# SAFER TOGETHER

## 2021 BUSINESS PLAN

REACH
EDMONTON
Council for Safe Communities

# CONTENTS

**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.

# 2021 LETTER FROM LEADERSHIP

REACH's Leadership Team is proud and excited to share this year's business plan. This year, our plan reflects the new strategic direction that the REACH Board has developed entitled "A Bold New REACH". The new Board strategy reflects on and responds to the emerging and critical needs of the community. These needs include the growing challenges our houseless community members face and those who are at risk of losing their homes. The new Board strategy also recognizes the growing needs around mental and physical health, as well as the urgency to address the growing rise of opioid use in the region. The new Board strategy considers how 2020 brought a magnifying glass to inequities found in society with movements like Black Lives Matter and discourse around the role of police in communities. Crime prevention and community safety continue to be a core focus as the new Board strategy also considers the impacts and value of upsteam prevention.

The first pillar in the new strategy revolves around equity, diversity and inclusion (EDI). In this area, REACH is working towards reviewing policies and practices within the organization and in our initiatives to work towards EDI principles. To successfully do this, REACH is working with community experts to develop an EDI framework, informed by community engagement. Through this work, we hope to build organizational knowledge at

all levels and become a stronger community partner in advocating for and furthering the work of equity, diversity and inclusion in the community.

Strengthening our role as a backbone organization is the second pillar. To meet the goals of this pillar we are committed to ongoing education to better understand the challenges and opportunities that exist in the systems we are working in. Being a data-driven organization is key to achieving this. We continue to appreciate the value that evaluation brings to our initiatives and our work as an organization. Data helps craft a stronger vision, build public support and build stronger cases for funding.

REACH is very aware that the work cannot function with the community if there is no trust. The third pillar focuses on how trust can be better nurtured not only between REACH and its partners, but between all the community members we work with. REACH's role as a neutral convener is a key component to this pillar, as we need to ensure that we can offer a safe platform for community members to explore different complex perspectives on issues.

For the past decade, REACH's most successful projects have always been the result of the work of a coalition.

The fourth pillar emphasizes REACH's role in building and strengthening those coalitions. A key component to this work is consulting with communities to surface community leaders with which REACH can empower and connect to other leaders to address issues together.

The last pillar in the new strategy focuses on concentrating efforts in the ways that have the most impact. This sometimes involves asking ourselves if REACH is the best suited organization to be a part of the work we are engaged in. To answer this question, we need to be committed to constant environmental scanning to see who in the community has the expertise, capacity and vision for REACH to learn from and collaborate with.

The timing for this new strategy could not have come at a better time for Edmonton. If 2020 has taught us anything, it is that things are no longer business as usual and that in order to respond to the big shifts in society, REACH will need to find improved ways to better deliver on our role as backbone agency. Keeping this close in mind, we are looking forward to the work and experiences ahead!

# REACH IS IN THE BUSINESS OF SYSTEMS CHANGE.

**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. We bring people together to look at tackling issues in interdisciplinary ways that may not have been attempted before. We build relationships to support 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.
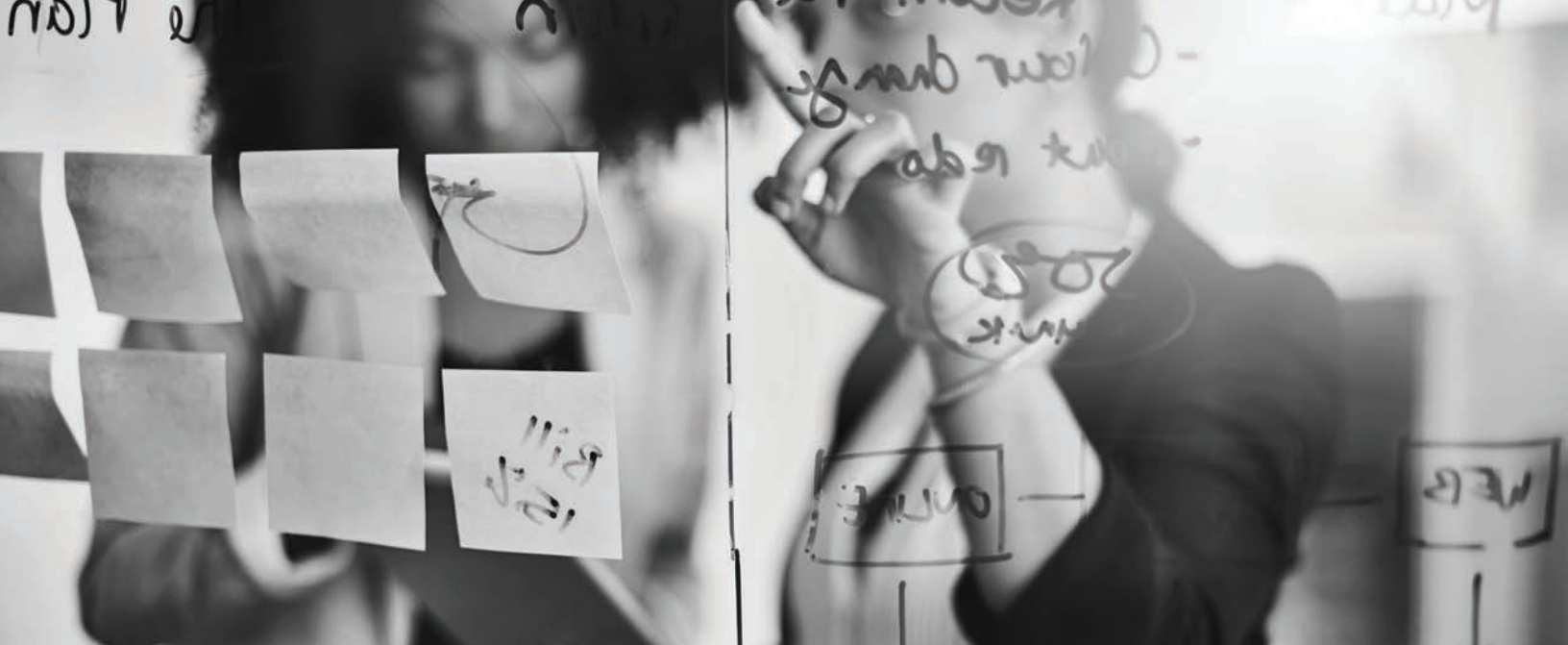
## BACKBONE SUPPORT

**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.

Support aligned activities that drive towards the vision.

Establish measurement practices to evaluate initiatives.

Build public will and support for the vision.

Advance policy that will result in systemic change.

Mobilize funding for initiatives.

"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.

**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 front-line 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.*

# A BOLD NEW REACH
# STRATEGIC PILLARS

## EQUITY, DIVERSITY, AND INCLUSION

## SYSTEMATIC INTEGRATED EVALUATION

## BUILD AND STRENGTHEN SOCIAL TRUST

## STRENGTHEN COALITIONS FOR SOCIAL IMPACT

## CONCENTRATE EFFORTS FOR IMPACT

## PILLAR 1

## EQUITY, DIVERSITY, AND INCLUSION

**STRATEGIES**

- Greater diversity at the leadership level – governance and the leadership team and in all aspects of REACH's work.
- Increased focus on developmental opportunities for diverse staff.
- Targeted diverse recruitment strategies for future positions.
- Create an Equity Framework for REACH.
- Develop an equity centered data framework and taking an evidence-informed approach for rich storytelling.
- Seek to expand our partnerships and alliances to strengthen our contributions to diverse communities.

