
SAFER TOGETHER

2023 BUSINESS PLAN

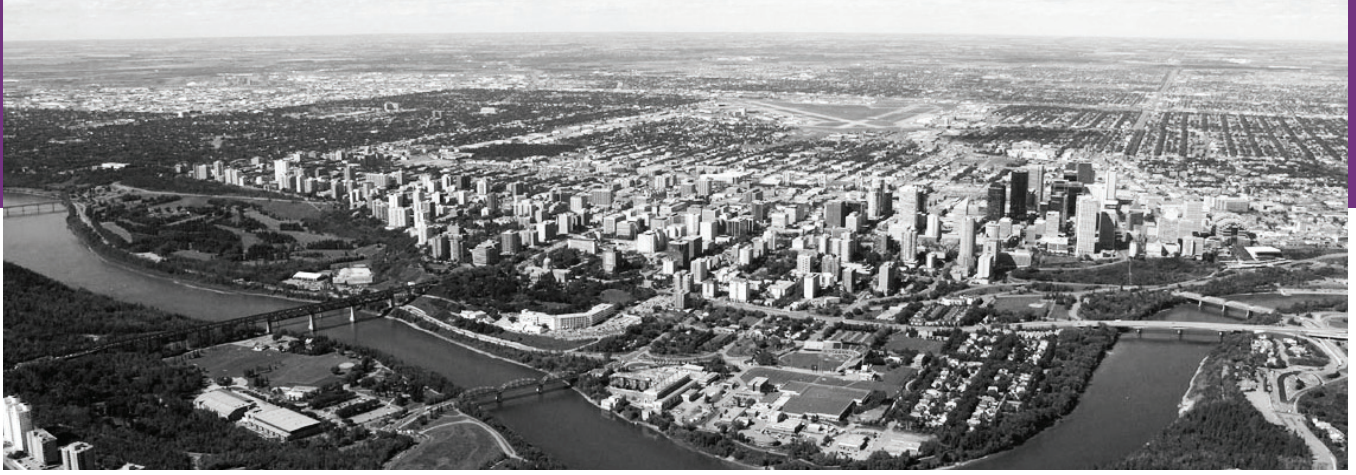


CONTENTS

| | |
|----|--|
| 00 | The REACH Mandate |
| 03 | Backbone Support |
| 04 | REACH Recommendations |
| 06 | Vision, Mission, Core Values, Principles |
| 08 | Bold REACH Strategic Pillars |
| 12 | 2023 Business Plan |
| 13 | Out of School Time Collaborative |
| 16 | WrapED |
| 18 | 24/7 Crisis Diversion |
| 20 | Downtown Safety |
| 21 | YEGAmbassadors |
| 22 | REACH Training |
| 24 | REACH Immigrant and Refugee Initiative |
| 25 | Coalitions Creating Equity |
| 26 | Combatting Human Trafficking |
| 28 | Neighbourhood Organizing Initiative |
| 30 | REACH Outreach |
| 32 | Countering Hate Motivated Violence |
| 33 | Community Safety and Well-Being |

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.



THE WAY FORWARD



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

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

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

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



BACKBONE SUPPORT

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



Guides a community safety vision and strategy together with stakeholders.



Supports aligned activities that drive towards the vision



Establishes measurement practices to evaluate initiatives



Builds public will and support for the vision



Advances policy that will result in systemic change



Mobilizes funding for initiatives.



INVESTING IN CHILDREN, YOUTH & FAMILIES

CATALYZING CHANGE

NEW LEADERSHIP

REACH RECOMMENDATIONS

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

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



INVESTING IN CHILDREN, YOUTH & FAMILIES

RECOMMENDATION 1

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

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

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

RECOMMENDATION 2

A “Turn Away from Gangs” Initiative

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

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

RECOMMENDATION 3

Community Coordination on Fetal Alcohol Spectrum Disorder

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

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

CATALYZING CHANGE

RECOMMENDATION 4

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

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

RECOMMENDATION 5

Cultural Community Groups

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

RECOMMENDATION 6

Neighbourhood Organizing Initiatives

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

NEW LEADERSHIP

RECOMMENDATION 7

A Community Safety Coordinating Council to Integrate Sustainable Community Safety Efforts

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

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

RECOMMENDATION 8

A Sustainability Strategy for Prevention

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

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

RECOMMENDATION 9

An Innovative Evaluation Framework to Measure Success

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

REACH'S VISION

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



REACH'S MISSION

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



GUIDING PRINCIPLES

NIMBLE AND FLEXIBLE
REACH is always open to new ideas and innovations.

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

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

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

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

CORE VALUES

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

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

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

RELATIONSHIPS
Building positive relationships is the cornerstone of our work.

