
SAFER TOGETHER

2020 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 stand ready to help communities, front line agencies and government departments to work together efficiently and collaboratively to affect true systemic change.

Building on the strategic direction of our amazing and insightful board, I am very pleased to present this year's Business Plan. This year is a particularly significant one for REACH because in 2020 we celebrate our 10th Anniversary. While we are proud of what we have accomplished with our partners in the past 10 years, we see this as more of a time of reflection and thinking about what comes next. We are taking this time with our valued partners to truly examine what the next 10 years will look like as we build a safe Edmonton by collaboratively tackling our most pressing social issues.

This Business Plan reflects that we are well positioned to respond to new and emerging challenges. As our city, province, nation and indeed the world continue to change at a rapid pace we have consistently shown our nimbleness and flexibility to respond to these changes. This year we will address a number of new challenges we have identified including social disorder in the inner city, safety and security in public places, human trafficking, reducing violence through increased collaborations, a greater reliance on evidenced based/informed solutions and rural crime. We will respond to changes in public policy that could impact funding decisions by having a strong advocacy and government relations strategy.

We are dedicated to facing these and any new challenges that come our way confident in the knowledge that we are able to rely on the wisdom of our partners—those

who are experiencing these challenges first hand. We stand ready to help communities, front line agencies and government departments to work together efficiently and collaboratively to affect true systemic change.

This plan was created with our partners in mind. Our entire purpose is to be value added to our stakeholders—to be there when needed and to bring together the right partners to tackle the toughest challenges. This plan lays out our intentions for the year so we can continue to work in increasingly efficient and collaborative ways.

We are dedicated to being supportive, decisive and impactful in our work as together we face new and emerging challenges. We will be creative and courageous as we make tough decisions that are evidenced informed. We commit to keeping on top of all new promising practises and to look at ways these can better help us address our local issues. We will foster innovative ideas, focus on relationship building and catalyze 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.**