## PILLAR 2

## SYSTEMATIC INTEGRATED EVALUATION: STRENGTHENING OUR BACKBONE WORK

**STRATEGIES**

- Discover ways to measure systems change and define systems change concretely.
- Measure significant social outcomes.
- Capture trends and compare them to other jurisdictions and develop benchmarking supports.
- Carefully measure if every project is meeting its project goals and milestones.
- Create a matrix of impact data and determine how what we are doing is impacting other services and freeing up resources and capacity (i.e. reduction in demand for police, health, social services).
- Align our spending with impact data and ensuring that our resources produce outcomes that matter.

# PILLAR 3

## BUILD AND STRENGTHEN SOCIAL TRUST

**STRATEGIES**

- Get focused strategic input from partners about both needs and responses and the positioning of REACH as convenor, coordinator, evidence-informed storyteller working in a sharing community of commitment.
- Clearly define REACH as a neutral space and build shared understanding of roles, responsibilities, opportunities and challenges.
- Explore our role in advocating with/for partners and for those communities where we can amplify their voice.
- Clarify and define our relationship with Edmonton Police Service.
- Clarify and define our role with the City of Edmonton.
- Working with our funders and partners, refresh our shared understanding of collective impact.
- Build social trust across all of our partnerships and alliances to help reset the social support and change ecosystem (i.e. support partners in their journey to look at things differently).
- Develop transparent and effective ways of being accountable to the communities within Edmonton.

## PILLAR 4

## STRENGTHEN COALITIONS FOR SOCIAL IMPACT

**STRATEGIES**

- Re-envision partnerships and alliances to engage with those who feel disengaged.
- Consider the impact of recent events and challenges on ourselves and our partners and explore how can we help rebuild capacity for collective impact (co-location, more shared data, more shared services and supports are all options).
- Examine opportunities to merge with others to create focused opportunities for impact and change, for example in relation to domestic violence or racism.
- Prioritize coalition building as events unfold.

## PILLAR 5

## CONCENTRATE EFFORTS IN WAYS THAT HAVE THE MOST IMPACT

**STRATEGIES**

- Using social impact data and the stories they represent to rigorously examine where we have the most impact and can sustain that impact over time.
- Consider if others would be better positioned to deliver services currently delivered by REACH.
- Be relentless in our environmental scanning to preposition the organization to pivot quickly as required – become ever more agile in our work.

# 2021 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 aligns to the strategic pillars in the Bold New Reach framework. 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

**OUT OF SCHOOL TIME**  ▶

**BRIDGING TOGETHER**  ▶

**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.

## 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 negative lifestyles, including criminal activity and 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 the threat of gangs.

## RECOMMENDATION 4

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

**INITIATIVES**

**24/7 CRISIS DIVERSION**

**24/7 CONNECTOR PROTOTYPE**

**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.

## 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** ▶

**IMMIGRANT FAMILY VIOLENCE PREVENTION 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.

## 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

| | |
|---|---|
| ADDICTIONS DON'T DISCRIMINATE | ▶ |
| EDMONTON CANNABIS COALITION | ▶ |
| SEXUAL EXPLOITATION WORKING GROUP | ▶ |
| INTEGRATED RESPONSE FOR VICTIMS OF SEX TRAFFICKING AND EXPLOITATION | ▶ |
| COMMUNITY DIRECTIONS | ▶ |
| RESOURCE CONNECT | ▶ |
| REACH OUTREACH | ▶ |

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.

# RECOMMENDATION 8

## A Sustainability Strategy for Prevention

### INITIATIVES

**RURAL CRIME PROJECT** ▶

**NOT IN MY CITY** ▶

**PEACE IN OUR CITIES** ▶

**ORGANIZATION FOR THE PREVENTION OF VIOLENCE** ▶

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.

# RECOMMENDATION 9

## An Innovative Evaluation Framework to Measure Success

**INITIATIVES**

**DATA STORYTELLER** ▶

**COMMUNITY SAFETY: DEPLOYMENT DASHBOARD** ▶

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.

## OUT OF SCHOOL TIME

### BACKGROUND

The Out of School Time (OST) Collaborative aims to improve the resiliency of children and youth through quality, widely accessible out-of-school-time programs.

The OST Collaborative is a partnership of community groups, community leaders, service delivery agencies, and local institutions that have been working together since 2008. The OST Collaborative began in response to concerns raised by immigrant and refugee families and community groups regarding the increased need for specific supports and programs for their children and youth when they were not in school. It has evolved and expanded its focus to include out-of-school-time programs and supports for all children and youth experiencing social vulnerability.

### PAST OUTCOMES

• The OST Collaborative has consistently provided groups with at least $125,000 collectively to support their summer programming, every year for the last 6 years.

• The OST Conference, which moved to an online space in 2020, consistently provides staff and volunteers from OST groups with the skills and tools needed to offer programming to vulnerable children and youth in a safe, healthy, and fun way.

• Twelve groups received support from the OST funding grant in 2020 and were able to offer programming to more than 500 children and youth during this unusual summer. Meanwhile, 14 families received emergency funding and support to assist with needs like rent and food.

|  | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increase diversity on the OST Steering Committee by aligning the OST Collaborative with the Middle Years OST Natural Supports Framework (MYOSTNS). | • The development of a new terms of reference that outlines how the principles of the Middle Years Framework will be incorporated into the Steering Committee's mission and vision. |
| **Outcomes that measure impact** | • Improved and accessible processes that allow programs to engage their youth to gather feedback on their programming. | • Exploring accessible, alternative forms of digital engagement will support OST's evaluation efforts. |
| **Outcomes that build trust** | • Increased transparency around decision making and how resources are distributed throughout the OST program will build and strengthen trust. | • Develop more detailed reporting around the funding criteria points met and not met by program applicants and recommendations and follow up procedures on how to better meet them in future applications. |
| **Outcomes that build relationships** | • Increased virtual networking opportunities between OST programs and other community service providers. | • Virtual network opportunities for groups to connect with one another could be held quarterly. |
| **Outcomes that concentrate efforts** | • Increased communication and awareness of the resources and programs that exist in the OST community will increase the efficiency of the work. | • Developing an online platform that continually collects resources, program information and community updates will increase communication and awareness. |

## BRIDGING TOGETHER

### BACKGROUND

Bridging Together is working with the newcomer child and youth sector to coordinate services, improve practices, and map all child and youth services across Edmonton.

The initiative also aims to engage with these communities to understand what the barriers and opportunities are in accessing services critical to newcomer children and youth.



### PAST OUTCOMES

- Bridging Together has empowered 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.

- The initiative supported I2 programs that convened stakeholders that provided support to newcomer children and youth in the form of homework clubs, recreation and leadership support.

- The 2020 final evaluation found that for every $1 dollar invested, there was a social return on investment of $3.30.