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

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



REACH IN ACTION

BOLD REACH STRATEGIC PILLARS

SAFE AND CARING COMMUNITIES

BUILDING COMMUNITIES WHERE ALL BELONG

STRENGTHENING PARTNERSHIPS

STRENGTHENING TRUST IN COMMUNITIES

**STRENGTHENING COALITIONS AND
PARTNERSHIPS FOR SOCIAL IMPACT**

PILLAR 1

SAFE AND CARING COMMUNITIES

STRATEGIES

- Build, foster and strengthen relationships in the community.
- REACH is committed to working with others to create safe, caring, vibrant communities.
- Focusing on inclusive community development, REACH works with partners to enable communities to engage, connect, and explore community solutions to the challenges they face.

PILLAR 2

BUILDING COMMUNITIES WHERE ALL BELONG

STRATEGIES

- REACH works to engage communities in conversations and actions for justice, inclusion and equity.
- REACH is committed to equity, diversity and inclusion in all that it does.
- REACH, in partnership with others, works to increase access to services and supports that enable community wellbeing and growth by valuing diversity and ensuring inclusion.

PILLAR 3

STRENGTHENING PARTNERSHIPS

STRATEGIES

- By building strong relationships with partners, REACH seeks to create open data and story sharing so that the value of social action can be fully realized.
- REACH uses an evidence-based approach to all of its work and shares evidence with communities and partners.

PILLAR 4

STRENGTHENING TRUST IN COMMUNITIES

STRATEGIES

- REACH provides backbone support.
- REACH partners with others to build trust in community organizations working to build safe and caring communities.
- REACH supports and enables learning opportunities to strengthen the capacity of teams, organizations and networks focused on safe and caring communities.
- REACH amplifies the voices of those who show leadership in building safe and caring communities.
- REACH supports others in their journey to look at communities differently and who offer innovative solutions to community challenges.

PILLAR 5

STRENGTHENING COALITIONS FOR SOCIAL IMPACT

STRATEGIES

- Contribute to systemic impact.
- REACH is an advocate for change that has social impact and increases trust and safety.
- REACH shares knowledge, understanding, evidence and experience to support those working and living in communities that grow and develop.
- REACH engages in partnerships and alliances focused on systems change to improve the lives, wellbeing and safety of communities.



An aerial photograph of a city, likely Edmonton, with a purple overlay. The city features a mix of residential and commercial buildings, green spaces, and a river winding through the landscape. The sky is a pale, hazy purple.

2023 BUSINESS PLAN

OUR PLAN FOR ACTION

The REACH business plan lays out the connections between each initiative and the 9 recommendations from the 2010 REACH Report. Every initiative follows the Bold REACH Strategic Pillars. 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.

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.

This work also encompasses REACH's work with OST Joint Use, the Middle Years Natural Supports Framework, the Immigration, Refugee and Citizenship Canada Child and Youth Services Initiative.

| | Outcomes | Indicators |
|--|---|---|
| Outcomes that build relationships | <p>Community groups providing OST services have a chance to connect with one another to share resources and best practices.</p> <p>Increased capacity of the OST Steering Committee to incorporate Natural Supports into broader OST work.</p> <p>Child and youth serving community organizations see REACH as a partner in supporting them in addressing barriers and needs they've identified.</p> | <p>Sustained OST Gathering membership and attendance.</p> <p>Increased Natural Supports representation on the OST Steering Committee.</p> <p>Organizations who need space for summer programming participate in Joint Use.</p> <p>Child and youth serving community organizations have a willingness to partner with REACH.</p> |
| Outcomes that champion DEIB | <p>OST groups that normally might not have the capacity to participate in professional development, have an opportunity to improve their knowledge and skills through accessible and relevant training opportunities.</p> <p>OST members have an opportunity to bring forward issues related to DEIB that are relevant to their participants/organizations.</p> <p>Increased acknowledgement of diverse natural supports that groups are already using and supporting groups to find more.</p> <p>Increased exposure of organizations who offer child and youth programming in Edmonton so that families have free access to the programs that meet their child's unique needs.</p> | <p>Barriers to accessing supports/resources for OST programs are identified and are addressed.</p> <p>OST continues to offer diverse training opportunities and resources.</p> <p>OST Gathering meetings have dedicated agenda items related to DEIB with opportunities for issues to be brought forward.</p> <p>Natural supports that are being used are highlighted and OST groups are made aware of them.</p> <p>Increased user traffic with the Child and Youth Services Map.</p> |