THE WAY FORWARD

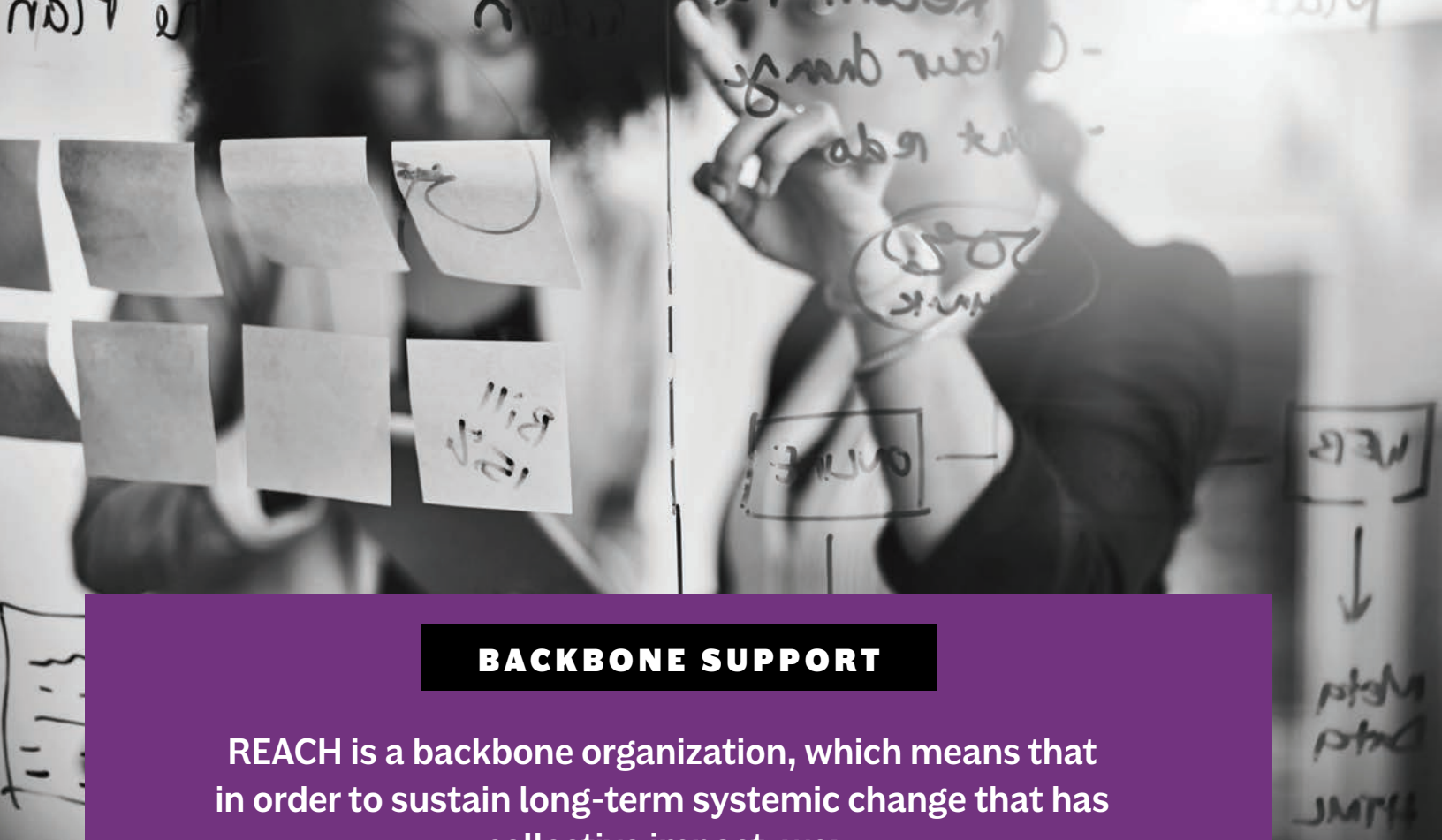


The REACH Edmonton Council for Safe Communities was established in 2010. Its ambition is to, in one generation (25 years), significantly increase community safety in our region; increase Edmontonians' perception of safety and inclusion; and engage the people of Edmonton and the region in developing a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



Guide a community safety vision and strategy together with stakeholders.



Supports 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.

“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.”

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
- Middle Years Project
- Not In My City
- Police and Youth Engagement Program
- Out of School Time
- Resource Connect
- Rural Crime Project
- Safer McCauley
- Sexual Exploitation Working Group
- 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 **COORDINATE** 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 coordinate 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

- Coordinate 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, likely Edmonton, is shown with a semi-transparent purple overlay. The city features a mix of residential and commercial buildings, with a river visible in the lower-left corner. The sky is a pale blue with some light clouds.

2020 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

BRIDGING TOGETHER

JOINT USE SUMMER ACCESS

MIDDLE YEARS STRATEGY

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 challenges 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.

CREATE
INCUBATE
COORDINATE
CONVENE
COMMUNICATE





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. This involves the integration of three successful, established initiatives in Edmonton: Partners for Kids, Schools as Community Hubs, and Out of School Time. Collaboration with partners allows us to effectively offer wraparound supports to students early and as needs emerge in the lives of children and families.

OUTCOMES

- Year-round support to Out of School Time (OST) community groups.
- Build on the 2016 IRCC federal funding opportunity that served the needs of mainly Syrian children and youth through the proposal that was approved, allowing 13 partners to provide year-round programming.





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 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.

■	CREATE
■	INCUBATE
■	COORDINATE
	CONVENE
■	COMMUNICATE

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.



MIDDLE YEARS STRATEGY

The Middle Years Strategy is a collaborative project co-backed by Big Brothers Big Sisters Boys and Girls Clubs. It is funded by the Province of Alberta.

Through an emerging, growing body of research, we know that the middle years is a critical period of transition and development with lifelong impacts. However, the body of evidence on middle childhood development is relatively small compared to that for the early years (from birth to age six) and youth (ages 12-25). Further, research on development during this period is not as widely and readily available compared to the other stages. The focus is to design and develop appropriate out of school time programming for vulnerable youth using a neighbourhood based approach that relies upon natural supports.

■	CREATE
■	INCUBATE
■	COORDINATE
■	CONVENE
■	COMMUNICATE



INITIATIVE GOAL

The original intent of the collaborative was to design and implement an out of school prototype for children 6-13 years old. The design was to focus on current programs and assets in the community and then to implement a six month pilot project. To begin the process, the community was consulted. They spoke strongly against this methodology. As such, we approached the funder and were given permission to set a new goal. The goal is now to assess the impediments to effective out of school time programming for the middle years and to recommend that the Government of Alberta develop a middle years framework which will create a common vision and language for all including youth, families, service providers, schools and community. The strategy will inform practice for those working with and serving youth between the ages of 6 and 12 (a critical period of transition and development) and further inform policy development.

OUTCOMES

- Improved data sharing and interpretation.
- Improved service coordination.
- Encourage innovative approaches through experimentation.
- The development of a strong network of untapped natural supports.
- Reduction in barriers such as (cost, transportation, lack of volunteers).

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, Multi-cultural Heath Brokers, Native Counselling Services of Alberta, REACH Edmonton and YOUNCAN Youth Services.

■	CREATE
■	INCUBATE
■	COORDINATE
■	CONVENE
■	COMMUNICATE

INITIATIVE GOAL

- To support prevention and intervention programs in the community that target youth and their families and use 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

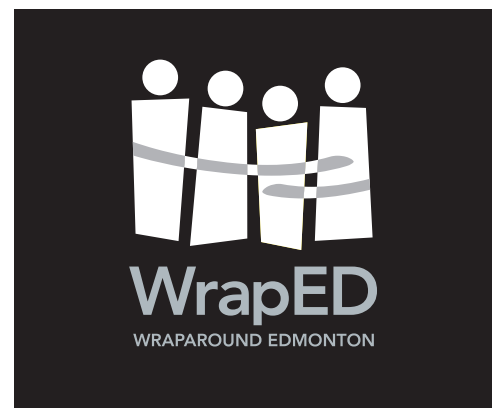
Indigenous

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)



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.