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Improved coordination of child/youth services in Edmonton with a main focus on newcomer services.<br><br>• Improved connections with newcomer youth to settlement services. | • REACH was selected to convene the Youth Services Coordination Committee.<br><br>• Referral processes are refined through updated Referral Guides and ongoing collaboration with the broader sector. |
| **Outcomes that measure impact** | • Improved processes for collecting and sharing program information between organizations and community will help measure impacts. | • REACH, 2II and M.A.P.S Alberta will develop common approaches to information collection and sharing. |
| **Outcomes that build trust** | • Improved relationships between partners develops a greater understanding of what each brings to the community.<br><br>• Increased transparency of how program data is used and shared to inform broader systems also increases trust. | • REACH will continue to support the Youth Services Coordination committee to keep partners informed of partner priorities and program updates.<br><br>• Partners are made aware of with whom and how information is shared with through community report backs. |
| **Outcomes that build relationships** | • Increased participation and membership in regards to environmental mapping builds stronger relationships.<br><br>• Establishment of relationships with the different zones in Edmonton so that newcomer youth services are better aligned with settlement services. | • We will continue outreach to child and youth services that have yet to be engaged by the initiative while supporting the work of Action for Healthy Communities' Zone Coordinator. |
| **Outcomes that concentrate efforts** | • Improved communication with organizations providing child/youth services and increased alignment between initiative activities and mapping outcomes will ensure the work is impactful. | • Convening monthly meetings with newcomer youth service providers and continuous check-ins with partners ensure that the mapping process and outcomes are meeting partner needs. |

# MIDDLE YEARS STRATEGY

## BACKGROUND

The Middle Years Strategy is a collaborative project co-backboned with 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 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 on natural supports.

## PAST OUTCOMES

• Increased knowledge about natural supports and connection to middle years youth during out of school time hours in targeted neighbourhoods in Edmonton.

• Increased body of knowledge available through a framework for communities about middle years youth and natural supports during out of school time.

• Increased collaboration of stakeholders focusing on middle years youth and out of school time programming enhanced by natural supports.

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increased resources for informal natural supports that exist in a community.<br><br>• More representation of natural supports on the OST Steering Committee. | • Aligning to the OST will increase access to resources for informal natural supports.<br><br>• Invite representatives from natural supports in the community to join the OST Steering Committee. |
| **Outcomes that measure impact** | • Increased use of natural supports by OST programs.<br><br>• Increased capacity to measure the impact of natural supports on youth outcomes. | • Carefully measure if every project is meeting its project goals and milestones.<br><br>• Understand what the barriers and opportunities are for OST programs to using natural supports.<br><br>• Develop engagement processes for the organizations, natural supports and youth involved. |
| **Outcomes that build trust** | • Continued support to further the initiative beyond a pilot and into a sustainable framework that can be implemented into wider systems. | • Continuing to find communities of practice where this framework can be implemented and evaluated. |
| **Outcomes that build relationships** | • Increased capacity for communities of practice to adopt and implement the framework.<br><br>• Increased adoption of recommended policies and practices. | • Ensure that communities of practice are equipped to properly implement the framework.<br><br>• Incorporate recommended policies and practices into similar avenues seeking change. |
| **Outcomes that concentrate efforts** | • Increased understanding of the efficacy of the framework. | • Align with the OST, a well-established community of practice with diverse membership and reach, while equipping their membership with the tools to implement the framework. |

# WrapED

## BACKGROUND

WrapED aims to reduce youth involvement in gangs and violent crime, and reduce engagement and/or relapse into criminal behaviour by vulnerable youth.

WrapED partners use their unique strengths, understanding of the target group, and the Wraparound/youth work/cultural broker model to help youth move away from the threat of gangs.

## PAST OUTCOMES

• Decreased youth association with gangs.

• Decreased youth involved in criminal activity.

• Increase in youth placing value on their culture and heritage.

|  | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increase opportunities for youth to connect to their culture when/if they are ready.<br><br>• Reduced barriers for WrapED partners to access cultural resources. | • Youth are encouraged to explore their identity, culture and traditions through WrapED.<br><br>• Native Counselling Services of Alberta (NCSA) and Multi-cultural Health Brokers (MCHB) lead partner efforts to support Indigenous and ethnocultural youth by connecting youth to cultural events and with Elders/Wisdom Keepers.<br><br>• Edmonton John Howard Society and YOUCAN WrapED staff have access to cultural supports/resources through NCSA and MCHB for youth on their caseloads. |

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that measure impact** | • Improved understanding and use of evaluation data to address program gaps and opportunities. | • A shared evaluation plan with WrapED and the Real Me Project in Calgary is being implemented.<br><br>• Evaluation tools and processes were collaboratively developed in a participatory way with partners.<br><br>• The evaluator regularly attends the monthly WrapED operations meetings to remain actively engaged in the program and the implementation of evaluation tools/ processes.<br><br>• An Evaluation Advisory Committee meets regularly to discuss evaluation activities/findings, address challenges, and ensure evaluation progress stays on track. |
| **Outcomes that build trust** | • Increase transparency of program information and results. | • Clear communication to community stakeholders through user-friendly forms, communications materials, and a streamlined referral process.<br><br>• Sharing program information and evaluation results transparently and in appropriate forms. |
| **Outcomes that build relationships** | • Increase collaboration to improve practice that uses a collective impact approach.<br><br>• Increase efforts to address youth gang issues and related barriers with other community agencies. | • Regular meetings are held at all governance levels with partners to strengthen information sharing, troubleshoot challenges, and share successes.<br><br>• Shared training and team building opportunities provided within the partnership.<br><br>• Partners share practices and procedures with each other that relate to WrapED and broader organizational operations. |
| **Outcomes that concentrate efforts** | • Increase awareness of issues that impact program delivery. | • Focused efforts to identify emergent issues within the youth sector to ensure program effectiveness (i.e. convening partners regarding youth housing upon release from incarceration).<br><br>• Maintaining a flexible approach to adapt to these issues with partners as they arise. |

# 24/7 CRISIS DIVERSION

## BACKGROUND

24/7 Crisis Diversion is a collaborative partnership with Boyle Street Community Services, Canadian Mental Health Association (2II 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.

## PAST OUTCOMES

- Demonstrated its capacity to adapt scope of work to provide the COVIDI9 transports for the street engaged population where there was no municipal plan in place.

- Increased transportation coordination in the sector by advocating for a transportation committee to coordinate services during winter emergency response.

- In 2020, there were more than 700 engagements with clients that did not involve transportation but instead focused on providing basic needs.

- Edmonton's 24/7 Crisis Diversion Program continues to inform the crisis diversion programs in other cities including Red Deer and Toronto.

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Clients have increased access to basic needs.<br><br>• Increased recruitment of staff with diverse ethnic, cultural and lived experience. | • Program staff continuously build relationships with clients and social services to ensure access to basic needs.<br><br>• Being open to enhanced EDI approaches to hiring while also providing cultural competency training that informs the 24/7 Crisis Diversion Teams practices as well as staff self care practices that align with their diversity. |
| **Outcomes that measure impact** | • Increased data-driven decision making.<br><br>• Increased knowledge of the factors that impact the program's efficacy. | • Continue to share data with partners to better inform decisions.<br><br>• Re-design the working group to align measurements and analyze data from multiple stakeholder programs to ensure program outcomes are achieved and coordinated with other services. |
| **Outcomes that build trust** | • Increase transparency of program information and results. | • Increase opportunities to share data with the community (business, social agencies and coordinating table for crisis response). |
| **Outcomes that build relationships** | • Strengthen partner and stakeholder (EPS & EMS) relationships through increased collaboration and coordination.<br><br>• Increase alignments with other services. | • Spread decision making responsibilities to more levels of the program to meet emerging needs or opportunities.<br><br>• Participate in external discussions that address coordination of 24/7 services. |
| **Outcomes that concentrate efforts** | • Continue to work with a variety of community stakeholders to ensure program alignment with their services. | • Identifying how to align with the HELP program (EPS).<br><br>• Continue to support other practices that provide services to street engaged people such as HUoS, Access Network. |

# 24/7 SERVICES - CONNECTOR PROTOTYPE

## BACKGROUND

The Connector Prototype research project aims to explore how we might support vulnerable community members and address the supports they need to end cycles of crisis.

