2020 BUSINESS PLAN
REPORT BACK

REACH
EDMONTON
Council for Safe Communities

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THE REACH MANDATE

MAKING EDMONTON SAFER IN ONE GENERATION

LETTER FROM LEADERSHIP

Looking back on the previous year, there are a lot of things to be proud of when it comes to the work of REACH. With the arrival of the pandemic, the needs of the community shifted and REACH responded. In closely following new pandemic safety restrictions, the REACH team found new resourceful ways to engage with our partners, understand what their critical needs were and support them with a solution.

Internally, the REACH staff were able to pivot quickly in response to the challenges of the pandemic by finding ways to work remotely while still connecting with initiative partners and their communities. A big part of this work was finding ways to develop virtual capacities together, which REACH staff supported through our backbone role.

REACH's quick response to the pandemic set an example for those in the community who were looking to implement new policies/procedures within their organizations. REACH also became a beacon for COVID19 resources through the development of its COVID19 Community Resource Database.

We are proud of our 24/7 Crisis Diversion Teams who remained steadfast during the pandemic. Within weeks of the first wave of the pandemic, 24/7 Crisis Diversion became and remains the transportation resource for vulnerable community members who require isolation due to various exposures to COVID19. We cannot thank our selfless and caring 24/7 Crisis Diversion Teams enough.

REACH Training pivoted to online delivery quickly to provide training to front-line workers, but expanded the topics to support emergent concerns and issues. For example, training was developed in response to concerns of rising cases of child abuse, so that workers were better trained to identify its occurrences with students and clients in our new (primarily virtual) reality. Also, it was the first opportunity that REACH was able to provide online "free" training in self care to front-line workers. To date, nearly 400 workers and supervisors have participated in this training, which happens to be the highest participant count for one REACH training.

2020 brought about not only the pandemic, but critical social discourse around systemic racism, equity and the role of police in community. These complex issues only heightened REACH's role as a community convener and a neutral platform with which these issues could be explored with diverse community partners. Through this, REACH is committed to grow as an advocate for equity, diversity and inclusion (EDI) and is working toward developing a framework to better incorporate EDI practices into the organization.

In 2020, Coalitions Creating Equity released their Response Model to Hate Incidents in Alberta guide, which was positively received by stakeholders across the province. The Edmonton chapter of the initiative continues to grow with the coalition now including membership from groups advocating for LGBTQ+, racialized and disabled communities. The initiative goal is very much relevant to government funders - REACH is fortunate to continue equity work by receiving grant funds for Action Alberta: Communities Responding to Hate. Continuing the work in rural Alberta, online, and within the Edmonton context remains the focus of this funding which addresses systemic racism and discrimination.

REACH's Board has also been working to incorporate EDI practices at a governance level. 2020 brought about the development of the "Bold New REACH" Board Strategy to be implemented in 2021, which highlights EDI as its first pillar. The strategy's other pillars include improving systemic integrated evaluation, building social trust, strengthening social coalitions, and improving efficiency.

REACH is excited and ready to move into the future. REACH is continuing to work with new partners on emergent issues and initiatives. For example, the Addictions Don't Discriminate initiative brought together partners from the social and health sector to collaborate on an exhibit to raise awareness of how addiction can impact anyone, as well as create empathy for those suffering from it.

In the future, REACH plans to continue demonstrating its value as a convener. For example, when a need to ensure housing for high-risk youth leaving incarceration during the pandemic was identified, REACH brought together partners to explore solutions. Convening also plays a major role in REACH's Neighbourhood Coordinating Initiative, where safety councils are formed with diverse community partners including community leagues, businesses, schools, enforcement and City of Edmonton resources.

Internally, we are working towards a REACH culture around shared leadership (collective, interconnected, relational, diverse) versus traditional leadership (focused on individuals, specific strengths and hierarchy). This will require a willingness to identify, build and integrate the values that align with this approach which will heighten our capacity to know where and when to employ our resources to better support community.

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

Guide a community safety vision and strategy together with stakeholders.

Support aligned activities that drive towards the vision.

Establish measurement practices to evaluate initiatives.

Build public will and support for the vision.

Advance policy that will result in systemic change.

Mobilizing funding for initiatives

2020 BACKBONE OVERVIEW

**Guiding a community safety vision
and strategy together with partners**

REACH works closely with partners to guide the vision of initiatives. This includes ensuring that there is collective ownership of the initiative. REACH is taking on a lead role in the Middle Years Out of School Time Natural Supports project, in close collaboration with partners including BGCBigs. This will ensure that a framework that has recently been completed will be shared throughout the community.

The Building Capacity in Rural Crime Prevention project works with communities as they identify their own unique community safety needs, and provides support and training as they develop a community safety action plan. This process encourages partnership and collaboration within each community, where strengths are recognized and can contribute to a shared community safety vision.

#YEGAmbassador's 90 day Community Safety Outreach Team prototype has brought Business Improvement Associations together to learn and experiment with a model of street outreach to increase community safety and wellbeing for vulnerable Edmontonians and business.

Supporting aligned activities that drive towards REACH's vision

In 2020, REACH was involved in the Youth Housing Upon Release initiative. REACH worked with partners to support alignment of efforts in the community (Edmonton Police Service, Edmonton Young Offender Centre, Edmonton John Howard Society, Homeward Trust, Alberta Health Services, Children's Services, and other community agencies with programs or mandates related to youth and housing) to support youth leaving incarceration. This is resulting in better housing outcomes for youth, and in identification and collaborative problem solving around gaps and barriers.

In further supporting youth, WrapED partners met regularly during 2020 to discuss their work, ensuring that their activities are aligned and to share their practice. This increased at the onset of the pandemic to provide an opportunity to share emergent practice to best support youth in the program.

Measuring practices to evaluate initiatives

Evaluation during the pandemic has not always been easy. OST groups who received summer funding struggled to participate in evaluation activities due to the emergent realities of programming. However, the evaluation results that were provided are being shared through an evaluation report video - a new practice that is an evolution from a traditional hard copy report.

WrapED is implementing a shared evaluation plan with a similar program, Real Me, in Calgary. Both programs provide support to youth at risk of gangs, so a shared evaluation is providing important information about this issue in the province's two largest cities. An evaluation advisory committee guides the evaluation.

YEGAmbassadors expanded their capacity to provide environmental scanning (garbage, needle debris, graffiti, etc.) to inform other BIAs (Alberta Avenue, Chinatown and Beverly) about environmental conditions that could be contributing to perceptions of safety.

Building public support for the vision

The Addictions Don't Discriminate project, co-chaired by REACH and the City of Edmonton, is an interactive exhibit rooted in stories of lived experience around addiction. Its aim is to increase empathy and reduce stigma towards those experiencing addiction, create a better understanding about addiction, and offer information on the supports and services available to Edmontonians. It is being developed in partnership with agencies and organizations who are also committed to addressing addictions issues in the community.

The Building Capacity in Rural Crime Prevention project is supporting rural communities across Alberta in community safety and crime prevention efforts. Focusing on a balanced approach between enforcement and prevention, communities are creating community safety plans to address challenges unique to their community. The model is now expanding to other rural areas.

Community came together (in person pre-COVIDI9, and then online) in sessions facilitated by the Edmonton Coalitions Creating Equity partners to discuss issues and opportunities related to equity, diversity and inclusion. It has brought people to the same space and has opened the door to new conversations.

Advancing policy that will result in systemic change

The Middle Years framework continues to explore how natural supports can be better equipped to assist Out of School Time community programs. Findings from the initiative are being used to advocate for policies that improve the resourcing of natural supports which include things like family groups, community assets, businesses and peer to peer mentoring.

The Rural Crime Framework continues to support rural communities in the development of community driven and community sustained crime prevention initiatives. Findings from the initiative hope to inform how municipalities can better support these initiatives.

Mobilizing funding for initiatives

WrapED has secured funding for three more years. This will ensure that youth in the community who are at risk of or engaged in gang activity receive the support that they need to make positive changes in their lives.

Funding proposals were completed to support the work of the Addictions Don't Discriminate exhibit. Funding was successfully received from Alberta Health Services to further develop the exhibit.

In 2020 REACH's role shifted from providing fiscal agent and coordination support for select Bridging Together partners, to a coordinating role for the youth immigration sector. In this new role, REACH will help to improve access to youth services through working with partner organizations and mapping child and youth services across Edmonton. Mapping information will be available to partners who can use it to determine program needs and use the information as evidence to support funding applications.