Since October 2015

38,000+

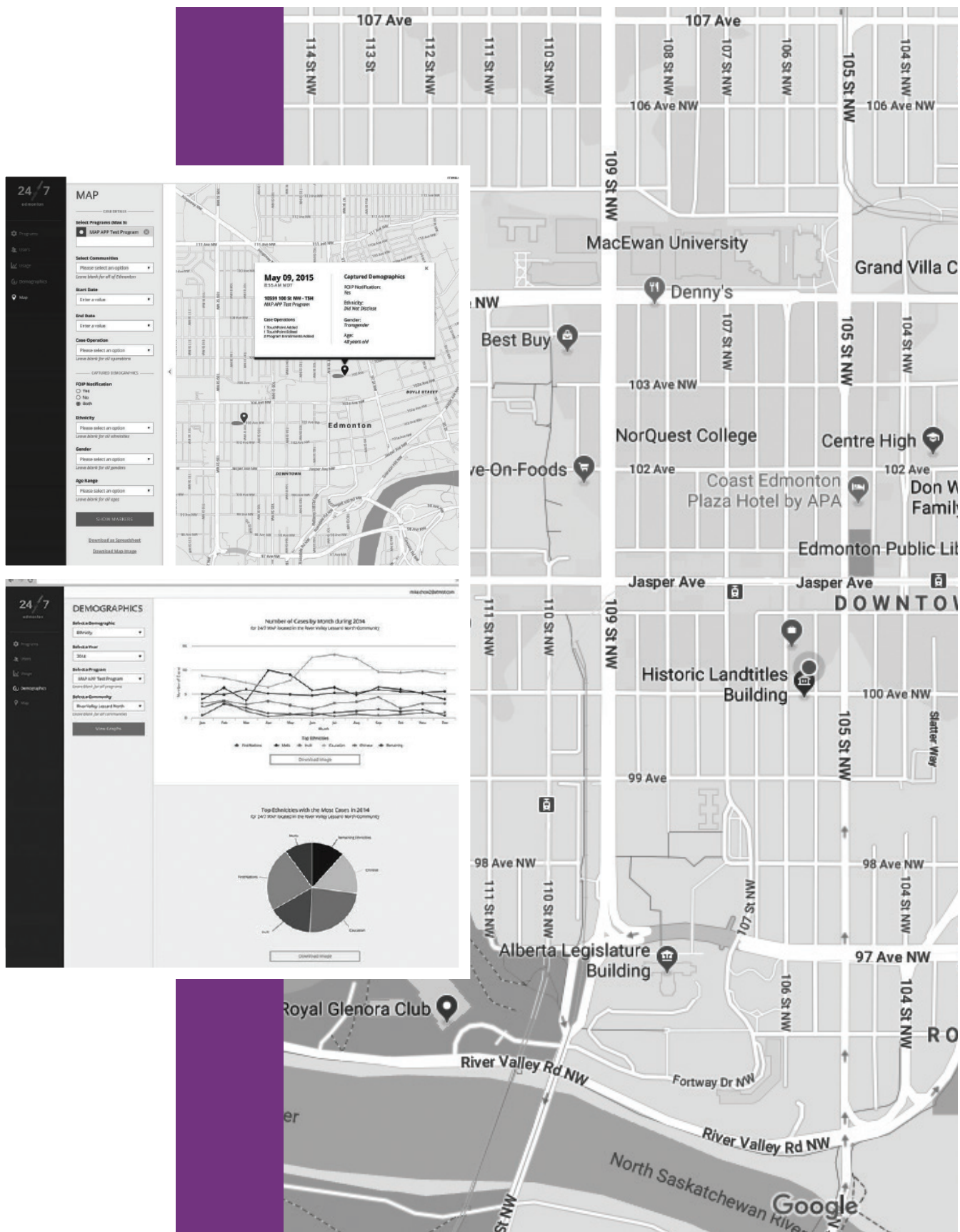
Crisis events

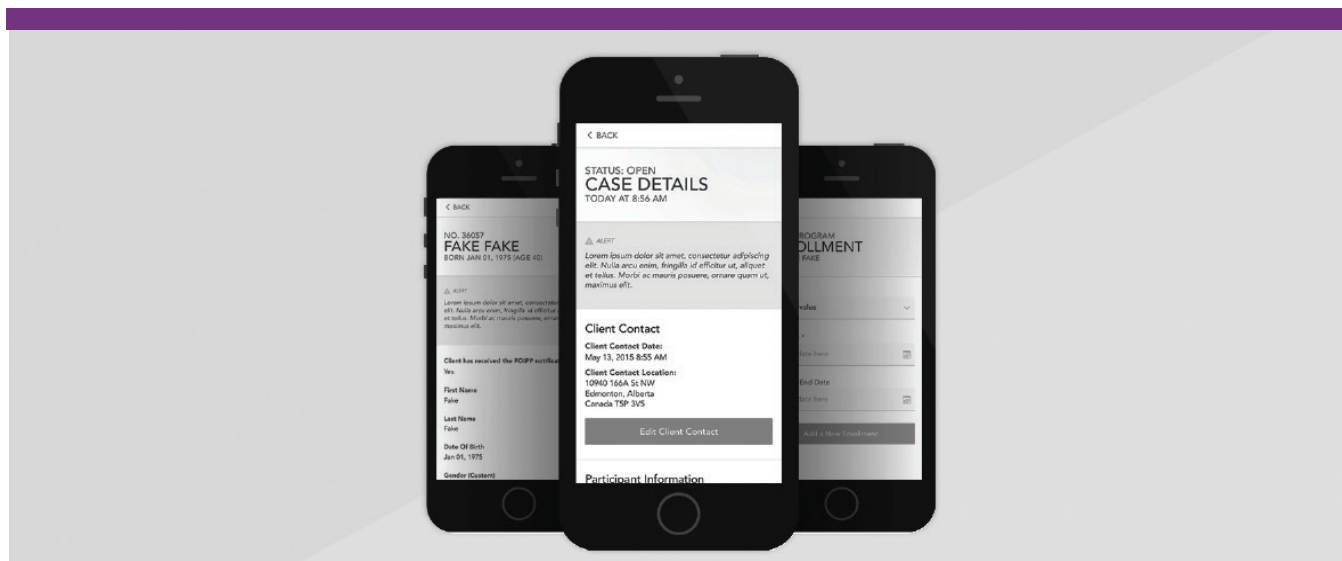
6,000+

Unique clients

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 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, build community economic development and contribute 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 inform 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.

From 2018-2019, Ambassadors have engaged with:

424 BUSINESSES

241 RESIDENTS

REACH TRAINING

REACH Edmonton implements specialized training for front-line staff working with vulnerable individuals. REACH's training initiative takes direction from community leaders in the Indigenous and multicultural communities to develop and implement training that is grounded in cultural awareness, self-care, and trauma-informed principles. REACH workshops are structured to make it accessible for the community. Training is offered as public sessions at low cost and for a half-day. In-service sessions are also available upon request by service provider agencies. REACH training initiative collaboratively works with facilitators and partner organizations to accommodate unique needs of front-line workers and agencies.

■ **CREATE**

■ **INCUBATE**

■ **COORDINATE**

■ **CONVENE**

■ **COMMUNICATE**

INITIATIVE GOAL

- To co-design more training offerings needed by service providers in collaboration with community leaders and experts.
- To build off of the feedback given by training participants to improve upon current training offerings.

OUTCOMES

- Front line work with clients is informed of the impacts of colonization on Indigenous communities and the pre-migration and settlement experiences of immigrants and refugees.
- 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.
- Front line workers develop awareness and self care techniques to ensure their well being while engaged in their work, including trauma-informed practice.
- Effective training partnerships that enhance REACH's relationships in different communities.



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.

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