## PAST OUTCOMES

• Partnered with the City Of Edmonton, InWithForward, and Edmonton Police Services on the identification and testing of possible interventions with street engaged people to overcome trauma and meaningfully begin their healing journeys.

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increased opportunities to engage with individuals suffering from trauma where they are at, respecting their capacity to engage in Connector research.<br><br>• Increase the access of street engaged people to basic needs and all other services that will support their well being. | • Use ethnographic approaches to understand root causes of trauma.<br><br>• Recruit diverse citizens to engage in the testing of a prototype that aims to connect clients to services. |
| **Outcomes that measure impact** | • Increased understanding of the insights and updates regarding the research.<br><br>• Identify where these types of interventions can be integrated into community practice. | • Hold community learning days led by InWithForward.<br><br>• Continue coordinated work with 24/7 partners to address opportunities for this research to be implemented. |
| **Outcomes that build trust** | • Maintain transparency of research findings. | • Create community report back opportunities to share the data and processes that were developed in this research project. |
| **Outcomes that build relationships** | • Increased understanding of new collaborative approaches to addressing the trauma of clients. | • Explore how insights from the prototype research might inform how community partners work with one another. |
| **Outcomes that concentrate efforts** | • Continued efforts to build on the learnings from the prototype research. | • Share and distribute insights from the prototype to other municipalities and groups doing similar research. |
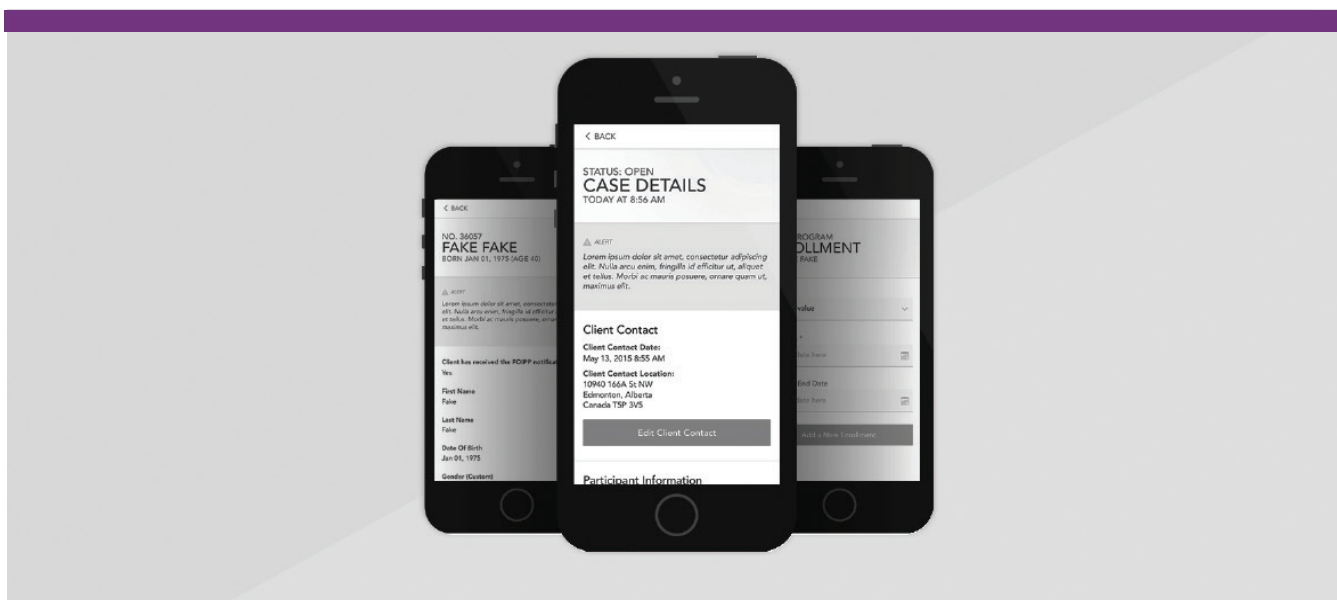
# 24/7 EDMONTON APP

## BACKGROUND

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.

## PAST OUTCOMES

• REACH partnered with the City of Edmonton and incorporated 24/7 Crisis Diversion data into the Community Safety Dashboard.

• Engaged with 24/7 staff at all levels of the partnership to discuss updates to the data set and the technology.

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increased capacities to share 24/7 program data broadly in the community. | • Design a dashboard to allow for greater access to initiative data for partners and stakeholders.<br><br>• Updating the data system for 24/7 CD that can better reflect the diversity and needs of the clients. |
| **Outcomes that measure impact** | • Increased understanding of how 24/7 data is informing the work of initiative partners and other stakeholders invested in crisis diversion. | • Create processes that gather feedback on the value of 24/7 data collected. |
| **Outcomes that build trust** | • Increased availability of open data to stakeholders who are interested. | • REACH initiatives report program information and data throughout the year. |
| **Outcomes that build relationships** | • Increased understanding of how 24/7 data is impacting how partners work with one another. | • Create processes to gather data on how 24/7 data is impacting partner collaboration. |
| **Outcomes that concentrate efforts** | • Increased participation by front-line workers to utilize the app to its fullest potential. | • Continue to engage staff to understand how the app can be improved. |
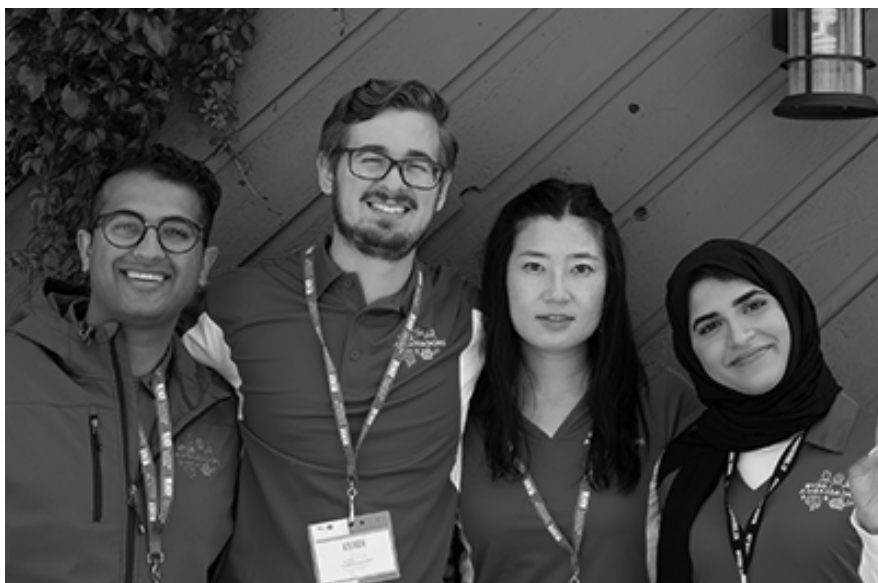
# #YEGAMBASSADORS

## BACKGROUND

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.

The program fills the gap in areas where traditional engagement models do not meet the specific local needs for cultural, social and economic diversity. They collect data and information from their interactions with business, community agencies and residents (this includes vulnerable community members).

## PAST OUTCOMES

- An accessible COVIDI9 support guide was created for businesses in the area.

- YEG Pivots Show (Facebook) is working with the NEBA Board to demonstrate how businesses in the area were adapting their businesses to pivot during the pandemic.

- YEG Takeout was a campaign to support struggling restaurants and cafes in the NEBA area. With a focus on local food and a scavenger hunt, the event aimed to bring the community together for a safe and fun experience.