| | Outcomes | Indicators |
|--|--|---|
| <p>Outcomes that collect and share data</p> | <p>REACH understands the barriers, needs, assets and opportunities of OST groups.</p> <p>OST members have an opportunity to learn about and share relevant resources with their peers.</p> <p>Data about child and youth programs is up to date, accessible to public, service providers, schools, and other stakeholders.</p> | <p>REACH engages with OST Gathering about barriers, and shares them with Steering Committee to compile relevant resources.</p> <p>Presentations and resources are provided about the following pre-existing identified barriers:</p> <ul style="list-style-type: none"> • Kids with disabilities • Funding options • Supporting families with critical needs • Mental health <p>OST groups give presentations at OST Gatherings on learnings and best practices.</p> <p>Research done to uncover child and youth services gaps and assets is shared through OST's various communication channels.</p> |
| <p>Outcomes that provide backbone support</p> | <p>OST groups have increased access to mental health training and resources.</p> <p>Increased accessibility to Joint Use spaces</p> <p>OST members have access to affordable, relevant, high quality training.</p> <p>OST Gathering members have access to program funding.</p> <p>OST Steering Committee explores relevant issues, barriers and opportunities for the collaborative.</p> <p>OST Gathering members share learnings with one another, network and build capacities.</p> <p>Middle Years Framework is adopted by OST Steering Committee and Gathering.</p> <p>Increased alignment and understanding of priorities between OST programs, child and youth services, and stakeholders invested in child and youth issues.</p> | <p>Accessible training and resources are offered to OST groups.</p> <p>OST groups are able to deliver programming in Joint Use spaces.</p> <p>REACH supports the coordination of the annual OST conference, ensuring that it is accessible to the whole OST community.</p> <p>REACH supports OST groups to apply for and receive OST funding.</p> <p>REACH supports the coordination of regular OST Gathering events to bring the community together.</p> <p>REACH continues to foster a strong OST Steering Committee.</p> <p>REACH supports the development of a strategy to adopt the Middle Years Framework.</p> <p>REACH coordinates and participates in committees that convene child and youth stakeholders.</p> |

| | Outcomes | Indicators |
|--|---|--|
| <p>Outcomes that create systemic impact</p> | <p>Using OST program data, demonstrate the value of OST programming and natural supports to different levels of government, school boards and potential funders to advocate for additional funding to OST communities.</p> <p>Increased understanding and advocacy of the value that culturally diverse programming brings to the settlement experience of newcomer youth and children.</p> | <p>REACH has high level insights into the systemic benefits, barriers and needs experienced by OST programs and families.</p> <p>The use and impact of natural supports is understood.</p> <p>Engagement is done with newcomer serving organizations to understand their barriers in incorporating cross-cultural programming.</p> |



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.

| | Outcomes | Indicators |
|---|---|---|
| Outcomes that build relationships | <p>The process, resources and tools are sustained beyond the program after it ends.</p> <p>WrapED youth maintain their relationships to program partners after funding for WrapED ends.</p> | <p>REACH is considered an ongoing convener in the community in relation to youth and gang issues.</p> <p>Convening around the issue of Youth Housing Upon Release from incarceration continues.</p> <p>Youth participants develop a transition plan for after the program ends.</p> |
| Outcomes that champion DEIB | <p>As the program funding ends, partners are mindful of the cultural knowledge and supports youth have identified as important in their lives.</p> | <p>Partners are aware of and are connected to resources that meet the cultural needs of youth as they transition out of WrapED.</p> |
| Outcomes that collect and share data | <p>An increased understanding of the complex needs of youth involved in or at risk of being in gangs.</p> <p>WrapED is seen as a model in unique and creative approaches to help youth avoid the threat of gangs.</p> <p>Insights on successful youth gang interventions inform the design of future youth gang programs.</p> | <p>A final year-three evaluation report provides insights to program partners and other groups invested in youth gang prevention efforts.</p> <p>The evaluation report is shared widely with stakeholders invested in helping youth avoid the threat of gangs.</p> |



| | Outcomes | Indicators |
|---|---|---|
| Outcomes that provide backbone support | Public support and advocacy for the work of WrapED continues to exist in the community. | <p>Continued participation in the Provincial Gun and Gang Network.</p> <p>Information sharing about the WrapED model is done in the appropriate forums.</p> |
| Outcomes that create systemic impact | Increased capacity of municipalities to address youth gang issues. | <p>Work with the City of Edmonton to provide Steering Committee advice to their Building Safer Communities Fund gang prevention strategy.</p> <p>Continued sharing of evaluation findings with various municipalities across Canada as they build gang prevention programs.</p> |