REACH has worked with the Somali, Sudanese, Eritrean, Ethiopian, Oromo, Syrian, Iraqi and other middle eastern communities for the past ten years with provincial funding, mainly in Family Violence Prevention in a Cultural Context. This funding ends in March 2020. Refugee, immigrant, newcomer, and LGBTQ+ newcomer populations remain vulnerable to economic disparity, social isolation and inequity as a result of discrimination, poverty, lack of employment and hate incidents. Community leaders and service providers have indicated REACH needs to continue to support LGBTQ+ newcomers, parents in schools, youth and immigrant and refugee men, especially in the current economic environment. Working closely with Edmonton Police Service and Edmonton Public Schools REACH remains committed to incorporating a holistic community development practice.



CREATE
■ INCUBATE
■ COORDINATE
■ CONVENE
COMMUNICATE

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 Police Services, Edmonton Public Schools and other systems.
- 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 creates 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 support for men and women.
- Increased awareness of family violence prevention supports.
- Improved positive parenting and communication skills.

COALITIONS CREATING EQUITY

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 the areas of local community engagement, leadership support, and resource mobilization. It is part of a province-wide initiative that involves similar collaboratives in Wood Buffalo, Lethbridge, Red Deer and Calgary.

The provincial portion of the current funding for this initiative ends in March 2020. Working with the Edmonton stakeholders, a plan will be developed in April/May to develop a Terms of Relationship and strategic goals. Funding has been requested to Heritage Canada and the outcome will be learned in August 2020.

■ **CREATE**

■ **INCUBATE**

■ **COORDINATE**

■ **CONVENE**

■ **COMMUNICATE**

INITIATIVE GOAL

- To build local skills, knowledge and networks that can collectively impact discrimination prevention and increased equality locally and throughout the province.

OUTCOMES

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



ETHNOCULTURAL FAMILY VIOLENCE COMMITTEE

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

CREATE
INCUBATE
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■ COMMUNICATE

INITIATIVE GOAL

- Support EFVC with Influencing Change; exploring interpretation and translation gaps within the justice system.
- Support the Education Committee to leverage relationships with community leaders and service providers.