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Continue to engage with newcomer businesses to understand their business needs.<br><br>• Continue to ensure equity by providing information, support and building relationships to assist the people, businesses, agencies, organizations who live in Business Improvement areas. | • Survey businesses to understand the impacts of COVIDI9 and retention strategies to identify business needs.<br><br>• Information campaigns on COVIDI9, business and community safety, services to support small businesses making sure to tailor them to minority businesses. |
| **Outcomes that measure impact** | • Increased understanding of how YEGAmbassadors are providing value to businesses. | • Create a way for businesses to give feedback to the YEGambassador program.<br><br>• Undergo an external evaluation to assess how the program might improve. |
| **Outcomes that build trust** | • Increased clarity around the roles, responsibility and priorities of initiative partners. | • Undertake a strategic planning process to develop agreed upon terms of references. |
| **Outcomes that build relationships** | • Increased collective understanding, learning and programming to enhance business and community relationships. | • Ambassadors continue to find ways to connect the needs of the community to the offerings of businesses. |
| **Outcomes that concentrate efforts** | • Increased measurements of the input and outcomes of Ambassadors. | • Develop a process to track and manage projects conducted by the program. |

## REACH TRAINING

### BACKGROUND

This initiative delivers specialized training that is accessible (low cost and time efficient) for front-line workers, supervisors, law enforcement, social workers, and others regarding knowledgeable, practical solutions, and new developing best practices for working with vulnerable people and diverse populations.

This initiative works collaboratively with facilitators and partner organizations to accommodate unique needs of front-line workers and agencies.

### PAST OUTCOMES

• As a result of training becoming virtual, a total of 702 people participated in 8 REACH training sessions and 9 sponsored training sessions in 2020. This was approximately a 30% increase in the number of participants in comparable types of workshops from 2019.

• Provided a free Self Care Webinar for front-line workers in the sector. The recording received over 500 views within 3 months.

• Keeping Kids Safe Webinar was a collaboration with new organizations (Zebra, Family Centre, Bent Arrow Traditional Healing Society, and Edmonton Public School Board) to provide free training for workers/teachers to identify signs of maltreatment towards children and youth as a result of COVID19 school shutdowns.

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increased quality of inclusivity in formats and designs of webinars and workshops. | • Advisors and partners take part in equity review on formats and designs.<br><br>• Participant and presenter evaluations include questions that reflect on the event formats and designs. |
| **Outcomes that measure impact** | • Improved quality of data collection on successes and challenges. | • Review and redesign the survey and evaluation methods based off instructor and participant feedback. |
| **Outcomes that build trust** | • Increased transparency around development and planning of workshops and webinars. | • Increase connection and engagement with training partners as well as community agencies around training needs and demands. |
| **Outcomes that build relationships** | • Increased collaboration and alignment with training partners. | • Review and reassess relationships with current training partners to ensure alignment.<br><br>• Review relationships with other partners and explore new opportunities.<br><br>• Support those agencies participating in the U of C research on PTSD, Vicarious Trauma in front-line workers.<br><br>• Support a collaborative Training event with Trauma Informed Edmonton.<br><br>• Learn more to determine if there is an alignment with the Trauma Informed Calgary Collective. |
| **Outcomes that concentrate efforts** | • Increased awareness of training effectiveness, efficiency, and alignment. | • Perform environmental scanning on training providers in the community.<br><br>• Review training opportunities in other REACH initiatives. |

# REACH IMMIGRANT AND REFUGEE INITIATIVE

## BACKGROUND

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. 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.

REACH is working with newcomer, immigrant and refugee community leaders, settlement agencies and stakeholders, to identify gaps in support and services to build healthy newcomer families.

## PAST OUTCOMES

• Youth and families have increased their network of social support.

• Communities use a collaborative approach to plan and deliver supports and services related to family violence and healthy relationships.

• Community capacity is strengthened to address issues and create opportunities for engagement.

|  | Outcomes: | Actions: |
| --- | --- | --- |
| **Outcomes that support equity, diversity and inclusion** | • Increased volunteer opportunities for newcomer communities to build skills and network.<br><br>• Increased understanding and strengthened relationships with the Edmonton Police Service regarding battling racism and discrimination. | • Pilot a volunteer program that targets newcomer communities online.<br><br>• Convene community leaders and bridge conversations with police on racism. |
| **Outcomes that measure impact** | • Increased understanding of the barriers and opportunities for equity, diversity and inclusion that newcomer communities face. | • Continue to engage communities to understand needs that go beyond basic needs, to include social inclusion and cohesion. |
| **Outcomes that build trust** | • Increased public support of the Cultural Navigator model. | • Develop presentations and engagement opportunities for Cultural Navigators to showcase the impact of the model. |
| **Outcomes that build relationships** | • Increased engagement with broader sections of Indigenous, black and intersectional stakeholders. | • Develop relationships with organizations and groups that support intersectional communities. |
| **Outcomes that concentrate efforts** | • Increased opportunities for newcomers to provide feedback on the Cultural Navigator Model. | • Develop community engagement processes to allow for feedback to be collected from Cultural Navigators and mentors. |

# COALITIONS CREATING EQUITY

## BACKGROUND

Coalitions Creating Equity (CCE) is a model based on previous funding from the Human Rights Education & Multiculturalism Fund. REACH is committed to working provincially with stakeholders to address issues of discrimination, inequity and racism.

The initiative is evolving to build local skills, knowledge and networks that can collectively impact discrimination prevention and increased equality locally and throughout the province.

## PAST OUTCOMES

• Strengthened and broadened collaboration between Edmonton stakeholders and other regions in Alberta.

• Built community partnership and advocacy in addressing inequity and racism.

• Developed community leadership in actively finding solutions and mentoring each other.

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increased reporting of hate through the StopHateAB.ca website and strengthening digital literacy. | • Training across the province in municipalities which include Lac La Biche, St. Paul, Slave Lake, Peace River, Edmonton, Red Deer, Ft. McLeod, Cardston, Brooks and Lethbridge. |
| **Outcomes that measure impact** | • Strengthened response to hate with rural regional partners/ communities. | • Disseminate flyers and tools to stakeholders attending the sessions. |
| **Outcomes that build trust** | • Increased capacity with those who have been targets of hate incidents to become advocates and trainers on how to respond to hate in their communities. | • Build a CCE Community of Practice across the province.<br><br>• Partners will build tools and skills to support education in the partner municipalities to strengthen understanding of hate crimes and incidents, where to report and the value of reporting, as well as how to respond. |
| **Outcomes that build relationships** | • Increased awareness of the different services, groups and tools that exist in combating hate crimes in Alberta. | • Design a workshop for front line service providers and deliver this workshop across the province to ensure that we are able to reach those targeted by hate. |
| **Outcomes that concentrate efforts** | • Increased regularity and improved processes regarding province wide CCE meetings. | • Develop an annual calendar highlighting various CCE meetings and initiatives. |

# POLICE AND YOUTH ENGAGEMENT PROGRAM

## BACKGROUND

The Police and Youth Engagement Program (PYEP) is a youth led and community driven summer program. It builds capacity for immigrant and refugee youth and engages police and the newcomer community in relationship building.

A principle focused evaluation on youth capacity building completed in 2019 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.

## PAST OUTCOMES

- Increased knowledge and data related to racialization of youth, well-being, volunteerism, employment, leadership skills and connection to Indigenous Peoples and LGBTQ+ communities.

- Increased youth leadership and mentorship capacity.

- Increased opportunities for youth to volunteer.