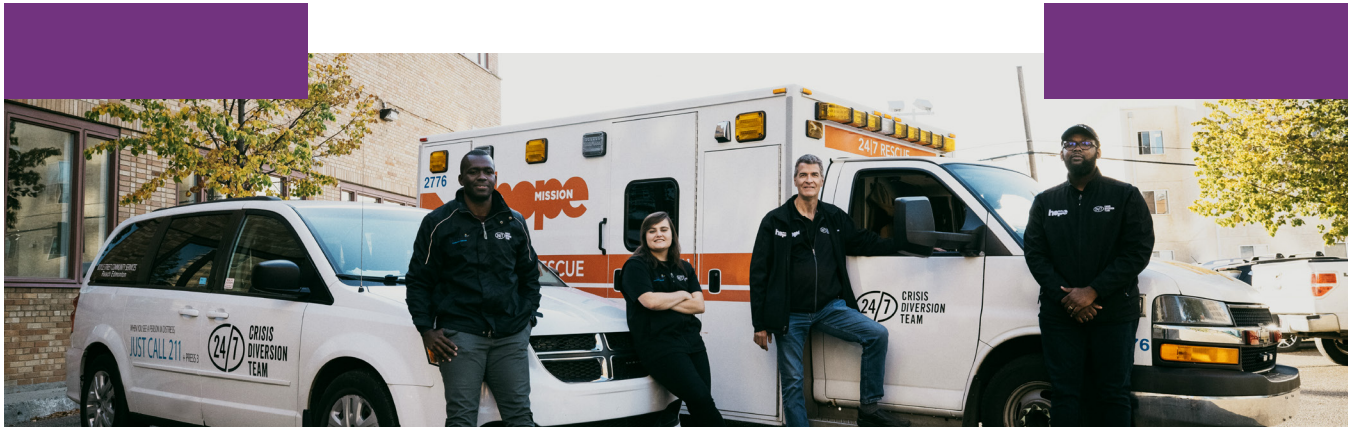
24/7 CRISIS DIVERSION

Background

24/7 Crisis Diversion is a collaborative partnership with Boyle Street Community Services, Canadian Mental Health Association (211 Program), HOPE Mission, REACH Edmonton and stakeholders from the Edmonton Police Service and Alberta Health Services Emergency Medical

Services. The program dispatches crisis diversion teams around the clock, 365 days a year to respond to people who are in distress and vulnerable on the streets of Edmonton.

| | Outcomes | Indicators |
|--|---|--|
| Outcomes that build relationships | Increased involvement of diverse stakeholders invested in advancing crisis diversion. | <p>There is a renewed commitment at the Steering Committee , including supervisor participation.</p> <p>The Steering Committee includes new membership from program stakeholders like businesses, Indigenous communities, the Edmonton Police Service, Edmonton Fire Rescue Services, Alberta Health Services and Emergency Medical Services.</p> <p>The 24/7 Crisis Diversion Working Group includes new membership from security services, people accessing the services, transit safety, outreach coordinators, 911 dispatch and diverse voices in the community.</p> <p>24/7 Crisis Diversion continues its involvement with the Integrated Call and Evaluation and Dispatch initiative.</p> <p>24/7 Crisis Diversion continues its involvement with the Winter Emergency Response Initiative.</p> |
| Outcomes that champion DEIB | The needs of Indigenous community members are better served by the program. | Indigenous organizations influence practices to better serve Indigenous communities, identify gaps and opportunities at different levels and have a voice at the Steering Committee and Working Group. |



| | Outcomes | Indicators |
|--|--|--|
| <p>Outcomes that collect and share data</p> | <p>Increased ability of program partners to access program data, make sense of the data and use it to inform program decision making.</p> <p>Increased understanding of what the gaps and opportunities are for program efficiencies.</p> | <p>Partners and frontline staff are involved in more program data related conversations.</p> <p>Frontline staff, program partners and Steering Committee members understand data processes.</p> <p>Ongoing external program evaluation continues to inform how program data collection and dissemination can be improved.</p> |
| <p>Outcomes that provide backbone support</p> | <p>Increased growth of the community of stakeholders invested in furthering crisis diversion practices.</p> <p>24/7 Crisis Diversion has an increased alignment to broader initiatives that provide support to Edmontonians experiencing crisis.</p> <p>REACH continues to find resources and funding to grow the 24/7 Initiative.</p> | <p>24/7 Crisis Diversion continues to act as a support in other related communities of practice like the Complex Needs Working group, the Access Network and the International Crisis Response Association.</p> <p>24/7 Crisis Diversion continues to participate in the Integrated Call and Evaluation Dispatch initiative.</p> <p>REACH is to provide strategic direction on how additional funding from the City of Edmonton can be used to expand the program.</p> |
| <p>Outcomes that create systemic impact</p> | <p>24/7 Crisis Diversion continues to share its data, knowledge and experiences with communities of practice beyond Edmonton.</p> | <p>24/7 Crisis Diversion develops and fosters relationships with the International Crisis Response Association and other Canadian municipalities invested in developing crisis response strategies.</p> |

DOWNTOWN SAFETY

Background

Safety in downtown Edmonton continues to be impacted by the effects of the pandemic. Economic sustainability is a challenge for downtown businesses, the needs of vulnerable communities have grown to be more severe and emergency services continue to be pushed to the limit.