Funding has been received to bring together partners working with diverse communities to increase capacity in responding to hate both within the community and online building on the work of CCE.

The Canada Summer Works Grant continues to connect students to the work of REACH. Through this program students were brought on board to support the Police and Youth Engagement Program and the YEGAmbassador Program.

GOAL 1

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

GOAL 3

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

GOAL 2

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

REACH IN ACTION

MOBILIZING CHANGE FRAMEWORK

GOAL 1

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

STRATEGIES

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

HIGH-LEVEL OUTCOME

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

We pride ourselves on fostering "idea starters" and research driven innovators

GOAL 2

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

STRATEGIES

- 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

REPORTING BACK ON 2020

HIGHLIGHTS + KEY LEARNINGS + CONSIDERATIONS

REACH continues to serve the needs of Edmontonians and 2020 was a year like no other. 2020 forced REACH as an organization to reconsider its approaches in responding to the needs of the community as the pandemic radically changed the ways Edmontonians engaged with one another. The following reports include a reflection on the goals set in the 2020 business plan, how those goals were met and the different ways REACH pivoted to navigate the unprecedented challenges brought about in 2020.

The reports also include learnings and insights gathered from the work. These can be used to better inform REACH how to better meet the needs of community and further the work of our initiatives.

The work achieved in the following reports is a testament to the collective impact many different organizations and groups can have when we all work together.

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

ALL IN FOR YOUTH

INITIATIVE GOALS

- Increase academic achievement and engagement in school while developing resiliency.

- Provide 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 and allowed I3 partners to provide year-round programming.

2020 OUTCOMES + OUTPUTS

- Fewer children were able to attend in-person programs due to physical distancing and safety rules.

- Programs took place in large outdoor spaces, with room to distance, and needed to be close to the participants' homes so they could use their own bathrooms. This led to larger breaks during the day in the program so that staff could travel home to use their own bathrooms.

- Due to lack of space, some programs offered virtual programming instead. This helped groups reach children who would have otherwise been isolated, but created barriers for participants who did not have reliable internet or access to devices.

- Fewer kids were able to participate in programming, due to lack of transportation, devices, internet, or programming in their neighbourhood.

- Online programs were only able to run for a short time period, to prevent children from spending unhealthy lengths of time in front of screens.

- Programming was not able to double as quality childcare for parents who work.

- Due to the pandemic, the OST groups often found themselves acting as case workers for families who needed access to resources (like food and internet), information and other supports.

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CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- The initiative still works to provide programming to vulnerable children and youth, and increase OST groups' capacity to do so, but the pandemic shifted the focus to include vulnerable families. Inequalities, including internet and device access, emerged as urgent issues.

- Some OST groups did not offer programming but still offered support to families.

- Relationships between initiative partners were maintained and deepened, but due to OST groups being pulled in many different directions, and often being asked to do things that are not within their scope, communication and engagement decreased.

- Virtual OST Gathering meetings were well attended, where groups shared resources and showed their resilience. They asked for trainings that would be relevant to running virtual programming and self-care resources for front-line staff.

- OST launched a Facebook page in early 2020 to communicate resources, training opportunities, and other important information to OST partners.

- The 2020 OST Final Report is currently in development. It will be circulated once complete and posted on the REACH and OST websites.

- The digital 2020 OST Conference took place on June 25. It was a successful half day conference with more than l70 attendees.

- More virtual meetings are taking place and information is being gleaned from surveys to help determine how to move forward.

LEARNINGS & FUTURE PLANS

- Inequalities in the community, such as access to technology and other resources, were brought to light and are now a focus of several partners.

- Make information and input opportunities accessible has required some creativity using digital strategies.

- The rise of the Black Lives Matter movement also brought to light some learnings about this work, namely the advocacy that OST groups did around SROs (police officers) in schools. This work will need to continue in partnerships with the school boards and through Joint Use, to ensure equity.

- Many groups were also affected by the attacks on three Black Muslim women, and one Black man that took place near the end of 2020 in Edmonton. These community groups need our support and resources in order to affect change. The BLM statement that OST released on Facebook was a good starting point, but there is work to do.

SMALL ACTIONS BIG VICTORIES

- REACH is involved with an initiative to get computers into the hands of students who need them, and contributed to the acquisition of more than 500 devices.

BRIDGING TOGETHER

INITIATIVE GOALS

- Empower immigrant and refugee children and youth to integrate into Canadian society—overcoming the challenges of their settlement journey and becoming successful, contributing community members.

- Create an aligned approach to year-round coordination for OST community groups.

- Gather data that promotes accountability, learning, improvement and sustainability.

- Improve communications, linkages and engagement among partners and key community stakeholders.

2020 OUTCOMES + OUTPUTS

- Alignment with the goals of the OST Collaborative.

- Increased frequency of meetings with partners both new and old.

- Improved coordination and communication, with REACH coordinating the Youth Services Coordination committee.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- The focus of Bridging Together shifted in 2020 at the request of the funder. REACH was able to use project funds toward Bridging Together partner programs until July 1, aligning with the end of the school year. As of July 1, 2020 REACH no longer provides fiscal support to Bridging Together partners through Immigrants Refugees and Citizenship Canada (IRCC), and instead fills a coordinating role for the newcomer child/youth sector. Bridging Together partners are resilient and continue to provide programming to communities in various ways.

- The focus of 2020 was mapping child and youth services across Edmonton and refining referral processes within the newcomer child/youth service providers sector.

- At the outset of the pandemic, Bridging Together partners pivoted, and moved in-person programing to online formats.

- REACH continues to convene Bridging Together partners on a quarterly basis to share updates, challenges, and opportunities.

- In September 2020, REACH agreed to convene the Youth Services Coordination Committee, comprised of IRCC funded, newcomer child/youth service providers.

- Three Hive Consulting produced the Bridging Together Year 2 Report and found that for every $1 invested into Bridging Together programs, there was a social return on that investment of at least $3.30.

- REACH developed an Evaluation Summary Brochure summarizing Three Hive's findings.

LEARNINGS & FUTURE PLANS

- Even though Bridging Together partners did not receive ongoing funding, the success of partners in ensuring newcomer children and youth feel safe and supported in their transition to life in Canada will have lasting effects on so many families.

INITIATIVE SUSTAINABILITY

- Near the end of 2020, REACH connected with MAPS Alberta and 211 to align mapping youth services with existing initiatives in the city, reducing the reporting burden on partners. This alignment will be further developed in 2021.

SMALL ACTIONS BIG VICTORIES

- REACH joined a working group coordinated by the Edmonton Local Immigration Partnership (ELIP) to address access to technology for students. REACH supported partners by developing common and shared criteria, supporting evaluation and summarizing data. Partners were then able to apply for funding and distribute more than 500 Chromebooks to families.

- REACH supported the Youth Coordination Committee in developing a referral document that has since been shared with schools.

JOINT USE SUMMER ACCESS

INITIATIVE GOALS

- Provide community groups with free or low cost access to school facilities to run summer programs. This program helps emerging Indigenous, immigrant, refugee, low income and special needs groups access to school space to deliver daytime programs, Monday to Thursday, in July.

- Improve space and program delivery capacity.

- Align approaches to coordinated access of school space.

- Gather data that promotes accountability, learning, improvement, and sustainability.

2020 OUTCOMES + OUTPUTS

- Due to the pandemic, there was no Joint Use Summer Access for in 2020.

- The school boards and Joint Use steering committee determined that there was no way to safely offer school spaces for in-person programming.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- Several attempts were made to find alternatives to school space, exploring ways for OST groups to access free space for summer programs. Due to the cost of necessary increased cleaning, the reduction to the school boards' budgets, and the uncertainty of the pandemic, school space was not available to groups.

- The Joint Use coordinator and OST project manager worked tirelessly to maintain current relationships with partners. OST groups were kept up-to-date, while school boards and their representatives tried to determine how to move forward.

LEARNINGS & FUTURE PLANS

- The importance of providing information in a concise and timely manner was highlighted in 2020. School boards wanted to provide space to groups for summer programming, delaying the official cancellation of the season. This delay in information did not help groups with their budget, program plan, or planning for alternative space. It was difficult for groups who did try to access space this summer, due to there being many stipulations and new criteria that were not shared early enough for them to meet them.

MIDDLE YEARS STRATEGY

INITIATIVE GOAL

- The intent of the collaborative was to design and implement an out of school prototype for children 6-13 years old. The design focused on current programs and assets in the community, followed by a six month pilot project.