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increased enrollment of the program with newcomer youth. | • Develop supports within the program to assist with the enrollment and participation of youth. |
| **Outcomes that measure impact** | • Increased understanding of how this program is building youth leadership capacities. | • Develop processes that allow for youth to reflect on their growth in the program. |
| **Outcomes that build trust** | • Edmonton Police Service and newcomer communities have a better understanding of what each can offer one another in the pursuit of positive relationships. | • Continue to create opportunities for cross-community sharing between EPS and newcomer communities. |
| **Outcomes that build relationships** | • Increased number of leaders within EPS and Newcomer communities to act as conduits for further relationship building. | • Identify leaders to help further navigate EPS and newcomer communities. |
| **Outcomes that concentrate efforts** | • Align the work of the initiative to EPS and Newcomer community events, projects and priorities. | • Develop a list of ongoing and future priorities and projects identified by EPS and the community. |

# IMMIGRANT FAMILY VIOLENCE PREVENTION COMMITTEE

## BACKGROUND

A collaboration of eight agencies, the Immigrant Family Violence Prevention Committee (IFVP) provides education and advocacy for family violence prevention in a cultural context. The committee works closely with Community Initiatives Against Family Violence (CIAFV) as a sub-committee and collaborates to provide culturally appropriate family violence education for service organizations.

## PAST OUTCOMES

• Increase knowledge of the justice systems and laws associated with family violence amongst newcomer, immigrant and refugee communities.

|  | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increased awareness and education of family violence prevention in a cultural context. | • Develop educational tools that are accessible and are translated for newcomer communities. |
| **Outcomes that measure impact** | • Increased understanding of the barriers and opportunities newcomer communities face in learning about family violence laws. | • Further engage the community to surface any any family violence education gaps. |
| **Outcomes that build trust** | • Increased communication of IFVP work within CIAFV. | • CIAFV to promote the committee's work and measure impact. |
| **Outcomes that build relationships** | • Increase support to IFVP committee leadership. | • Support the creations and design of two additional online learning modules for front line service providers. |
| **Outcomes that concentrate efforts** | • Increased collaboration with settlement agencies not a part of IFVP committee. | • Connect with EMCN and MCHB regarding the resource guide they are creating. |

# ADDICTIONS DON'T DISCRIMINATE

## BACKGROUND

Addictions Don't Discriminate 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, offer information on the supports and services available to Edmontonians, and mobilize a community response.

The Addictions Don't Discriminate exhibit is based off of a similar exhibit developed by Strathcona County called Opioids Don't Discriminate.

## PAST OUTCOMES

- Stories of six individuals with lived experience have been collected by project partner MAPS Alberta, in a respectful and thoughtful way.

- Successful funding application to Alberta Health Services for $5,000 to put towards exhibit.

- First co-design workshop with project management team, design team, MAPS Alberta team, and storytellers took place and was a successful start to development of the exhibit with input from storytellers as people with lived experience.

|  | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increased community consultation through the co-designing of the exhibit. | • Develop community workshops where those with lived experience or working front-line can have input into the exhibit regarding its efficacy. |
| **Outcomes that measure impact** | • Increased understanding of how the levels of empathy of the public changed prior to and after experiencing the exhibit. | • Develop engagement materials that measure the depth and understanding of addiction and the people who use substances. |
| **Outcomes that build trust** | • Increased ownership of the initiative by community members and organizations who work with those who use substances. | • Develop processes that allow for transparent community consultation. |
| **Outcomes that build relationships** | • Increased awareness of the research on how substances impact the brain.<br><br>• Increased partnerships with organizations that conduct addictions research to better leverage peer-reviewed, funded materials for the exhibit. | • Ensure that the exhibit includes scientific and peer-reviewed research that explains that addiction is often not a choice.<br><br>• Connect with the Canadian Centre on Substance Use and Addiction (CCSA) to ensure that the exhibit aligns to their research. |
| **Outcomes that concentrate efforts** | • Increased community contributions into the project. | • Broaden the project's community of contributors through sharing the project broadly and including interested stakeholders. |

# EDMONTON CANNABIS COALITION

## BACKGROUND

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.

## PAST 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.

|  | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increased the opportunities for marginalized communities to build business in the cannabis sector. | • Host webinar showings of "Building Business in the Cannabis Sector" targeted to these communities. |
| **Outcomes that measure impact** | • Increased understanding of how the collaboration between coalition partners is impacting each other's cannabis safety work. | • Survey coalition on the impact of the work. |
| **Outcomes that build trust** | • Increase the profile of the cannabis coalition work. | • Promote the work of the Cannabis Coalition through social media.<br><br>• Educational Lunch & Learns and presentations to City Council. |
| **Outcomes that build relationships** | • Strengthened relationships between cannabis producers and retailers. | • Create opportunities for cannabis producers and retailers to share updates and concerns with the coalition. |
| **Outcomes that concentrate efforts** | • Increased alignment with Health Canada. | • Ensure that Cannabis Coalition work aligns with the research and practices of Health Canada. |

# SEXUAL EXPLOITATION WORKING GROUP

## BACKGROUND

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

## PAST OUTCOMES

• Each year, SEWG hosts the Sexual Exploitation Week of Awareness events and City of Edmonton Proclamation.

• Lunch and Learn training sessions are provided to front-line workers.

• Inter-city collaboration and information sharing on ending sexual exploitation is facilitated, building and strengthening partnerships between different municipalities on both sides of the American border.

|  | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increased representation from the communities that the committee aims to serve. | • SEWG continues to work to ensure representation from diverse organizations, that serve vulnerable people, are on the committee. |
| **Outcomes that measure impact** | • Increased understanding of the impact of educational events. | • Increasing the online availability of training and possibilities for distance participation in networking events. |
| **Outcomes that build trust** | • REACH supports the direction of the committee, as a backbone organization. | • REACH continues to have representation on the committee in a supportive rather than a leadership role. |
| **Outcomes that build relationships** | • Ensuring the committee knows REACH is dedicated to offering supports where they are needed. | • Offering problem-solving help through representation on the committee to find innovative ways to overcome barriers the committee may be facing. |
| **Outcomes that concentrate efforts** | • Make meetings and training events more accessible to people who may not be able to attend in person. | • Continue moving all meetings and training events to be designed for online participation, both during and after COVID. |

# INTEGRATED RESPONSE FOR VICTIMS OF SEX TRAFFICKING AND EXPLOITATION: RED DEER NORTH, ALBERTA

## BACKGROUND

The Integrated Response for Victims of Sex Trafficking and Exploitation (IRVSTE) aims to develop a coordinated, community response that is driven by the needs of victims of human trafficking to ensure responses are appropriate to victims who require wrap around services with safety as a priority. This project focuses on the geographical region of Red Deer, Edmonton, and Northern Alberta.

## PAST OUTCOMES

- The project will help to understand and identify trends and systemic barriers that victims face in urban and rural settings. With this information, the project aims to inform policy and other systemic decisions that will reduce barriers for victims.

|  | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increase effective responses to victims of sex trafficking and exploitation in Red Deer, Edmonton, and Northern Alberta. | • With project partners, support the design of a collaborative, integrated response to victims of sex trafficking and exploitations that considers the intersectionality of race, gender, age, disability, income inequality, housing instability, and other factors. |
| **Outcomes that measure impact** | • Increased data and information about effective responses to victims of sex trafficking and exploitation. | • REACH will support the work of a third party evaluator, hired to evaluate the project.<br><br>• The evaluation will be participatory, with input from project partners |
| **Outcomes that build relationships** | • Improved connection between stakeholders connected to human trafficking and sexual exploitation. | • The project will tap into existing networks of stakeholders who are connected to the issue to gather information on the current state, receive input on a new service delivery model, create appropriate training opportunities, and to develop protocols. |
| **Outcomes that concentrate efforts** | • Increased capacity by service providers to identify and respond to complex cases of human trafficking and sexually exploited individuals. | • Project partners will work together to engage the right service providers and to deliver capacity building activities.<br><br>• Coordinate training for service providers by content experts.<br><br>• REACH and project partners will mobilize knowledge from the evaluation and project implementation in appropriate forums. |

# COMMUNITY DIRECTIONS

**BACKGROUND**

REACH supports the convening of community partners, encourages activation and collaboration, and facilitates dialogue around safety issues in several neighbourhoods and geographic communities in Edmonton. These currently include McCauley, Chinatown, Lee Ridge, Richfield, and the Balwin & Belvedere Revitalization Area, and Ward 4.

