INCUBATE**

**COORDINATE**

**CONVENE**

**COMMUNICATE**

### INITIATIVE GOAL

- To engage with communities to better understand their needs and to connect them to the resources that matter most to them.

### OUTCOMES

- People are aware and use the resources that matter most to them
- Identify and prioritize issues in different communities
- Collect information that better informs community leaders and decision makers
- People understand the work and mandate of REACH
- A growing community of volunteers who are that much more connected to their communities









## ORGANIZATION FOR THE PREVENTION OF VIOLENCE

The Organization for the Prevention of Violence is a diverse group of professionals with experience in countering violent extremism and other forms of violence and risk reduction. As an organization, the OPV brings community, academic and practitioner knowledge to bear on the problem of radicalization to violence. REACH supports this work by acting as the fiscal agent and providing HR support. REACH also assists in leveraging our extensive resources and connections in ethnocultural communities.

**CREATE**

**INCUBATE**

**COORDINATE**

**CONVENE**

**COMMUNICATE**

### INITIATIVE GOAL

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

### OUTCOMES

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





## RECOMMENDATION 9

### An Innovative Evaluation Framework to Measure Success

#### INITIATIVES

#### REACH DATA & EVALUATION STRATEGY & FRAMEWORK

The Social Return on Investment (SROI) model measures success of community safety initiatives in terms of:

- Improvement in crime rates and victimization trends
- Cultural shift towards community caring and prevention
- Improvement in citizens' perception of safety

REACH has demonstrated commitment to ongoing and rigorous evaluation for each of its initiatives, using SROI and often with a consideration of collective impact and REACH's backbone role. We need to know what works and why it works in order to effect to real change in our community. We must work towards integration of a common evaluation framework, language and processes to improve consistency and allow for comparisons between programs



## REACH DATA & EVALUATION STRATEGY & FRAMEWORK

REACH initiatives are data informed and rigorously evaluated. The evaluations, conducted by external evaluation specialists, often use SROI methodology and focus on strengths, areas for improvement and lessons learned. Despite this commitment to evaluation, there are no evaluations of REACH at the organizational level and REACH lacks a cohesive evaluations strategy tied to the mandate of making Edmonton a safer city in one generation. REACH is strengthening its evaluation capacity and developing a comprehensive evaluation framework to measure the success of its initiatives against common outcomes.

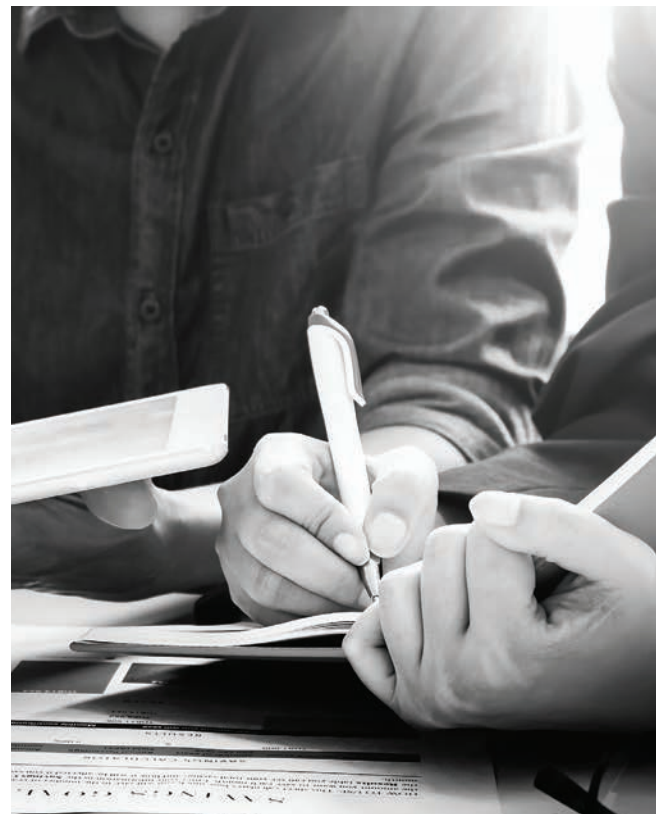
### INITIATIVE GOAL

- Develop a common evaluation framework to measure the contributions each initiative makes to REACH's mandate.

### OUTCOMES

- Comprehensive data and evaluation strategy at the organizational level.
- Overarching theory of change as guiding framework to which current and future initiatives strategically align.
- A common understanding, language and process model for comparing and evaluating impact
- Identification of areas of improvement and change for initiatives







# REACH ALIGNMENTS

By aligning with social priorities, laid out by stakeholders invested in safer communities, we can ensure that we are moving together towards these safer futures in sync with each other. This can allow us to capitalize on efficiencies, such as sharing resources, and enhancing

communication by using shared language and definitions. This commitment to shared values and intentions keeps us open to innovation and keeps communication around these complex social issues as clear as possible.

	RECOVER	EndPovertyEdmonton	Revitalization
All in For Youth	●	●	●
Joint Use Summer Access	●	●	●
WrapED	●	●	
24/7 Crisis Diversion	●	●	●
24/7 Edmonton App	●	●	●
#YEGAmbassador Program	●	●	●
REACH Training		●	
REACH Immigrant and Refugee Initiative	●	●	
Coalitions Creating Equity	●	●	
Police and Youth Engagement Program	●	●	●
Ethno-Cultural Family Violence Committee		●	●
Edmonton Cannabis Coalition	●		●
Edmonton Sexual Exploitation Working Group	●	●	●
McCauley Community	●	●	●
Resource Connect	●	●	●
REACH Outreach	●	●	●
Organization for the Prevention of Violence	●		●





# SAFER TOGETHER

TRC	Canadian Human Rights Act	Edmonton Federation of Community Leagues
●	●	●
●	●	●
●		
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**If you want to get there  
fast, move alone.**

**If you want to go farther,  
move together.**

The work of REACH is far-reaching and multi-faceted, but it rests on the fundamental assumption that real, effective solutions to complex social issues come from the communities experiencing them.

We aim to empower, build and coordinate the work of partners and stakeholders in addressing the most difficult challenges facing our city. We are excited to see Edmonton becoming more and more of a collaborative city, open to new ways of working with each other and ready to try new, innovative approaches to creating a safer community.

No single organization can do this work alone. It takes a dedicated community of partners, communities and government and non-government agencies to make lasting change and build a better future for all Edmontonians. Finding effective solutions takes tenacity, cooperation and collaboration. We believe that we can make Edmonton a safer city in one generation by working together.

**THANK YOU.**