To address these complex issues facing downtown Edmonton, REACH is a part of various initiatives that seek to approach downtown safety collaboratively. These initiatives include the Integrated Call and Evaluation Dispatch initiative, the Downtown Recovery Coalition and the Healthy Streets Operating Centre.

| | Outcomes | Indicators |
|---|--|---|
| Outcomes that build relationships | REACH has an understanding of who the key stakeholders are in contributing to downtown Edmonton safety and how they relate to one another. | REACH is informed of the strategic priorities and areas of alignment between downtown safety initiatives such as the Integrated Call and Evaluation Dispatch initiative, the Downtown Recovery Coalition and the Healthy Streets Operating Centre. |
| Outcomes that champion DEIB | REACH ensures that the voices of marginalized community members are brought into conversations regarding downtown Edmonton safety. | REACH sits on governance committees with groups like Homeward Trust, Bent Arrow Healing Society and the Canadian Mental Health Association to advocate for the needs of vulnerable downtown community members and provide decision making support to the Health Streets Operating Centre. |
| Outcomes that collect and share data | Downtown safety initiatives have increased access to safety and wellness data to help them make data driven decisions. | REACH initiatives like 24/7 Crisis Diversion and YEGAmbassadors share safety and wellness data relevant to downtown safety initiatives. |
| Outcomes that provide backbone support | Downtown safety initiatives get the increased support they need from the community and municipal government to advance the work. | REACH advocates and promotes the work of downtown safety initiatives with businesses, community and City Council. |
| Outcomes that create systemic impact | Downtown Edmonton safety initiatives have an increased understanding of how different municipalities across Canada have addressed downtown safety. | REACH leverages its relationship with the Canadian Municipal Network on Crime Prevention to bring best practices and experts to Edmonton. |

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.

| | Outcomes | Indicators |
|---|--|---|
| Outcomes that build relationships | The program includes broader Business Improvement Area (BIA) membership into the Steering Committee. | Alberta Avenue, Crossroads and Stony Plain Road BIAs have been engaged and are incorporated into the Steering Committee. |
| Outcomes that champion DEIB | The safety and economic needs of businesses from diverse cultural communities are supported. | The YEGAmbassador program develops culturally appropriate approaches to engaging with diverse businesses. YEGAmbassador team members can communicate through various languages to meet the needs of diverse businesses. |
| Outcomes that collect and share data | BIAs have increased capacity to understand the safety and economic needs of the businesses in their area. | Environmental scans uncover the safety and economic needs of businesses in the BIAs that the YEGAmbassador program supports. Needs assessment reports give insight into how BIAs might be able to create appropriate responses to address the needs of businesses. |
| Outcomes that provide backbone support | BIAs and businesses have increased capacity to engage with the communities they serve. | The YEGAmbassador program develops projects that boost connectivity between BIAs, businesses and community members. YEGAmbassadors social media is strengthened to better share information that boosts connectivity between BIAs, businesses and community members. |
| Outcomes that create systemic impact | Decisions made by stakeholders beyond businesses and BIAs are informed by data collected by the YEGAmbassador program. | Data and reports that highlight the needs and opportunities of BIA's and businesses are shared with diverse stakeholders invested in seeing businesses thrive, like City of Edmonton departments and services. |

REACH TRAINING

Background

This initiative delivers specialized training that is accessible 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.

Alongside training sessions, this work also involves raising awareness of complex issues through community projects like the Addictions Don't Discriminate (ADD) Exhibit.

| | Outcomes | Indicators |
|--|---|--|
| Outcomes that build relationships | Increased understanding of what the training needs are from REACH Initiative partners and Resource Connect community members. | Community engagement data in the form of surveys will be shared with REACH staff and Resource Connect community members. |
| | Communities and organizations hosting the ADD exhibit get support from the REACH project manager to plan the logistics of their event. | Results of the hosting survey indicate communities felt supported when planning their event. |
| Outcomes that champion DEIB | Increased understanding of REACH community members of what neurodiversity is and what supports are available. | REACH leverages their relationships with neurodiverse experts to develop training sessions on the topic. |
| | Training and awareness around substance use and addiction are made more accessible to newcomer/immigrant communities and LGBTQ communities. | Utilize the funding received from the Substance Use and Addictions Program to develop training sessions catered to newcomer/immigrant communities and LGBTQ communities. |
| | Rural communities are supported to host the ADD exhibit by receiving financial support in the form of microgrants to help pay for transportation costs. | Feedback from the hosting survey is used to determine how to maximize support and accessibility for those hoping to host the ADD exhibit. |
| | Hosting the ADD exhibit is accessible to communities and organizations across the province, with barriers being addressed as they come up. | |