- During consultation, the community spoke strongly against this methodology, so we approached the funder for permission to pivot to a new approach, which was received.

- The revised approach used learnings from the engagement to develop a strategic policy and practice framework focused on sustaining middle years OST through enhanced by natural supports.

- The framework was developed for stakeholders in the critical roles of OST policy and funding, planning and coordination, as well as design and delivery. This strategic document is meant to be customized by stakeholders at the community level, aligning with their individual context and needs.

2020 OUTCOMES + OUTPUTS

- Continued engagement with stakeholders in the communities of Britannia-Youngstown, Mayfield and High Park to develop and test ideas for OST programs using natural supports. Community feedback validated the framework principles and illustrative approaches.

- The "Supporting Middle Years Out of School Time Activities Through Approaches Enhanced by Natural Supports" Policy and Practice Framework was developed. This strategic document explores opportunities to promote positive outcomes for middle-years children and youth by supporting OST activities that help create natural supports, both individually and with the larger community.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- The focus of the work shifted following feedback from the community. It was clear that they did not want a program that would only operate for a limited amount of time, and then leave a gap in support.

- Partners worked closely together to contribute to the development of the framework. Feedback was provided by stakeholders at many levels. In 2021, REACH will administer funds and oversee an extension period which will focus on implementing the framework within existing OST networks and communities.

- The framework was the most significant deliverable of the project. In the coming year, it will be made available online (along with other relevant resources). There will be targeted training/sharing of the framework in 2021.

- Middle Years Out-of-School Time Natural Supports Project – Evaluation of Cycle 2 Prototypes Report is a summary assessment of the OST ideas (prototypes). It was tested with stakeholders in the Edmonton communities of Britannia-Youngstown, Mayfield, and High Park.

LEARNINGS & FUTURE PLANS

- COVID19 was a barrier to OST programming for all age groups, but it provided an opportunity to highlight how to navigate large scale emergent issues. This was captured as an addition to the framework, to inform future processes if another significant event arises that impacts programming.

INITIATIVE SUSTAINABILITY

- This initiative was completed with the guidance and continuous collaboration of two multi-stakeholder committees – the Community Project Team (steering committee) and the Britannia-Youngstown, Mayfield and High Park Working Committee. Stakeholders and community members from Britannia-Youngstown, Mayfield and High Park were taken on a human-centred design experimentation journey to develop and rapid test ideas for OST programs for the purposes of:
    - Validating the principles and approaches in the Framework, and
    - Providing practical experience for customizing the Framework at the community level

- The framework will contribute to sustaining efforts to engage natural supports in OST programming for middle years youth. This project is intended to build capacity in community.

- Activities in the coming year will focus on sharing the framework widely.

SMALL ACTIONS BIG VICTORIES

- Engagement with stakeholders for OST planning, coordination and delivery revealed the wide level of disruption caused by the pandemic. These insights show the need to look more closely at improvements to OST planning and coordination and the role that natural supports can play in sustaining OST, especially during times of disruption. This will be investigated as a part of the initiative extension activities.

WrapED

INITIATIVE GOAL

- Prevention and intervention programs in the community targeting youth and their families using a strength-based approach to address root causes of social disorder, including the prevention of youth involvement in gangs.

- Effective collaborative delivery of wraparound backbone supports.

- Effective communication of knowledge and data related to gang prevention in Edmonton.

2020 OUTCOMES + OUTPUTS

- With the support of the Government of Alberta, a collaborative evaluation framework was developed with partners from The Calgary Centre for Newcomers.

- The shared formal evaluation began in June 2020. Results will provide information about youth and gangs in the province, through the use of evaluation tools that track outcomes.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- Due to a realignment in provincial funding in early 2020, WrapED saw a surge in referrals to the program. Although there was not an increase in capacity, there was noticeable growth in the reach of the WrapED program as a result of the changes.

- A strong sense of cohesion was built within the WrapED partnership in 2020 thanks to increased convening as a result of the pandemic. At the operational level, this created an opportunity to share strategies and protocols for navigating meaningful and socially distant youth support. At the senior level, partners connect regularly to discuss emergent trends, tackle challenges and share knowledge and resources.

- WrapED catalyzed renewed efforts to support youth leaving custody who are being released into homelessness. Although not a new issue in Edmonton, the challenge was exacerbated during the pandemic.

- Community placements that typically accept high risk youth had to reduce their capacity due to physical distancing requirements, and youth were increasingly being released from incarceration earlier than anticipated.

- REACH provided backbone support to convene a series of meetings to unpack the issue and determine a path forward.

- The Youth Housing Upon Release Committee was established, where youth cases are reviewed monthly. The group collaboratively explores solutions, shares information and resources, and collects data about the current state of the issue.

- A three-year evaluation is underway, with the first six months showing the initial learnings of WrapED youth demographics.

- Report Highlights:
    - Average age of WrapED participants is 17.5
    - 60% are male
    - 50% are Indigenous (First Nation & Metis)
    - More than 50% of participants have current or previous justice involvement
    - More than 60% of participants reported using substances (alcohol, cannabis, methamphetamines)

- Early evaluation shows that youth entering the program present historical trauma and mental health concerns. WrapED partners ensure that youth receive appropriate supports as they navigate the systems needed to achieve their goals.

INITIATIVE SUSTAINABILITY

- Partners worked closely with the Project Coordinator to outline a youth's progression through the program from referral and intake, to program completion.

- This led to the development of a new WrapED pre-assessment tool ensuring the youth's voice is heard while connecting them to the right WrapED worker to suit their needs and goals.

- To streamline the WrapED referral process, the referral form was updated to an electronic fillable version to speed completion from referral sources.

SMALL ACTIONS BIG VICTORIES

Partners worked together to identify sustainable funding for WrapED, and were successful in securing funding for a further three years. This ensures that WrapED can continue to support youth in need for the foreseeable future.

Regular communication and fostering trusting relationships had a significant impact. WrapED partners shared policies and procedures about supporting staff in our new remote reality. Not only did this have an impact directly on WrapED project staff, but also other staff of the partner organizations.

24/7 CRISIS DIVERSION

INITIATIVE GOALS

- Provide comprehensive, coordinated access to 24-hour service for Edmonton's most vulnerable citizens.

- Reduce the inappropriate use of expensive emergency services.

- Ensure individuals are supported by appropriate services.

2020 OUTCOMES + OUTPUTS

- The 211 - 24/7 Crisis Diversion line received over 23,000 calls in 2020. Less than 50% were referred to Crisis Diversion as the information and referral staff play an important role triaging calls for the program but also ensure that Edmontonians are referred to appropriate services and information.

- Top referral sources to 211 include private citizens, community agencies, and local businesses. These callers are contacting 24/7 Crisis Diversion directly rather than unnecessarily using emergency services.

- Eliminating the need to have their calls triaged, EPS, EMS, and Peace Officers work closely with the program through a direct phone line to the 24/7 Crisis Diversion front-line teams. This connection allows direct referrals from site locations where Emergency Services are not the needed response.

- The program continues to provide monthly operational data to partners and the Edmonton Police Commission while contributing COVID19 transportation data to the Sector Emergency Response collaborative.
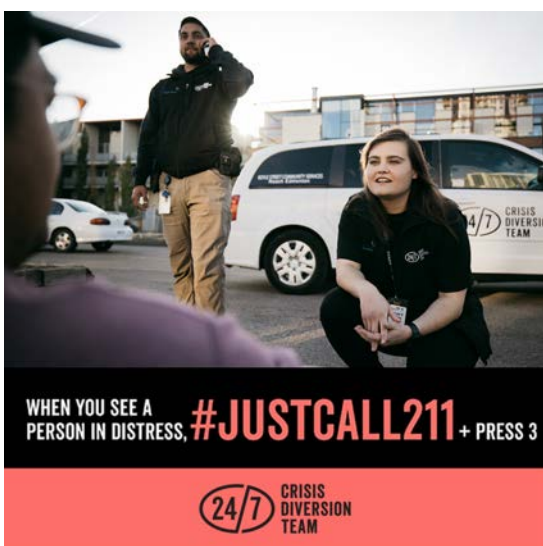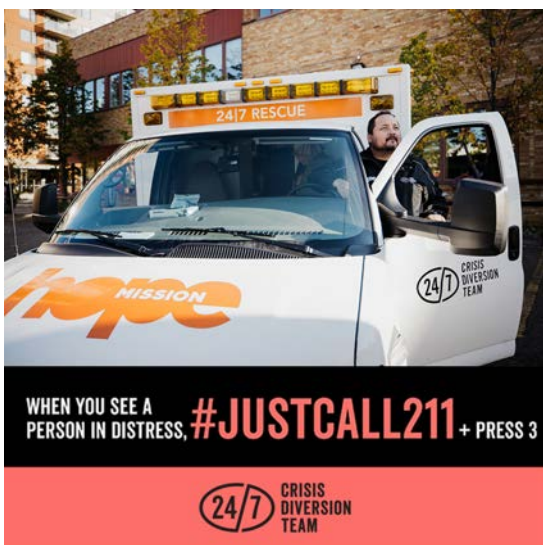
CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- The program provided needle pick up and outreach support on the LRT as a result of free transit service from March - June 2020.