OUTCOMES

- Increased knowledge, understanding and advocacy for change between newcomer, immigrant and refugee communities to end sexual exploitation and human trafficking.





POLICE AND YOUTH ENGAGEMENT PROGRAM

The Police and Youth Engagement Program (PYEP) is a youth led and community driven two-week summer program. It builds capacity for immigrant and refugee youth and engages police and the community in 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 conflict resolution. 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, Edmonton Police Foundation, City of Edmonton, Canada Summer Jobs, Alberta Treasury Branch). Youth and community leaders support youth and their families in building positive relationships with law enforcement in culturally appropriate ways.

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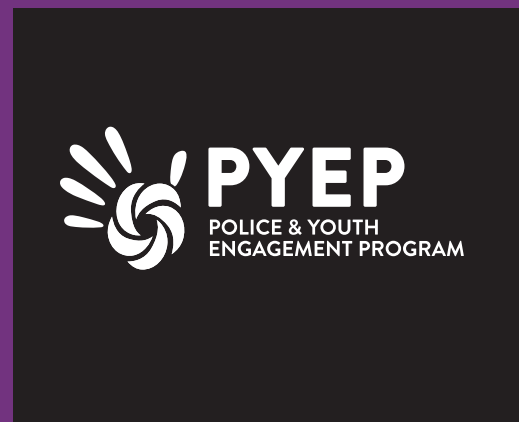


INITIATIVE GOALS

- 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 youth.
- 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 Peoples and LGBTQ+ communities.
- 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
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■	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

- Advocacy on 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 25-29, 2020)

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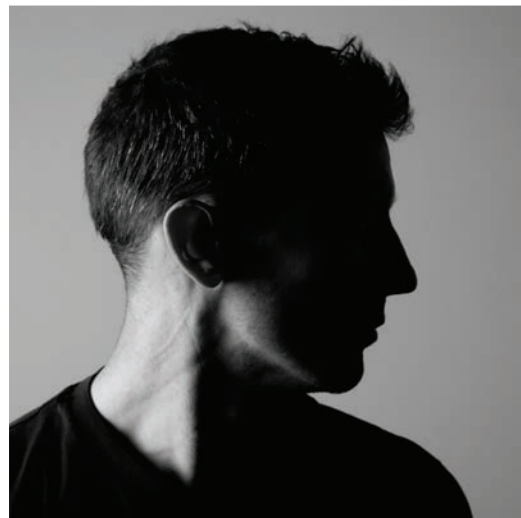
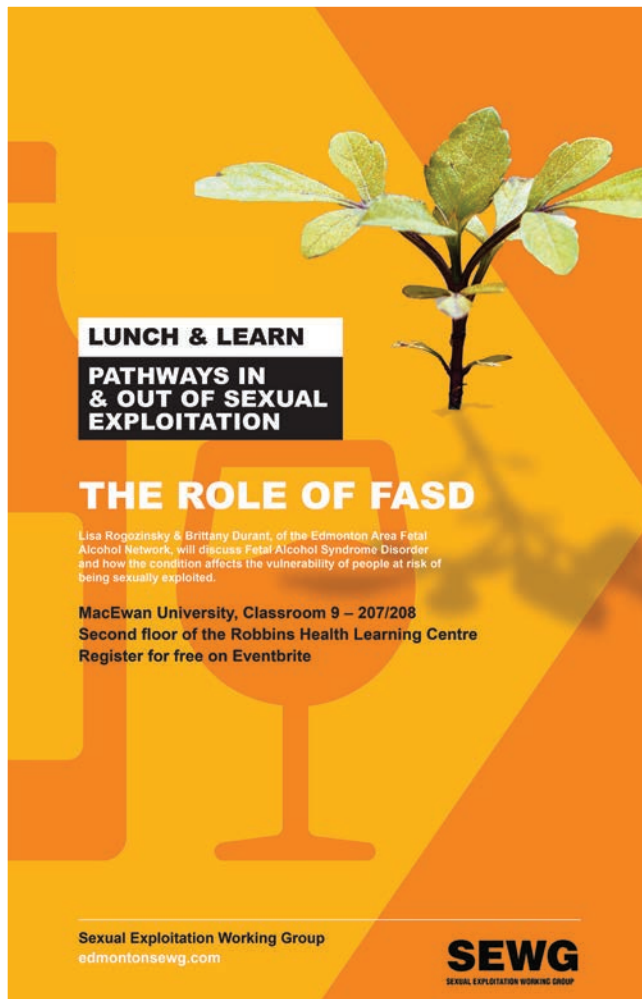
INITIATIVE GOAL

- 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.