| | Outcomes | Indicators |
|---|---|--|
| Outcomes that collect and share data | <p>Continue to utilize training evaluation data to inform how to improve upon current training offerings and develop new training offerings.</p> <p>Increased understanding of the impact the ADD Exhibit has on creating empathy for those who use drugs.</p> | <p>Evaluation continues to be a part of each training opportunity and insights are incorporated into future planning.</p> <p>Community members who attend/ experience the exhibit fill in a pre/post survey to determine whether exhibit is achieving its goal of increasing empathy for people who use substances.</p> |
| Outcomes that provide backbone support | <p>Continued coordination, promotion and evaluation of REACH Training offerings both online and in-person.</p> <p>ADD exhibit is managed and loaned out to communities upon request.</p> <p>A second ADD exhibit is printed to ensure that hosting communities still have access to the materials should something happen to the exhibit.</p> | <p>Training offerings are received positively in the community with sessions being fully registered.</p> <p>REACH Project Manager and REACH Training Coordinator manage incoming requests and Project Manager convenes committee as needed.</p> <p>Applications submitted for grants that can fund the printing of a second copy of the exhibit.</p> |
| Outcomes that create systemic impact | <p>REACH Training connects with partners beyond social service providers.</p> <p>REACH Training is influencing larger systems like enforcement agencies.</p> <p>The experiences of those who use substances are understood by diverse community members.</p> | <p>Relationships between REACH Training and the Edmonton Police Service, Corrections and Parole continue to grow.</p> <p>Hosting of the ADD Exhibit is proposed to diverse community groups.</p> |

REACH IMMIGRANT AND REFUGEE INITIATIVE

Background

The REACH Immigrant and Refugee Initiative (RIRI) works with newcomer, immigrant and refugee community leaders, settlement agencies and stakeholders, to identify gaps in support and services for newcomer families.

This work involves many aspects of newcomer and immigrant safety including navigating immigration systems, family violence, and developing positive relationships between youth and police. Other initiatives that fall under this category of work include the Police and Youth Engagement Program (PYEP) and the Immigrant Family Violence Prevention Committee.

| | Outcomes | Indicators |
|---|--|---|
| Outcomes that build relationships | Relationships between RIRI community members are maintained and service providers are identified to help sustain initiatives moving forward. | REACH continues to provide support to cultural community leaders so they can continue to serve their community's needs. REACH works with the appropriate service providers in the successful transition of the community owned coordination of PYEP. |
| Outcomes that champion DEIB | Increased understanding of newcomer/immigrant communities regarding the issues and priorities of LGBTQ+ communities. | RIRI community members continue to foster relationships with EMCN's Rainbow Refuge program. |
| Outcomes that collect and share data | Increased understanding of the impacts the RIRI program has had in communities in the past decade. | Stories of success and learnings from the RIRI initiatives are shared with and beyond the newcomer/immigrant communities that were a part of the work. |
| Outcomes that provide backbone support | RIRI initiatives have increased funding stability. | New sources of funding and resources are secured to sustain RIRI initiatives moving forward. |
| Outcomes that create systemic impact | Newcomer/immigrant youth and their communities continue to foster relationships with police to gain a better understanding of what makes communities safe. | REACH co-creates new opportunities for collaboration between newcomer/immigrant communities and police. |

COALITIONS CREATING EQUITY

Background

Coalitions Creating Equity (CCE) is an initiative based on previous funding from the Human Rights Education & Multiculturalism Fund. REACH is committed to working municipally and provincially with stakeholders to address issues of diversity, equity, inclusion and belonging (DEIB).

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

| | Outcomes | Indicators |
|---|--|---|
| Outcomes that build relationships | REACH has a better understanding of how CCE community partners can collaborate and learn from one another to address DEIB issues provincially and in Edmonton. | REACH continues to foster relationships between current CCE members and prospective stakeholders invested in DEIB issues. |
| Outcomes that champion DEIB | Increased representation of BIPOC community members in leadership positions within CCE membership. | BIPOC community members are given mentorship, resources, training and opportunities to step into leadership roles. |
| Outcomes that collect and share data | Increased understanding of the root causes and the impacts of hate crimes in victimized communities. | The research being conducted for the Hate Crimes Study from the Alberta Hate Crimes Committee is completed and is shared broadly with stakeholders. |
| Outcomes that provide backbone support | CCE members have the opportunity to connect and work on initiatives that address DEIB issues. | REACH provides meeting coordination, facilitation and writing of grants to support the work of the CCE community. |
| Outcomes that create systemic impact | Garner increased support from the provincial government to fund and support community initiatives that address hate crimes. | The Hate Crimes Study conducted by the Alberta Hate Crimes Committee is used to influence the decision making of provincial government leaders. |

COMBATting HUMAN TRAFFICKING

Background

Safer Way Out 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. Safer Way Out focuses on the geographical region of Red Deer, Edmonton, and Northern Alberta.