- The program has filled the gap in COVID19 transportation services for marginalized and homeless individuals.

- A stronger alignment with shelter services has occurred due to the usage of the WhatsApp app that provides up to date information about shelter capacity.

- A newly formed Sector Response Committee is emerging to expand the sector's capacity to coordinate responses for vulnerable community members 24/7 and year round.

- The Connector prototype expanded to a high fidelity prototype with partners InWithForward, and learning partners City of Edmonton and Edmonton Police Service.

- Provided support to groups in Victoria, Red Deer, Toronto (TPS and Reach out Response Network) who are researching and developing programs similar to 24/7 Crisis Diversion.

LEARNINGS & FUTURE PLANS

- The program needs to continue to acknowledge the enormous contribution of the staff to the COVID19 response that put them and their relationships at risk. Many staff had to be isolated due to close contact and a number became ill with COVID19.

- REACH will seek opportunities to connect and support network that are designing, innovating, learning, and researching emerging community based non-police crisis response programs.

- Advocating for support to be available outside of "regular" hours of operation remains an important consideration in the coordination of 24/7 services.

- Highlighting the gap in services for particular groups of marginalized individuals (young Indigenous women and older males) experiencing some of the most challenging situations that require an interagency coordinated response. Greater participation of social agencies at the Outreach Network is welcomed and needed to support these individuals.

- There is a need for coordinated community, provincial and national response to the rise in overdoses and the need for safe drugs as a part of the solution has become more evident during COVID19.

- There is a need for increased mental health support through peer to peer connections and services.

SMALL ACTIONS BIG WINS

- Saying yes to COVID19 transports resulted in some big adjustments to the service and positive collaboration.

- For the vulnerable community, it was an important win for those services to be mobilized so quickly to respond when outbreaks occurred.

- Because of the rise of social movements to highlight societal inequities and defund police, the program was identified as an important community based response to working with those who are marginalized. REACH and program staff will continue to support greater equity, diversity and inclusion efforts within the program and in the delivery of 24/7 services. Staff will be presenting and making recommendations to COE Task Force on Community Safety and Well Being, in 2021.

#YEGAMBASSADORS

INITIATIVE GOAL

- YEGAmbassador teams work directly with business owners, residents and others to create connections, understand area needs and support businesses with economic development and community safety.

2020 OUTCOMES + OUTPUTS

- Quarterly environmental scans captured environment issues such as graffiti, vandalism, garbage, needles, etc.

- Month of Murals - promoted 20 unique murals in the area.

- Valentine's Day Activation - 200 people were served hot chocolate outside the MacEwan LRT station and Habesha African Market.

- YEG Takeout aimed to promote restaurants in the area through a scavenger hunt campaign with prizes.

CONTRIBUTION TO MOBILIZING CHANGE FRAMEWORK

- Due to an Executive Director change with the Chinatown BIA, engagement with the program was reduced significantly.

- Decreased street presence in response to COVIDI9 per Alberta Health Services requirements.

- Initiated engagement with the BIA Corporation to expand opportunities with other BIAs so that they could benefit from the program's resources.

- Brought in an external facilitator to further develop partner relationships and advisory committee.

- A partnership review occurred to refine and incorporate learnings from the past three years and update the logic model.

- #YEGAmbassador Annual Report 2020 was created.

- Online surveys and visual scans were done to understand the impact of COVIDI9 on businesses.

- Surveyed 75 businesses to understand their implementation of COVIDI9 practices (signage, availability of PPE equipment, sanitizers, COVIDI9 response for business and personnel). Engagement around COVIDI9 concerns is ongoing.

- Communication materials were created to share information about COVIDI9 and supports available through newsletters, WhatsApp, and social media.

- COVIDI9 Supports Guide was written in plain language with translated documents, on programs, resources and links to support business owners, their staff and families.

- YEG Pivots, a Facebook delivered presentation, was produced as an opportunity for area businesses to share how they had "pivoted" their business model during the pandemic.

INITIATIVE SUSTAINABILITY

- In order for the initiative to be more sustainable, the model needs to be shared with more BIAs. This will ensure the program is responding to the needs of smaller, vulnerable BIAs and develop wider relationships with businesses and community across the city.

SMALL ACTIONS
BIG WINS

- COVIDI9 Response Guide was tailored to the cultural needs of business owners and their communities in that area.

- Social media campaigns + YEG Pivots built capacity for restaurants.

- The environmental scanning tool developed by YEGAmbassadors helped Alberta Avenue prioritize actions and resources for their area.

24/7 TECHNOLOGY SYSTEM

INITIATIVE GOAL

- The new technology system for 24/7 Crisis Diversion is designed to help the teams collect data, dispatch teams, and handle case management. The goal is to improve the work efficiency and provide data support.

2020 OUTCOMES + OUTPUTS

- ArcGIS system, which is the world's most advanced geographic-based analytic platform, was introduced to the 24/7 Crisis Diversion team. The apps in the ArcGIS suite will assist the program in data collection and service dispatch.
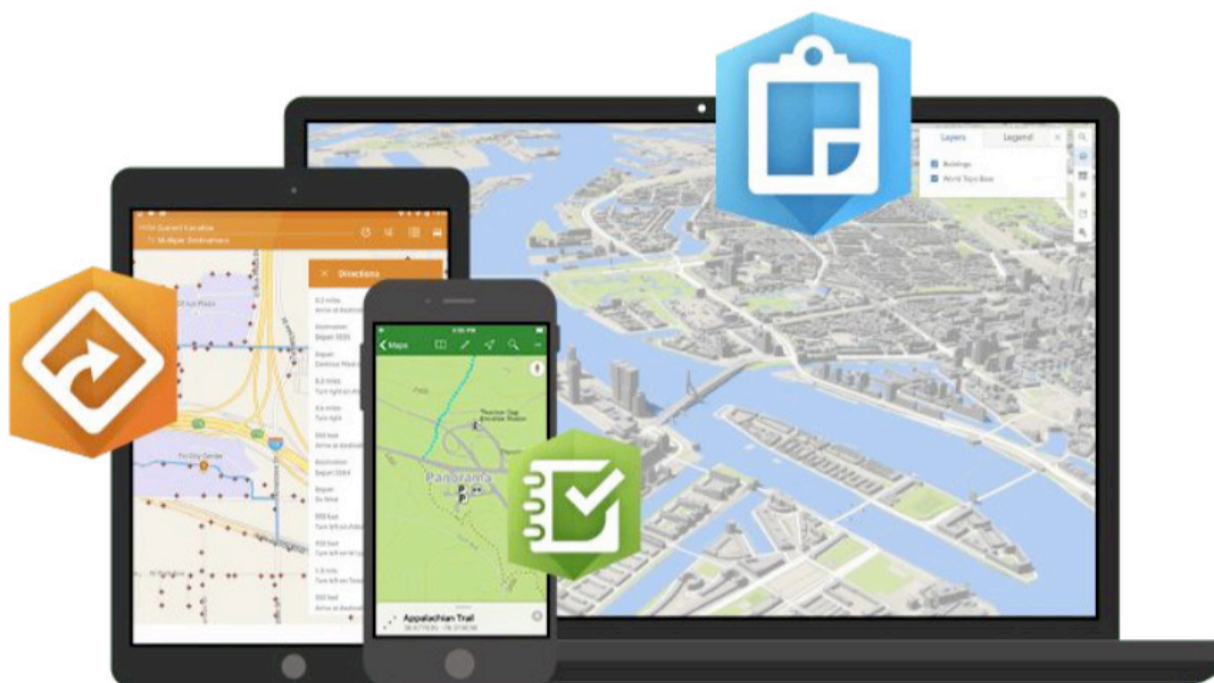
CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- A case management system is being developed. The partners held valuable discussions regarding improving work efficiency. A case management system will help the teams understand their clients prior to an event and better coordinate with other services for warm hand-off referrals.