Stakeholders and partners include community members, social agencies, Community Leagues, businesses and business associations, City of Edmonton departments, EPS branches, elected officials, REACH Edmonton and invited resources.

**PAST OUTCOMES**

- Building upon the Safer McCauley initiative, REACH has developed Community Directions. The framework for this Neighbourhood Organizing Initiative is adaptable to any neighbourhood. It includes a process for mobilizing community members to identify their safety priorities, developing a collective vision for a safe and vibrant neighbourhood, and co-designing community-driven responses.

- REACH is providing support to an increasing number of neighbourhoods, and is influencing outcomes related to higher complexity, city-wide issues such as needle debris and problem properties.

- REACH has increased its connectivity and collaboration with neighbours, social agencies, businesses and business associations, Community Leagues, City of Edmonton departments, EPS branches, and elected officials.

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Local safety initiatives and safety councils that promote broad inclusion, particularly of unhoused populations, Indigenous people, and newcomers. | • Make intentional efforts to reach out to vulnerable and marginalized populations to encourage and build capacity for participation.<br><br>• Design culturally sensitive and appropriate meeting mechanisms and engagements that aim to "meet communities where they are." |
| **Outcomes that measure impact** | • Safety Project Guidebooks that capture the story (design, planning, execution, mobilization and empowerment of community members, impact) of community safety projects.<br><br>• An increased understanding of how stakeholders perceive the initiative's impact. | • Collect best practices from other jurisdictions to inform REACH's support for safety projects - and the development of Project Guidebooks.<br><br>• Share Project Guidebooks with other jurisdictions.<br><br>• Survey stakeholders and partners regarding their perception of the initiative's impact. |
| **Outcomes that build trust** | • Relevant, cost-effective, manageable, actions that mobilize and impact community.<br><br>• Improved communications that I) empowers and builds capacity; 2) builds connectivity and collaboration; 3) reduces duplication and maximizes collective impact. | • Facilitate and support the co-design and activation of inclusive community-driven actions.<br><br>• Share information via I) regular updates and reports on specific events; 2) comprehensive annual reports back to the community about overall initiative. |
| **Outcomes that build relationships** | • Increased collective impact for neighbourhood safety initiatives, councils, and actions.<br><br>• Increased data sharing for the collective goal of mobilizing support for communities and neighbourhoods. | • Identify and improve information sharing between key partners involved in data collection e.g. City Revitalization Areas, Edmonton Community Development Company, Edmonton Social Planning Council. |
| **Outcomes that concentrate efforts** | • Resources are mobilized and support is focused where it is most needed, rather than wherever it is requested. | • Develop criteria for where and when to partner with neighbourhoods. Refer to the criteria to justify where and when to not partner. |

# RESOURCE CONNECT

## BACKGROUND

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.

## PAST OUTCOMES

• In 2020, REACH hosted the third annual Resource Connect at Santa Maria Goretti Centre in McCauley. The event's theme was "Strengthening Collaborations."

• 93 organizations from 24 distinct service sectors participated as exhibitors. Over 550 individuals visited throughout the day. An effort was made to attract students and potential volunteers and employees. MLA Janis Irwin and Councillor Scott McKeen participated, addressed the gathering, and took the time to visit with all exhibitors.

• In response to feedback from the Resource Connect community, REACH is planning to support I) the establishment of meetup groups to discuss specific areas of interest within the community of practice; and 2) the expansion of an accessible database of community supporting agencies.

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Increased representation from organizations supporting newcomers and BIPOC community members.<br><br>• Increased sense of belonging amongst members of the community of practice. | • Increase outreach and communication about the event to organizations supporting newcomers and BIPOC community members.<br><br>• Work to identify any potential barriers to participation by these members of the community of practice. |
| **Outcomes that measure impact** | • Increased understanding of how participation in Resource Connect events is impacting the work of agencies who participated. | • Develop a process for participants to share feedback of how participation is impacting their work. |
| **Outcomes that build trust** | • The Resource Connect community have a better understanding of what each can offer one another in the pursuit of supporting the communities they work with. | • Develop opportunities for the Resource Connect community to understand what type of community supports exist in the network. |
| **Outcomes that build relationships** | • Increase opportunities for relevant and meaningful conversations in small meet up groups. | • Develop online platforms for smaller sector groups to engage with one another. |
| **Outcomes that concentrate efforts** | • A consistently connected, engaged and collaborative community of practice.<br><br>• Accessible, relevant, online materials for increased interaction, connectivity, and collaboration. | • Create an inventory of all the communication channels the Resource Connect community engages with. |

# REACH OUTREACH

## BACKGROUND

To engage with social service agencies, governments, and grass root organizations to convene and collaborate for community safety and crime prevention.

## PAST OUTCOMES

- Increase awareness and knowledge of resources, programs and services available to Edmontonians about safety and crime prevention.

- Increase the measurement that better informs community leaders and decision makers about safety in the city.

- Increase volunteer capacity (skills & experience) in underrepresented communities in COVIDI9 recovery.

| | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Strengthen volunteer opportunities for racialized and marginalized communities. | • Recruit and engage a diverse range of volunteers from post secondary educational institutions and diverse community groups to assist with emerging needs (research, engagement, tutoring). |
| **Outcomes that measure impact** | • Increased understanding of how to better utilize the skills and talents volunteers have.<br><br>• Increased understanding of the relevant resources and updates for communities in regards to community safety. | • Create an assessment of volunteer onboarding process and volunteer task management.<br><br>• Regular check-ins to ensure continuous engagement with community safety agencies through digital events and other forms of communication. |
| **Outcomes that build trust** | • Increased recognition of the impact of volunteers in the work of REACH.<br><br>• Increased community uptake of resources and updates from community safety partners. | • Create a campaign to share the stories of volunteers and how their work has impacted REACH and the communities we work with.<br><br>• Ensure that the right resources are being shared with the right communities through collaborative processes. |
| **Outcomes that build relationships** | • Increased opportunities for volunteers to be connected to not only the work of REACH but to the work of other community safety partners. | • Continue to engage with lesser-represented community safety partners to understand what needs they have that REACH's volunteer community can support. |
| **Outcomes that concentrate efforts** | • Improved coordination of volunteer pool to support partners/stakeholders. | • Create a referral process on line to support needs/requests. |

# RURAL CRIME PROJECT

## BACKGROUND

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.

## PAST OUTCOMES

- Improved connection amongst rural communities on community safety and crime prevention issues.

- Increased access to crime prevention and community safety resources by rural communities.