Within Edmonton, REACH is a member of the Sexual Exploitation Working Group. It is a 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.

| | Outcomes | Indicators |
|--|---|--|
| Outcomes that build relationships | Strengthened alignment of stakeholders including human service providers, police, and individuals with lived experience across Alberta on the issue of human trafficking for the purposes of sexual exploitation. | <p>Current core partnership of Safer Way Out remains intact and engaged.</p> <p>Safer Way Out expands partnership and sustains engagement with new stakeholders, including women's shelters and Not In My City.</p> <p>SEWG has an increased understanding of what enforcement agencies and social supports in Edmonton can do for one another and for those affected by sexual exploitation.</p> |
| Outcomes that champion DEIB | Strengthened opportunity for engagement and information sharing by human trafficking survivors. | <p>Diverse human trafficking survivors are engaged in Safer Way Out Project Advisory Circle meetings and activities.</p> <p>Emergent roles for human trafficking survivors are identified and implemented in Safer Way Out.</p> <p>SEWG has increased engagement with the communities that the committee aims to serve, which include those with disabilities, Indigenous, cultural and LGBTQ communities.</p> |



| | Outcomes | Indicators |
|---|---|---|
| Outcomes that collect and share data | <p>Stakeholders invested in supporting survivors of human trafficking have an understanding of how to incorporate the learnings and insights of the Safer Way Out Safety Network Coordinator.</p> <p>Increased awareness of pathways in and out of sexual exploitation among the community.</p> | <p>The insights from the evaluation are used to inform stakeholders who have an interest in supporting victims and survivors of human trafficking.</p> <p>The SEWG Week of Awareness provides an opportunity for emerging practices and issues to be explored by the community.</p> |
| Outcomes that provide backbone support | <p>Service providers like shelters and social agencies are aware of the work of Safer Way Out and have opportunities to collaborate.</p> <p>Those with lived experience have increased opportunity to inform and shape the work of Safer Way Out.</p> <p>Funders and government stakeholders see the impact of the work done by the Safer Way Out initiative.</p> | <p>REACH supports Safer Way Out with the development of a communications campaign which aims to raise awareness of the project.</p> <p>The Project Advisory Circle members are kept engaged with the project and their feedback is incorporated.</p> <p>Bi-annual funder reporting is accurate, comprehensive and outlines the successes and challenges of the initiative.</p> <p>Consistent updates are given by SEWG committee members at committee meetings.</p> |
| Outcomes that create systemic impact | <p>Province-wide alignment of service providers and stakeholders responding to human trafficking and sexual exploitation, especially between North and South networks.</p> <p>Maintain the integration of the Safety Network Coordinator practice into enforcement and community agencies.</p> | <p>Evaluation gives insights into improved alignment across the province.</p> <p>The Safety Network Coordinator role provides balanced impact to working with both enforcement and community agencies in supporting survivors and victims of human trafficking.</p> |

NEIGHBOURHOOD ORGANIZING INITIATIVE

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.

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.

| | Outcomes | Indicators |
|--|--|---|
| Outcomes that build relationships | Relationships are initiated and/or fostered between key stakeholder groups in neighbourhoods supported by REACH's NOI framework which includes neighbours, Community Leagues, community organizations, social agencies, schools, businesses, enforcement agencies, City departments, and elected officials. | Key stakeholder groups identified in the REACH NOI Framework have been introduced to each other in each neighbourhood the NOI partners with. |
| Outcomes that champion DEIB | <p>Increased opportunities for marginalized, under-represented, and ethnocultural community members and the agencies that support them to participate and have their voices heard in neighbourhood-driven safety initiatives.</p> <p>Increased understanding of how to equitably respond to communities of diverse needs and capacities.</p> | <p>Social agencies and culturally diverse groups are represented and have opportunities for mutual exchange of information and resources with other stakeholders in each NOI initiative.</p> <p>An NOI Equity Framework is developed to create appropriate responses to the different communities the program serves.</p> |



| | Outcomes | Indicators |
|---|---|---|
| Outcomes that collect and share data | Neighbourhoods the NOI work with have increased access to and knowledge about the safety and wellness resources and supports that are relevant to their needs. | Safety and wellness resource databases are catered to the needs as outlined by their community safety reports. |
| Outcomes that provide backbone support | Increased opportunities for community stakeholders to come together to learn from one another, support one another and share resources to address safety/wellness issues. | REACH fosters accessible platforms for community stakeholders to collaborate and develop increased capacity for addressing safety/wellness issues. |
| Outcomes that create systemic impact | <p>Critical community issues are explored and addressed through engagement that is systemic in reach (broad information-sharing, convening of wide-ranging stakeholder groups, collective advocacy, and increasingly inclusive activation of community members)</p> <p>Localized, neighbourhood-centered engagements inform and add value to wider municipal and provincial engagements around similar critical issues.</p> | <p>NOI is the convener in addressing critical community issues and is responsible for reporting back to key stakeholder groups</p> <p>Increased engagement at the local, municipal, and provincial level in response to critical issues identified in the NOI's work.</p> <p>Reports are provided to City Councillors, MLAs, Provincial Ministers, and other stakeholders and resources external to neighbourhoods.</p> |