- REACH is keeping strong and positive relationships with Hope Mission, Boyle Street Community Services and 2II. Decisions regarding the operation of 24/7 are openly discussed and all partners are involved.

- REACH convened supervisors and frontline staff to discuss data and technology updates with a goal of shifting the reporting of demographics while having the capacity to build better data stories about the program to highlight gaps and accomplishments.

- REACH held two very successful engagements with multi partner teams to solicit their input on updates to data and technology.

- Numerous reports and presentations were prepared and shared with partners and other audiences. They can be accessed by request. Two marketing projects were also discussed to help promote the new technology system.

LEARNINGS & FUTURE PLANS

- The role of REACH as a convener is essential, it ensures that discussions and input from front-line staff, partners and stakeholders continues to provide opportunities for shared learning and to co-create innovative solutions in regards to real time data collection and analysis.
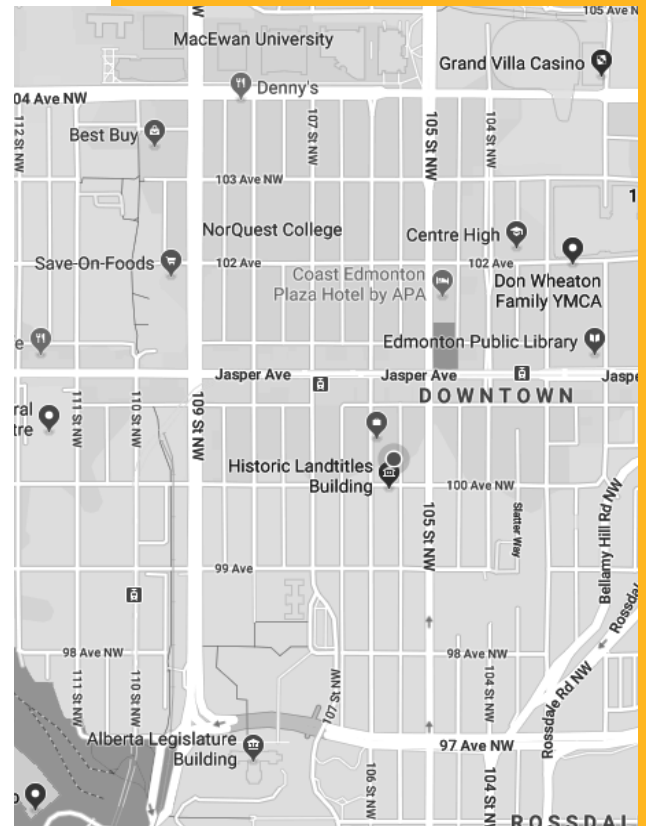
REACH TRAINING

INITIATIVE GOALS

- 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.

2020 OUTCOMES + OUTPUTS

- Total of 702 people participated in 8 REACH training sessions and 9 REACH sponsored training sessions.

- Increased 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 have developed awareness and self care techniques to ensure their well being while engaged in their work, including trauma-informed practice.

- Effective training partnerships that enhanced REACH's relationships in different communities.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- Due to COVIDI9, the initiative was required to pause briefly and transition to online via Zoom mainly in the form of training webinars.

- Although there were a few sessions canceled, the opportunity to be fast and flexible allowed the initiative to respond to community requests which included the development of new training offerings like the "Supporting Families: Keeping Kids Safe" webinar.

- As a result of COVIDI9, REACH was able to leverage its resources (i.e., technology) and support partners who were challenged to find the required resources to deliver their webinar series.

- With the strengthened collaboration of REACH stakeholders and partners, the initiative was able to work together with new partners (Zebra Centre, Family Centre, Canadian Mental Health Association Edmonton) to deliver webinars to respond to community needs in a timely manner.

- The pandemic has made a shift in the front-line workers capacity to enroll in training opportunities; many were able to find the time to participate in more training opportunities. As a result, the need to share more webinars and virtual events widely emerged. REACH responded to the need by sharing more various events on social media.

- Training promo video has been developed. This video provides an overview of the initiative and how in-person workshops and webinars are delivered.

- Partner networks and participant word of mouth continue to be vital in promoting our training offerings.

LEARNINGS &
FUTURE PLANS

- As training sessions were delivered as webinars, there were more participants joining from outside of Edmonton. This has potential to expand our reach.

- Collecting participant feedback has been challenging as it is collected through online surveys. A new method will be needed such as setting a short debriefing time at the end of the webinar.

- Finding content experts is done better as a collaborative community with partners.

- Training content requires an intimate and safe space which poses challenges when they are online.

INITIATIVE SUSTAINABILITY

- REACH and partner agencies will need to continue engaging front-line workers to see what training workshops are needed to address emerging front-line needs.

- Community agencies will need to continue to collaborate to develop collective, sector wide training opportunities and leverage knowledge and resources for education.

SMALL ACTIONS
BIG VICTORIES

- Having transitioned to a Zoom webinar platform allowed the initiative to respond to more various community training requests and to arrange sessions more quickly.

- Over 180 individuals participated in a live webinar (REACH Edmonton and TIE partnership) on Psychological PPE for the front-line workers and the recording received more than 400 views (available only for 90 days). REACH has never provided training on one subject to so many participants. This is a very relevant and important effort to support the well being of front-line workers that is being overshadowed by the need to respond quickly to the needs of vulnerable community members.

REACH IMMIGRANT AND REFUGEE INITIATIVE

INITIATIVE GOALS

• Continuing the natural support model with settlement and broker service systems.

• Building strong relationships between emerging ethnocultural communities, Edmonton Police Services, Edmonton Public Schools and other systems.

• Building youth capacity and leadership skills within the family and community context.

• Being responsive to emerging community groups that address community needs.

• Identify and implement systems change drivers that help newcomers integrate into Canadian society.

2020 OUTCOMES + OUTPUTS

• Enhanced knowledge of Canadian practices, values and laws.

• Increased sense of belonging and support.

• Increased capacity for leadership.

• Enriched family relationships.

• Increased information about the school system.

• Increased awareness with mainstream organizations.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

• REACH continues to invest in the Cultural Navigator Model. The Cultural Navigator Model (CNM) remains relevant, especially during the isolation of the pandemic.

• To increase community leader capacity and support cultural minority groups, a mentor approach was implemented.

• Community leaders (mentors) are hired to mentor new Cultural Navigators, by providing consultation, knowledge, and expertise.

• Eritrean/Ethiopian, Syrian, Somali, LGBTQ+ families will continue to be supported.

• Due to COVID19, RIRI's 10 Year showcase was postponed until 2021.

• Two webinars were provided for parents and service providers with the EPSB school principal and trustee chairs to help families navigate the school system during the pandemic.

LEARNINGS & FUTURE PLANS

• Building healthy immigrant and refugee communities, working with many stakeholders, including Edmonton Local Immigration Partnership (ELIP) both at a community and systems level is complex.

• Racism is often invisible in the dominant system, yet community and youth leaders clearly express the barriers they face.

• Connecting police with other systems to build relationships with racialized communities showed the necessity of teamwork.

• The initiative goals have changed focus to ensure a greater voice for racialized communities while providing opportunities for systems, such as police, to become equity seeking.

INITIATIVE SUSTAINABILITY

• The Cultural Navigator Model (CNM) is unique in that it incorporates and relies on 'natural supports', meaning supports that are linguistically and culturally appropriate.

• It can be difficult for other service providers to remain as flexible and responsive as REACH because of strict funding requirements. However, strong relationships with the Mennonite Centre for Newcomers, Multicultural Health Brokers and Family Resource Society, Canadian Somali Cultural Association and Edmonton Local Immigration Partnership make it possible to continue supporting immigrant and refugee communities.

SMALL ACTIONS BIG VICTORIES

• The Youth Navigator Model (YNM) as a pilot project provided REACH with the credibility to adapt to change, despite the challenges of hiring and training 10 youth and have them work remotely and virtually. Without certainty of funding REACH believed it was possible to carry through on this initiative. Finance, Communications, Outreach and Leadership worked closely with RIRI staff to make this happen.

COALITIONS CREATING EQUITY

INITIATIVE GOAL

- To build local skills, knowledge and networks to prevent discrimination and increase equality locally and throughout the province.

2020 OUTCOMES + OUTPUTS

Provincial Outcomes

- Development of a Provincial Response Model to hate incidents.

- Increased the profile of CCE through the development of a website.