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



MCCAULEY COMMUNITY

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

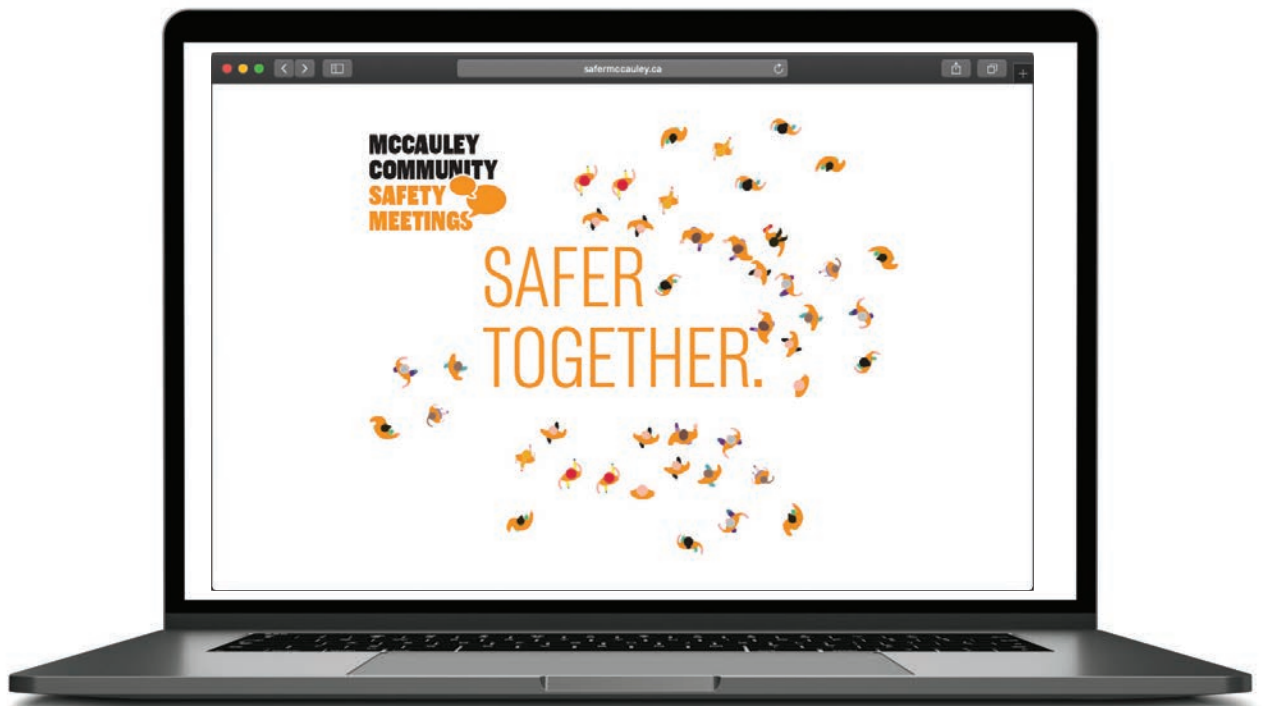
■	CREATE
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■	COMMUNICATE

INITIATIVE GOAL

- To make McCauley a safer, more connected 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
- Development of a neighbourhood-level organizing model that is adaptable to neighbourhoods beyond McCauley.
- Increased capacity of the Neighbourhood Organizing Initiative to influence positive outcomes regarding higher complexity issues such as problem properties and needle debris.



RESOURCE CONNECT

Resource Connect is an annual event that brings together an expanding community of agencies and service providers from across Edmonton to explore how they might better create connections towards a more collaborative community of practice. Resource Connect is moving towards increased activity throughout the year through the development of working groups that share common interests and objectives.

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.

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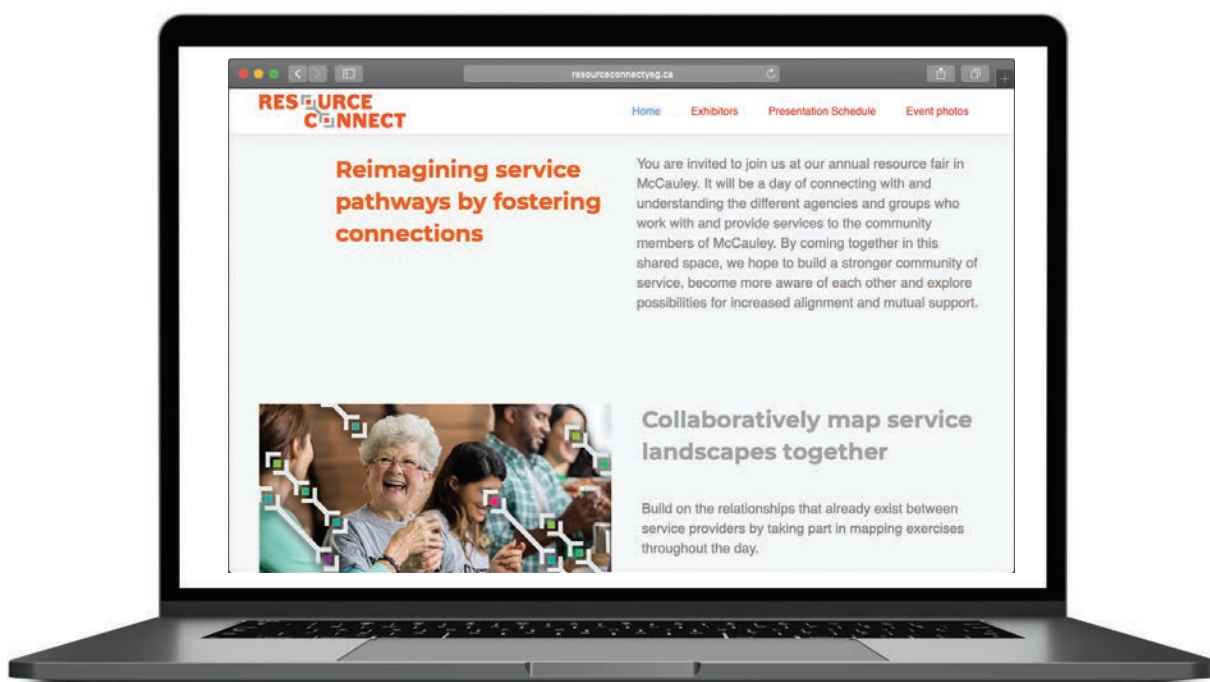
INITIATIVE GOAL