- Increased understanding of unique community safety and crime prevention issues in rural communities.

|  | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that build trust** | • Increased access to resources, information and knowledge on community and crime prevention issues by rural communities. | • REACH and other project leaders share information to support rural community initiatives on community safety and crime prevention, and provide guidance when requested. |
| **Outcomes that build relationships** | • Increased coordination of community safety and crime prevention efforts amongst sectors and agencies in rural communities. | • Regular opportunities to connect/share knowledge through meetings and trainings for the project pilot sites and the Advisory Committee.<br><br>• Identification of new ways for pilot sites/ Advisory Committee members to work together on project activities and new, emergent opportunities. |
| **Outcomes that concentrate efforts** | • Improved knowledge mobilization that relates to rural crime prevention and community safety issues. | • A significant deliverable of the project is the Alberta Rural Crime Prevention Framework. This will be shared in forums as appropriate, such as conferences and with other rural communities.<br><br>• Rural communities will be supported to continue to contribute to, implement and share the framework. |

# NOT IN MY CITY

## BACKGROUND

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.

## PAST OUTCOMES

• Membership expanded to include different government departments and new NGO's.

• Committee work expanded to include partnerships throughout the province

• A 2II Hotline was launched.

• Received federal funding to continue this work.

|  | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Survivors will be on the committee.<br><br>• There will be a residential option for those wishing to exit in Northern Alberta. | • The co-chairs will invite those with lived experience to the table as identified via the provincial taskforce. |
| **Outcomes that measure impact** | • A committee will be formed to identify residential options in Northern Alberta.<br><br>• Increased housing options for those with lived experience. | • Remove barriers to attendance - cost, loss of wages, fear.<br><br>• Offer training to ensure comfort level of survivors and trauma understanding of other committee members. |
| **Outcomes that build trust** | • Increase awareness about the impact of Human Trafficking and its existence in our province. | • Use all social media platforms to draw attention to this modern form of slavery. |
| **Outcomes that build relationships** | • Work together with the collaborative to create a project plan for the federal funding. | • Hold regular planning meetings.<br><br>• Create shared measurements. |
| **Outcomes that concentrate efforts** | • Provincial awareness of Human Trafficking<br><br>• Increased residential options for people exiting Human Trafficking. | • Advertise the 2II hotline widely.<br><br>• Conduct training for front line workers, business owners, airport staff, salon staff, teachers, police etc. |

# PEACE IN OUR CITIES

## BACKGROUND

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.

## PAST OUTCOMES

• Mayor signed a declaration of support to work towards decreasing violence in Edmonton.

• REACH Executive Director made two International presentations regarding REACH's efforts via webinar.

• City of Edmonton became aware of how other cities are tackling issues of violence especially domestic violence.

|  | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Reduced number of violent incidents against marginalized people.<br><br>• Reduced incidents of hate crimes. | • New strategies will be employed to reduce violence such as looking at new ways to combat domestic violence, focusing on primary prevention, supporting initiatives such as RECOVER, and continuing focus on trauma informed methods.<br><br>• REACH will convene partners to look at ways to tackle hate crimes (i.e. bringing Elders and Community Leaders together). |
| **Outcomes that measure impact** | • Marginalized communities report a reduction in hate crime.<br><br>• Less incidents of violence reported to police. | • Create a baseline to record current hate crimes.<br><br>• Work closely with our partners to identify opportunities to raise awareness and increase compassion among the general public to dispel myths and increase cultural competency. |
| **Outcomes that build trust** | • REACH invites partners to lead the discussions and to identify solutions.<br><br>• REACH facilitates discussions between disparate groups to demonstrate improved understanding between communities. | • Hire or contract leaders in marginalized communities. |
| **Outcomes that build relationships** | • Community leaders meet regularly to highlight the impact of violence and hate crimes and solutions are implemented | • REACH facilitates introductions and meetings |
| **Outcomes that concentrate efforts** | • Communities have a response to hate crimes and a way forward.<br><br>• Responses (ie community leadership meetings) are prototyped. | • Develop a toolkit.<br><br>• Evaluate a prototype. |

# ORGANIZATION FOR THE PREVENTION OF VIOLENCE

## BACKGROUND

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 helping with financial management, reporting and audit functions, and promoting training. REACH also assists in evaluating and designing program interventions and leveraging its extensive resources and connections in ethno-cultural communities.

# DATA STORYTELLING

## BACKGROUND

The Data Storyteller is tasked with supporting the collection, organization, analysis and distribution of data. The Data Storyteller will transform zeros and ones into data driven-decisions and compelling stories that position REACH Edmonton to continue to deliver on community safety and well-being.

## PAST OUTCOMES

• The hiring of a Data Storyteller

• 24/7 Crisis Diversion new data system for data collection and analysis.

• The Community Safety Deployment Dashboard used 24/7 data to predict criminal behaviour in Edmonton.

|  | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Collecting data that shows the differences between clients allows initiatives to customize approaches for specific groups of clients. | • Collecting data related to gender, ethnicity and cultural groups. |
| **Outcomes that measure impact** | • Using GBA+, evaluation will be more detailed so we can know if initiatives are doing what they aim to do, and how they can improve. | • Gathering information related to the specific challenges particular groups face. |
| **Outcomes that build trust** | • Data transparency builds trust between partners and REACH. | • Data transparency is ensured by the data sharing agreement, which guides how the partnerships share information. |
| **Outcomes that build relationships** | • Creating new tools that serve the interests of both the partnership and the partner agencies. | • Helping partners build the new technology that is more customized and more efficient for field work. |
| **Outcomes that concentrate efforts** | • Increased technology buy in from partners.<br><br>• Increasing information sharing and transparency throughout partnerships. | • Presentations showing how new technology systems work.<br><br>• Maintaining existing data sharing agreements. |

# COMMUNITY SAFETY: DEPLOYMENT DASHBOARD

## BACKGROUND

The Community Safety Deployment Model brings together data from the Edmonton Police Service, the City of Edmonton and the 24/7 Crisis Diversion Team (REACH Edmonton).

This common operating picture positions the agencies to deploy the right resource, at the right place, at the right time, with the right information for a safer city.

The triaging function is supported by a model developed internally by the City of Edmonton's Data Science and Research team and predicts both the probability and the severity of incidents up to two weeks in advance.

Built with data ethics and privacy in mind, the Community Safety Deployment Model leverages data void of personally identifiable information — focusing exclusively on the time, location and incident type.

## PAST OUTCOMES

• Early testing shows the predictions being 9.5 times more accurate than random deployment.

• The consolidation five organization's demand data(which was previously siloed) is a first for Edmonton.

• The Community Safety Deployment Model successfully launched September 15, 2020.

|  | Outcomes: | Actions: |
|---|---|---|
| **Outcomes that support equity, diversity and inclusion** | • Deploying the right resource, at the right place, at the right time, with the right information ensures that we are triaging resources proactively in a way that is more mindful of equity, diversity and inclusion. | • 24/7 Crisis Diversion Team using the Community Safety Deployment Model to inform their proactive efforts. |
| **Outcomes that measure impact** | • Reporting and performance measurement tools are scheduled to be included in 2021. | • Inclusion of reporting and performance measurement tools. |
| **Outcomes that build trust** | • REACH being seen as the central convener as it relates to triage and appropriate resource responses to demand for service. | • 24/7 Crisis Diversion Team using the Community Safety Deployment Model to inform their proactive efforts and 'on-boarding' new Community Safety Deployment Model partners (subject to existing partner appetite). |
| **Outcomes that build relationships** | • REACH increases its capacity to act as the central convener. | • REACH 'on-boarding' new Community Safety Deployment Model partners (subject to existing partner appetite) |
| **Outcomes that concentrate efforts** | • Reporting and performance measurement tools are scheduled to be included in 2021. | • Inclusion of reporting and performance measurement tools. |