- Increased knowledge and skills of regional coordinators involved in the initiative.

Regional Outcomes

- Increased knowledge of regional priorities and stakeholders through province wide coalition meetings.

- Formation of new coalitions or the strengthening of existing coalitions outside of the initial municipalities.

- Lethbridge, Red Deer and Wood Buffalo had existing coalitions involved in equity work and Edmonton and Calgary established new coalitions.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- There is a greater awareness across the province of racism and discrimination due to the number of focus groups and stakeholder gatherings held by CCE provincial coordinators.

- The pandemic taught the coalition that COVID19 highlighted discrimination and racism on many levels. The pandemic has clearly shown that poorer people living in neighborhoods with poor social support and health networks are more vulnerable than wealthy people with immediate access to health care and social supports.

- The regional groups collaborated across the province to address racial issues such as the Yellow Vest movement, Black Lives Matter and the inequity of emergency responses to COVID19.

- They developed resources for community responses to hate which was poised to support, convene (even if only online), collaborate and take action. This included action through the Alberta Hate Crimes website, Stop Hate AB, Hate Hurts, through advocacy with groups in each region.

- An ad hoc committee on hate crime and civil rights, with a victim rights lawyer and eight law students, has been formed. It is informing the community about the challenges and barriers inside the legal system and exploring ways to change this.

LEARNINGS & FUTURE PLANS

- The initiative goal is very much relevant to government funders - REACH is fortunate to continue equity work by receiving grant funds for Action Alberta: Communities Responding to Hate. Continuing the work in rural Alberta, online, and within the Edmonton context remains the focus of this funding which addresses systemic racism and discrimination.

INITIATIVE SUSTAINABILITY

- The John Humphrey Centre for Peace and Human Rights and the Alberta Hate Crimes Committee are leading the initiative working with stakeholders. REACH staff fill the role of holding difficult spaces in a productive way in this challenging work.

SMALL ACTIONS BIG VICTORIES

- The De-Escalator Guide prototype with Shift Lab is a training tool on hate crime, incidents, discrimination and systemic racism is also being used for education in the CCE community.

ETHNOCULTURAL FAMILY VIOLENCE COMMITTEE

INITIATIVE GOAL

- Support with the interpretation challenges and translation gaps within the justice system newcomers might have.

- Support the Education Committee to leverage relationships with community leaders and service providers.

2020 OUTCOMES + OUTPUTS

- Ethnocultural Family Violence Committee works closely with Community Initiatives Against Family Violence (CIAFV). REACH staff sits on the leadership team to represent this committee.

- The committee name was rebranded to Immigrant Family Violence Prevention Committee (IFVPC).

- The committee solidified its work with two streams through the Education Committee and Influencing Change Committee.

- The Education Committee through the partnership with Islamic Family Social Services (IFSSA) created an online learning module on Family Violence Prevention in a Cultural Context exploring collectivist/individualistic approaches and family structures.

- The Influencing Change committee explored translation supports for immigrant communities within the legal system.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- After engaging in strategic planning sessions the Committee members decided to focus on two streams of work through the Education and Influencing Change committees.

- There is clarity, focus and an understanding for who is doing the work and the responsibilities of the work. The terms of reference were rewritten to accommodate these changes.

- Greater clarity was established with committee roles and how REACH staff can provide needed support without leading the initiative, especially in the area of systems navigation.

- Representatives from the Islamic Family Social Services Association and Sexual Assault Centre of Edmonton established themselves as leaders of IFVPC as co-chairs.

- Due to COVID19, the RIRI Showcase was postponed until 2021, including presentations to Immigration Family Violence Prevention and CIAFV.

- Through the collaboration with stakeholders like Sexual Assault Centre, Islamic Family Social Services, Multicultural Health Brokers and others, REACH leverages their networking to share information resources through Edmonton Local Immigration Partnership to newcomer communities.

LEARNINGS & FUTURE PLANS

- The Education committee members are excited to complete the development of an online learning module and will test the prototype to service providers within their organizations before it is launched for all service providers. They are excited about this prototype especially given the current environment and funds have been requested to expand online learning modules.

INITIATIVE SUSTAINABILITY

- The leadership of IFVPC has been strengthened, with co-chairs leading the Steering and Education committees.

SMALL ACTIONS BIG VICTORIES

- A communications student designed a logo and assisted with rebranding. This had a significant impact to build momentum within the committee.

POLICE AND YOUTH ENGAGEMENT PROGRAM

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 youth.

- Youth gain cross-cultural friendships.

2020 OUTCOMES + OUTPUTS

- Increased knowledge and data related to racialization of youth and human rights.

- Increased volunteerism, employment and education.

- Increased awareness of community safety and career options for youth.

- Increased connections to Indigenous Peoples and LGBTQ+ communities.

- Increased youth leadership and mentorship capacity.

- Increased opportunities for youth to volunteer.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- Due to the uncertainty of the pandemic, the RIRI team pivoted from a two week summer program to the Youth Navigator Model (YNM).

- Youth were identified by 15 community leaders, cultural navigators and mentors. Learning to work remotely was initially challenging for youth who needed to learn how to be on Zoom calls, take training and communicate regularly.

- REACH has strong relationships with community leaders, cultural navigators and mentors, as well as Edmonton Police Service.

- Through the many years of the Police & Youth Engagement program, community leaders have built strong relationships with EPS.

- The partnership through Mennonite Centre for Newcomers was strengthened as community leaders stated how crucial it was to hire someone from the LGBTQ+ newcomer group as a Youth Navigator.

- The Youth Navigator Model (YNM) evaluation report (October 2020) highlighted many outcomes of this pilot project.

- The report, video and website was shared with community leaders, cultural navigators, mentors and EPS partners.

- The video was shared with the broader immigrant service providers and funders.

LEARNINGS & FUTURE PLANS

- The Black Lives Matter movement escalated racism and discrimination experienced by youth and community leaders.

- Meetings were held with Edmonton Police Service, Community Engagement Unit to have community members express themselves to police.

EDMONTON CANNABIS COALITION

INITIATIVE GOAL

- Raise awareness around cannabis legalization and issues regarding cannabis safety.

- Expand the coalition working group to include more diverse community stakeholders.

- Take proactive measures in ensuring Edmontonians are prepared for future changes to cannabis legalization in Canada.

2020 OUTCOMES + OUTPUTS

- Coordinated small group tours to facilities for coalition members interested.

- Councilor Scott McKeen replaced Councilor Sarah Hamilton as the new coalition chair.

- Assessed the licensing fees cannabis retailers face and created recommendations for the City of Edmonton on how to support them.

- Created guidelines around smoking in apartments.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- There is growing interest in the coalition within City Council and presentations on the work of the coalition are being requested.

- Relationships were built with licensed producers Token and Sundial to better understand processes involved in production and distribution and have them better understand the resources available from the coalition.

- There is ongoing research into different cannabis public safety campaigns.

- Presentations by local cannabis producers, Token Naturals and Sundial Growers, were given to the coalitions.

- The coalition continues to engage with cannabis retailers to better understand challenges and opportunities within the market.

LEARNINGS & FUTURE PLANS

- Illegal distributors and illegal markets are by-passing the legislation that legal companies are following and are generating a lot of revenue.

- Edmonton Police Service has been successful in seizing more than 100 illegal websites.

- Alberta Cannabis Council is preparing advocacy for the 3-year review of the Federal Cannabis Act in 2021 and preparing a submission of changes in Health Canada legislation they would like to see changed.

- National lobbying to push Health Canada to make changes in cannabis laws.

- Edmonton Fire Rescue Service is more focused on the legal extraction operations that are opening up. Some are using buildings that are not regulation compliant.

- Thriving illegal and criminal markets make up roughly 75% of the cannabis market in Alberta.

INITIATIVE GOAL

- SEWG aims to connect service providers and provide public education about sexual exploitation in Edmonton.

2020 OUTCOMES + OUTPUTS

- Agencies that provide services to Edmontonians seeking a way out of sexual exploitation met regularly to keep each other up to date about what is happening at their respective organizations.

- Training sessions for front-line service providers were held throughout the year. These sessions shifted from live events that were livestreams, to only livestream-only at the onset of the pandemic.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- The pandemic presented challenges to convening the committee members and providing training. Much of 2020 was spent readjusting to the new situation.

- The committee has been quite stable for years in terms of who participates and attends meetings. Some members were lost in 2020 due to partner staffing changes.

- The committee is committed to regaining representation from the organizations that were lost when representatives left.