- To design improved connectivity and collaboration 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 increased connectivity, collaboration and innovation.
- Knowledge sharing around best practices and research done.
- Expansion of professional networks of agencies.
- Agencies are connected to students, volunteers and those interested in working with them.





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 that we 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
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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 more connected to their communities.





RECOMMENDATION 8



A Sustainability Strategy for Prevention

INITIATIVES

RURAL CRIME PROJECT



NOT IN MY CITY



ORGANIZATION FOR THE PREVENTION OF VIOLENCE



PEACE IN OUR CITIES



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

Advocate and seek sustainable support for existing innovative initiatives that contribute to community safety.

RURAL CRIME PROJECT

It is recognized that crime does not stop at the Edmonton border, so we are responsible to work with partners to create a sustainable strategy for prevention that acknowledges issues faced by other jurisdictions. Rural issues have been positioned at the top of the public agenda due to recent increases in police-reported crime and perception of general disappointment, frustration, and feelings of lacking safety amongst rural communities.

The lack of knowledge and capacity to provide comprehensive crime prevention and community safety services in rural areas is a source of concern that has led many organizations to mobilize around rural crime prevention. In that regard, the current project aims to develop and implement a model to reduce crime and build capacity among service providers in rural communities.

The lead organizations for the project are:

- The Alberta Community Crime Prevention Association (ACCPA)
- REACH Edmonton Council for Safe Communities
- Red Deer / Lacombe Rural Crime Watch
- Canadian Municipal Network on Crime Prevention (CMNCP)

CREATE
■ INCUBATE
■ COORDINATE
■ CONVENE
COMMUNICATE

INITIATIVE GOAL

- Build and pilot a framework aimed at decreasing rural crime through community-based safety assessments, planning and implementation of cross-sectoral approaches to decrease crime and increase community safety and to develop and implement a model to reduce crime and build capacity among service providers.

OUTCOMES

- Comprehensive understanding of rural crime and issues.
- Reduce crime (including youth crime) and perceptions of fear/insecurity.
- Improve community safety and well-being in rural communities.
- Build enduring partnerships between stakeholders.
- A body of knowledge that can be shared nationally.
- A cross-sectoral rural crime prevention framework.



NOT IN MY CITY

Not In My City is a movement launched by Paul Brandt under his Buckspring Foundation that is raising awareness and taking collective action to prevent and end sexual exploitation and trafficking, focusing on children and youth. REACH is providing the backbone support for this initiative in Edmonton. REACH is bringing groups together to create a province wide strategy to address issues associated with Human Trafficking and to develop prevention strategies.

CREATE

INCUBATE

COORDINATE

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COMMUNICATE

INITIATIVE GOAL

- Raise awareness and to create strategies to prevent human trafficking, and to assist victims.

OUTCOMES

- Establishment of hotline for victims.
- Development of training and awareness materials for a variety of audiences.
- Pilot a training program.
- Gather a body of knowledge informed by promising practises nationally and internationally.
- Improved service coordination.



PEACE IN OUR CITIES

The City of Edmonton and REACH became signatories on the Peace in our City Movement in February 2020. This movement seeks to galvanize a movement of people, mayors and city governments to halve and transform urban violence by 2030.

CREATE
■ INCUBATE
■ COORDINATE
■ CONVENE
COMMUNICATE

INITIATIVE GOAL

The Peace in our City Movement seeks to create concrete, participatory and evidenced based platforms to address all forms of violence. Edmonton is an early adopter city.

OUTCOMES

- To work with key partners to develop an action plan for meeting our commitment.
- Identify the top two priorities to reduce violence.
- Create clear connections to the Community Solutions Accelerator.
- Create a steering committee to oversee the local work.
- Establish baseline data.
- Demonstrate clear alignment of all services currently directed towards violence reduction.