- The main way the committee communicates to the public is through lunch and learns and the annual Sexual Exploitation Week of Awareness activities.

- Hosting those activities was challenged in 2020 due to the pandemic.

- An online video campaign that encouraged Edmontonians to #MarkTheMoment of silence for those lost to sexual exploitation was an innovative way of connecting the community, in spite of the need to social distance.

SMALL ACTIONS BIG VICTORIES

- Planned inter-city work between Edmonton and Seattle was still able to go ahead digitally.

- While there were some difficulties around transitioning to a digital meeting space, all of the meetings still happened. This shows the inherent resilience of the committee and its dedication to the work.

NEIGHBOURHOOD ORGANIZING INITIATIVE

INITIATIVE GOAL

- The Neighbourhood Organizing Initiative (NOI) aims to empower and equip communities with the tools to make them safer, more connected, happy and vibrant.

2020 OUTCOMES + OUTPUTS

- **Neighbourhood Safety Initiatives & Councils:** REACH's NOI has expanded beyond McCauley to support local safety initiatives and/ or safety councils in Chinatown, Leefield, the Balwin & Belvedere Revitalization area, and Ward 4. There is potential for a network of neighbourhood councils that share best practices and resources.

- **Community Directions:** NOI is increasing its capacity to support neighbourhoods through its Community Directions initiative. Online surveys identify neighbourhood priorities to create a shared vision for neighbourhood safety. This increases a neighbourhood's ability to choose its own paths to increased safety and vibrancy.

- **Collaboration in Chinatown:** REACH is supporting Chinatown BIA stakeholders to come together to address their safety concerns. Safety priorities - and first manageable steps to address them - have been identified. Key stakeholders are committed to participation in a Chinatown Safety Council.

- **Problem Property Initiative (PPI)**: A community meeting in McCauley triggered several events, contributing to the City's new PPI and its more aggressive action plan.

- **Needle Collection Data Integration Project**: REACH and City of Edmonton are coordinating the adoption of a shared data collection process, to track needles and improve efficiency in resource deployment.

- **Bridging Community & Enforcement:** REACH is engaged with EPS and Community Standards to investigate possibilities for strengthening relationships between front-line enforcement and community members. Both organizations have committed to participation in safety councils convened by REACH.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- Expansion of REACH's NOI beyond McCauley community.

- Shift towards addressing more complex, city-wide issues such as problem properties and needle debris.

- Advancement of NOI through new 'Community Directions' online tools.

- Increased connectivity - and support for Chinatown.

- Increased connectivity between stakeholders in communities supported by REACH. This includes neighbours, community organizations, social agencies, businesses, BIA's, City of Edmonton, EPS, and elected representatives.

- Increased collaboration in McCauley which led to partnerships with social enterprises such as Boyle Street Ventures and Mustard SeedWorks.

- New relationships in Chinatown built connectivity, and are building capacity to address safety issues in the Chinatown BIA.

- Relationships built in McCauley led to involvement in the Problem Property Initiative, and in turn, strengthened partnership with City of Edmonton Community Standards and Neighbourhoods.

- New relationships were built with EPS Social Development and EPS Community Engagement.

- New relationships were established with stakeholders in neighbourhoods beyond McCauley.

- A 2020 NOI & Safer McCauley Annual Community Report Back can be found at safermccauley.ca.

- All neighbourhoods supported by REACH are offered support to develop online communication channels.

- All neighbourhoods supported by REACH are offered support to directly engage with community members through surveys to uncover priorities and to create a shared vision for a safer and more vibrant community.

LEARNINGS & FUTURE PLANS

- REACH succeeded in moving several action Items identified in the 2017 Chinatown Strategy forward - most importantly, developing a forum for relationship building between stakeholders.

- A McCauley community meeting had a profound effect on the city-wide issue of problem properties.

- Two stakeholder meetings quickly led to positive outcomes to address needle debris.

- Communication with and reporting back to the community should not be overly complex. A detailed annual report back is valuable; but regular, straightforward communication through a variety of channels is key to building legitimacy of the initiative encouraging the participation of community members.

INITIATIVE SUSTAINABILITY

- Community driven and community sustained safety councils are a key component to the work.

SMALL ACTIONS BIG VICTORIES

- A simple conversation can quickly lead to positive outcomes to address a complex issue such as needle debris.

- Offering opportunities to perform basic but meaningful roles can motivate a large number of individuals to be involved in their community.

RESOURCE CONNECT

INITIATIVE GOAL

- Resource Connect aims to design improved connectivity and collaboration between agencies and service providers to better understand and design pathways.

2020 OUTCOMES + OUTPUTS

- Resource Connect 2020 took place on February 28 at Santa Maria Goretti Centre in McCauley. The theme for the event was "Strengthening Collaborations."

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- Since 2017, Resource Connect has been built around an in person event. Attendance and exhibitor registration has grown steadily each year.

- In 2019 and 2020, REACH began surveying stakeholders to investigate how they would like to see the initiative evolve. Stakeholders expressed interest in:
  - The creation of an accessible database of community supporting agencies
  - The establishment of meetup groups to discuss specific areas of interest within the broader community of practice.

- These features can serve to build and maintain connectivity and collaboration between stakeholders throughout the year.

- Ninety-three organizations participated as Exhibitors, representing 24 distinct service sectors.

- More than 550 individuals visited throughout the day.

- MLA Janis Irwin was a registered exhibitor. She addressed the gathering in the afternoon. Councillor Scott McKeen also visited, and addressed the gathering in the morning. Both elected officials took the time to visit with all exhibitors.

- Resourceconnectyeg.ca was developed to support information sharing about the event. The website contains a list of exhibitors, along with links to their individual websites. This resource serves as a template for a more developed stakeholder database in the future.

- REACH has secured the services of a practicum student, who will summarize the stakeholder survey data. Upon completion, stakeholders will be re-engaged, the summary will be provided, and next steps will be discussed.

REACH OUTREACH

INITIATIVE GOAL

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

- Foster and nurture a community of REACH volunteers.

2020 OUTCOMES + OUTPUTS

- Connected the Edmonton Federation of Community Leagues with COVID19 related resources.

- Provided the Edmonton Chamber of Commerce with resources related to its business needs.

- Supported the YEG Community Response to COVID19 Facebook group's more than 21,00 members with links to programs, services and resources from March to December.

- Sponsored virtual youth and family events.

- Supported stakeholders and partners with translated resources, volunteers, and promotion of virtual events or programs.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- The focus of outreach efforts moved online as physical events became impossible due to the pandemic.

- REACH is developing specialized volunteer roles that include the research assistant role and a street team member role. These roles aim to help with REACH's research and engagement efforts.

- Relationship building has shifted from partners and agencies to community members. This is building capacity within the virtual community to connect people in need to the resources they need the most during the pandemic.

- Continue to build relationships with educational institutions and provide virtual opportunities for practicum students and youth justice for community service hours.

- REACH is further developing the volunteer section on its website to create specialized volunteering role. This includes creating videos for the research assistant and street team member roles.

LEARNINGS & FUTURE PLANS

- There were challenges at the beginning of the pandemic, as we were inundated with requests for information and resources.

- We learned that outreach can be done more easily and effectively online.

- Outreach continues to look for innovative ways to connect with Edmontonians facing barriers to internet access.

RURAL CRIME PROJECT

INITIATIVE GOAL

- The Rural Crime Project aims to 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.

2020 OUTCOMES + OUTPUTS

- Training (both in-person and then online during regular meetings) have been ongoing. One two day in person training was held, and speakers attend regular monthly meetings to share information and encourage knowledge exchange between the community partners.

- A community safety survey tool was developed and distributed to all pilot sites. As part of the follow-up training in January, pilot sites will receive tools to gather and collect additional data and will have time to begin their quantitative data analysis.

- Quantitative data to inform the project is collected on an ongoing basis. The RCMP provided crime statistics for each pilot site and the project team conducted a review of online data on demographics, education and employment, crime and offences, business activity, housing, agriculture, transportation, health, and homelessness for each pilot site.

- A draft framework was developed based on existing frameworks and was reviewed by academics and practitioners during the expert validation group meeting. The feedback was incorporated and the second draft of the framework was shared with AC members, pilot sites, and other experts and practitioners. Feedback received on the second draft is being incorporated. The Framework is a living document and feedback will continue to be provided and incorporated.

CONTRIBUTION TO THE MOBILIZING CHANGE FRAMEWORK

- Communities have encountered challenges in developing and implementing their community safety plans due to restrictions on gathering caused by COVID19. Technology and infrastructure is not ideal in many rural communities, making online processes difficult to implement. Although development and implementation of community safety plans has slowed, the work is focusing on learning, sharing practice, and connection.

- This year, the project has scaled up slightly through new partnership with First Nations and Metis communities who have an existing relationship with ongoing community participants.

- Relationships with and between partners continue to develop. In-person training was held early in the year for partners, and provided an opportunity for shared learning and connection. Meetings shifted online when the pandemic began, and partners continued to meet regularly to learn together and to discuss successes and challenges.

- A number of additional Advisory Committee members have been onboarded as the current members suggest and recruit additional stakeholders to take part in the project.

- The training offered through the project has been offered to project partners, and one training session was held in early 2020. New partners have requested the training as well, however due to COVID19 this has shifted to an online forum. Although less ideal in terms of connection and potential challenges with technology, it has provided an opportunity for other communities across the country to potentially participate.

- Regular meetings are held with project partners to hear guest speakers/learn together and to share progress and best practices. The co-chairs connect regularly with the communities involved in the project, offering support and guidance when requested.

- Additional deliverables were offered as part of the project, including the creation of a user-friendly Topic Summary on Rural Crime Prevention and a webinar on multi-sectoral approaches for rural crime prevention (which featured pilot sites, policing representatives, and practitioners).

LEARNINGS & FUTURE PLANS

- Challenges in moving to online platforms to connect with rural communities has highlighted the insufficient infrastructure that exists in these communities. However, representatives from these communities participate as best they can. This highlights that in-person connection continues to be the ideal process to collaborate.

- The engagement of new communities and new Advisory Committee members from various sectors have been a big asset to the project. This will increase the diversity of knowledge shared.

- The initiative goals remain relevant, but the timeline will likely need to be revisited to provide more opportunity for communities to develop and implement their community safety plans.

INITIATIVE SUSTAINABILITY

- The meetings, presentations and training have increased service providers' and stakeholders understanding and capacity to address rural crime issues. The project team provided resources, tools, and evidence to support them. Additionally, the Rural Crime Prevention Framework offers a lot of information on developing community safety plans and selecting and implementing crime prevention programs/approaches at the local level.

- Within pilot sites, representatives are beginning to create advisory committees to sustain efforts and coordinate the implementation of the plan after the project ends. They will receive a toolkit and an implementation framework to support them.

SMALL ACTIONS BIG VICTORIES

- The addition of new Indigenous communities and Metis settlements have been a huge asset to the project. Their knowledge and engagement has been a strong addition to the project, and has benefited all partners.

NOT IN MY CITY

INITIATIVE GOALS

- To bring together agencies serving victims of Human Trafficking to share best practises and to identify gaps in services and residential options.

2020 OUTCOMES + OUTPUTS

- Held 3 province wide meetings with Not in My City Calgary.

- Identified service delivery gaps and created a work plan to address future activities.

CONTRIBUTION TO MOBILIZING CHANGE FRAMEWORK

- The work has scaled up as a result of the creation of the Premier's Taskforce on Human Trafficking which Jan Fox has been appointed to.

- A subcommittee was formed to address the lack of residential options for victims and to create a hotline for victims.

- The relationship with partners continues to grow with new partners joining the group.

- A hotline has been developed in collaboration with the Canadian Mental Health Association for the public to call in regards to information on human trafficking activity.

- A province wide media release was created to spread the word about the hotline.

LEARNINGS & FUTURE PLANS

- There is a great deal of interest in our work across the country.

- There are plans to collaborate with the International Center for the Prevention of Crime to organize a hackathon to raise awareness.

- The biggest red flag is that there is a general lack of awareness about the prevalence of Human Trafficking.

- A subcommittee has been developed to explore expanding municipal capacity.

- A funding proposal has been developed to build further capacity for our partners in Edmonton.

NOT HERE. NOT ANYWHERE.
#not in my city

INITIATIVE GOALS

- To reduce violence in Edmonton by 50% by the year 2030.

2020 OUTCOMES + OUTPUTS

- Regular webinars were held.

- Information was shared widely with partners.

- Promising practices were identified.

CONTRIBUTION TO MOBILIZING CHANGE FRAMEWORK

- There is an increased focus on the role of cities during and post COVIDI9.

- Increased emphasis on funding challenges, domestic violence, social disorder, evolving relationships with police.

- We do not convene this work but we have been asked to present at 2 of the regular international meetings.

- The first topic was on inner city issues of disorder and social inclusion.

- The second topic was on securing funding in tumultuous times.

- Reports and action briefs that inform our collective violence reduction work were created and distributed.

- This informs the work of REACH, our partners and members of the Canadian Municipal Network on Crime Prevention.

LEARNINGS & FUTURE PLANS

- There is discourse regarding changing relationships with police and reducing reliance upon police.

- There are concerns that violence could increase due to the impact of COVIDI9 (Mental Health, Domestic Abuse, Child Neglect, unemployment).

INITIATIVE GOALS

- The Organization for the Prevention of Violence (OPV) works collectively to prevent radicalization and challenge extremist world views through awareness, psycho-social interventions and an evidence-driven approach to countering violent extremism.

- REACH's role in the work of OPV is largely to assist in financial reporting to Public Safety, and give counsel in regard to financial planning and Human Resources.

- In 2020, REACH was essential in developing OPVs revenue allocation system and assisting with its first audit.

DATA STORYTELLER

INITIATIVE GOALS

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

- Increase internal data capacity and familiarity.

- Create dedicated roles and responsibilities relating to the collection, organization, analysis and distribution of data.

- Facilitate data driven-decision making and tell compelling stories that position REACH Edmonton to continue delivering on community safety and well-being.

2020 OUTCOMES + OUTPUTS

- Jim Zhang was hired as the Data Storyteller of REACH.

- An operational model was developed to help evaluate and prioritize different projects.

- The Data Storyteller is engaged in multiple projects to provide data support. The projects include: 24/7 Crisis Diversion, Needle Data Collection, Technology Impact, and Community Safety Deployment Dashboard.

- The new Data storyteller has held three 'Data 101' presentations, which are designed to improve the data literacy of REACH staff.

CONTRIBUTION TO MOBILIZING CHANGE FRAMEWORK

- The data projects are divided into two types based on the amount of work.

- The first type, which includes 24/7 Crisis Diversion and Needle Data Collection, encompasses relatively large projects. Those projects require the creation of data collection tools, the design of data pipelines, and the provision of customized analysis results. These are projects that grow to be larger than expected and need more resources.

- The second type involves relatively small projects focused only on analysis. One example is the Technology Impact project, which already has survey data from participants and only needs analysis of results to be presented.

- All projects, regardless of size and scope, are subject to the same intake and prioritization process.

- The partners of each project are different. Overall, the number of partners involved in data projects is growing and the partners are supportive.

- Presentations and user manuals are being designed for the new ArcGIS system, which will improve the 24/7 Crisis Diversion initiative's efficiency.

LEARNINGS & FUTURE PLANS

- Communication with partners is extremely important for REACH. Understanding partners' needs and designing projects based on those needs is essential.

SMALL ACTIONS BIG VICTORIES

- Some of the REACH projects are beginning to use dashboards for reporting and presentation purposes. Adopting this new technology can potentially change how REACH evaluates and monitors project performance.

COMMUNITY SAFETY: DEPLOYMENT MODEL

INITIATIVE GOALS

- The Community Safety Deployment Model positions partners to deploy the right resource, at the right place, at the right time with the right information for a safer city.

2020 OUTCOMES + OUTPUTS

- The Community Safety Deployment Model was completed and successfully deployed. More than 100 individuals from partner organizations participated in the on-boarding training and the technology has been in operation since September 15, 2020.

CONTRIBUTION TO MOBILIZING CHANGE FRAMEWORK

- Partners included City of Edmonton (Corporate Security, Community Standards and Edmonton Transit), Edmonton Police Service, and the 24/7 Crisis Diversion Team.

- Although the technology has been deployed and is operational, external communication concerning the project has been limited at the request of partners. However, an infographic and presentation has been developed and used to communicate the intent and impact of the project.

LEARNINGS & FUTURE PLANS:

- EPS is currently reviewing the 'severity ratings' determined by partners and has engaged the University of Alberta to provide a third-party review.

SMALL ACTIONS BIG VICTORIES

- The Community Safety Deployment Model has received international recognition and has proven, on numerous occasions, to accurately predict the time and location of an incident and what partners would be best positioned to respond.