ORGANIZATION FOR THE PREVENTION OF VIOLENCE

The Organization for the Prevention of Violence (OPV) is a diverse group of professionals with experience in CVE 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, providing HR support and promoting training. We also assist in evaluating and designing program interventions and leveraging our extensive resources and connections in ethno-cultural 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

DATA STORYTELLER

COMMUNITY SAFETY: DEPLOYMENT DASHBOARD

REACH 2.0

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.



DATA STORYTELLER

Storytellers are the new rockstars in the world of analytics — and for good reason. As popular as analytics are at the moment, without implementation, it's like writing a book that's never read.

2020 ushers in a very exciting time for REACH Edmonton, as the organization looks to secure a 'rockstar' — a Data Storyteller — of our very own. Tasked with supporting the collection, organization, analysis and distribution of data, the Data Storyteller will transform zeroes and ones into data driven-decisions and compelling stories that position REACH Edmonton to continue to deliver on community safety and well-being.

INITIATIVE GOAL

- To grow the internal data capacity of the organization through the development, recruitment and on-boarding of a Data Storyteller.

OUTCOMES

- Increased internal data capacity and familiarity.
- Dedicated roles and responsibilities as it relates to the collection, organization, analysis and distribution of data.
- Data driven-decisions and compelling stories that position REACH Edmonton to continue to deliver on community safety and well-being.

■	CREATE
■	INCUBATE
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COMMUNITY SAFETY: DEPLOYMENT DASHBOARD

The City of Edmonton, Edmonton Police Service and REACH Edmonton form the Community Safety: Deployment Dashboard Advisory Team and have counted themselves in as partners in the effort to modernize deployment.

The Dashboard was created to advance this opportunity by removing data silos, consolidating insight, and unifying the operational direction of stakeholders across Edmonton.

By consolidating data, and committing to deploy resources in accordance with shared insight, this team is ensuring our city has the right resource at the right place at the right time for a safer city.

INITIATIVE GOAL

- Ensuring Edmonton has the right resource at the right place at the right time for a safer city.

OUTCOMES

- Removal of data silos through greater information sharing.
- Consolidation of insight with partners being on the same page regarding best practices.
- Unified operational direction resulting in less wasted resources.
- Decrease in public initiated events, increase in partner initiated events (i.e. demand reduction).
- Increased data-driven integration and partnerships.

CREATE
■ INCUBATE
■ COORDINATE
CONVENE
■ COMMUNICATE



REACH 2.0

Making Edmonton Safer in One Generation. This is more than a slogan — for REACH Edmonton, it's a call to action. As the organization passes its significant 10 year milestone, REACH 2.0 looks to operationalize this call to action with a fresh and bold goal, approach and evaluation methodology.

In collaboration with staff, partners and renowned experts, REACH 2.0 has taken aim at what lies ahead with a focus on tracking and reporting trends, establishing priorities, stewarding strategic initiatives and catalyzing action that results in a safer Edmonton.

INITIATIVE GOAL

To operationalize REACH Edmonton's call to action — *Making Edmonton Safer in One Generation*.

OUTCOMES

- Established, tracked and reported trends.
- Established priorities informed by evaluations.
- Stewardship of strategic initiatives.
- Catalyzing action that results in a safer Edmonton.

■	CREATE
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REACH ALIGNMENTS

	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	●	●	●
Rural Crime Project	●		
Not In My City	●	●	●
Peace In Our Cities			
Organization for the Prevention of Violence	●		●
Data Storyteller	●	●	●
Community Safety: Deployment Dashboard	●	●	●
REACH 2.0	●	●	●



TRC	Canadian Human Rights Act	Edmonton Federation of Community Leagues
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ITS ABOUT YOU
ITS ABOUT ME
ITS ABOUT US.

We are excited to build on our past and move into the future.

Together we can work towards a safe and vibrant future.

This anniversary year is going to be a particularly exciting one for REACH. We will be taking the time to carefully reflect on what we have accomplished with our partners over the past 10 years. Specifically we will be conducting a full evaluation of how we have performed in relation to each of our recommendations. We will enhance our use of data to measure outcomes and to inform the way forward. We will be consulting widely with partners, current and former board members, and the public to get their take on where we have been and where we should be going. We will also continue to work diligently to align our work with other key initiatives including but not limited to the Truth and Reconciliation Calls to Action, End Poverty Edmonton, The Community Solutions Accelerator and RECOVER. As such we believe that 2020 will be a year of transition for us. This Business Plan is based on what we know now but it is certain that our consultations and the evaluation will challenge us to move in new and exciting ways.

We will continue to position ourselves to have the capacity and foresight to be able to respond quickly and efficiently to new and emerging issues as they arise. We want to be seen as the “go to” organization for all things community safety and wellbeing in Edmonton. We renew our commitment to helping our partners to build capacity so they are best positioned to address the most difficult challenges facing our city. Finding effective solutions to complex social issues and to effecting lasting and systemic change takes tenacity, courage, cooperation and collaboration. We know that by working together we can make Edmonton a safer city within one generation. We are forever grateful that our partners are on this journey with us.

THANK YOU.