REACH OUTREACH

Background

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

This work involves fostering REACH's volunteer community as well as supporting REACH's Resource Connect, an event that brings together community service agencies across Edmonton to connect, share resources and learn about one another.

| | Outcomes | Indicators |
|--|--|--|
| Outcomes that build relationships | Improved understanding of the skills and talents volunteers want to contribute and how to best match them to the outreach opportunities that are relevant to them. | REACH conducts a volunteer skills assessment and creates a database of volunteer skill sets the organization can draw from. |
| | Community service providers have an increased understanding of what other service providers offer the community. | Resource Connect community members participate and include their information on the Just Serve platform. |
| Outcomes that champion DEIB | Increased support of outreach activities that address issues of those who are marginalized and under-represented. | Support and resources are accessible to all outreach activities. |
| | Increased support to volunteers who have barriers to contributing to outreach activities. | Ensuring accommodations can be made for volunteers who have barriers to volunteering. |
| | Increased opportunities for engagement of smaller service providers who do not have the capacity to participate in Resource Connect. | REACH volunteers are utilized to showcase the resources of service providers who do not have the capacity to participate at Resource Connect. Resources and information of smaller service providers are shared through REACH's different communication channels. |



| | Outcomes | Indicators |
|---|---|---|
| Outcomes that collect and share data | <p>Outreach activities and resources are shared widely with the outreach community.</p> <p>Increased awareness of changes to what service providers offer.</p> <p>Increased awareness of broader community needs.</p> | <p>Outreach activities, resources and information are shared through the Resource Connect Communication Hub.</p> |
| Outcomes that provide backbone support | <p>Outreach activities have expanded reach within the communities they aim to connect with.</p> <p>Increased connectivity between service providers, volunteers, practicum students and potential employees.</p> | <p>REACH successfully connects volunteers and community partners to outreach activities.</p> <p>REACH supports the Resource Connect community by hosting regular community virtual events where organizations can share presentations with one another.</p> |
| Outcomes that create systemic impact | <p>REACH Outreach activities address issues that affect communities across the city and province.</p> <p>Increased awareness within the Resource Connect community of the gaps and duplication of services that exist in the community.</p> | <p>Outreach activities are coordinated and disseminated by multiple community partners.</p> <p>REACH hosts a virtual Resource Connect community event dedicated to highlighting gaps and duplications in the community.</p> |

COUNTERING HATE MOTIVATED VIOLENCE

Background

Hate Groups and Violent Extremism pose dangerous risks to the safety of Albertans as they can silently seep into communities undetected. Because of this, REACH supports the work of the Organization for the Prevention of Violence (OPV), a community and expert-led non-government organization devoted to understanding & preventing hate-motivated violence.

Collaboration with OPV has also resulted in the Don't Click Project, a youth-led initiative that seeks to raise awareness amongst junior high and high school students about online hate and extremism prevention, and to provide practical strategies for addressing these issues.

| | Outcomes | Indicators |
|---|---|--|
| Outcomes that build relationships | <p>Networks of stakeholders invested in addressing hate motivated violence are strengthened.</p> <p>Don't Click Youth Leaders have strengthened relationships with schools, teachers, students and EPS.</p> | <p>Development of high-quality partnerships with community-based organizations, government and non-government agencies increases capacity for prevention.</p> <p>Don't Click Youth Leaders have opportunities to develop relationships through the coordination and sharing of school presentations.</p> |
| Outcomes that champion DEIB | <p>Increased opportunities for the perspectives of youth from BIPOC and LGBTQ communities to be incorporated into school presentations.</p> | <p>Youth from BIPOC and LGBTQ communities are a part of the design of school presentations on combating online hate.</p> |
| Outcomes that collect and share data | <p>The public is made aware of the issues involving hate motivated violence.</p> <p>Broader youth communities understand what the Don't Click Project is about and how it was developed.</p> | <p>Evidence-based and locally centered public education materials increases public awareness, practitioner knowledge and furthers primary prevention.</p> <p>The Don't Click Documentary is shared broadly with stakeholders invested in addressing online hate.</p> |
| Outcomes that provide backbone support | <p>Stakeholders invested in addressing hate motivated violence are made aware of key issues.</p> <p>Increased representation and capacity of Don't Click Youth Leaders to coordinate and deliver school presentations on online hate.</p> | <p>Specialized training enhances stakeholder and practitioner knowledge of local manifestations of hate motivated violence and supports prevention.</p> <p>REACH supports the Don't Click Project with the recruitment and training of youth leaders.</p> |

COMMUNITY SAFETY AND WELL-BEING

Background

As a recipient of Community Safety and Well-Being grant funding from the City of Edmonton, REACH Edmonton has partnered with CIVIDA to explore how residents of supportive housing communities can better connect and support one another. This initiative seeks to prototype and embed a Community Development Advisor into one of CIVIDA's supportive housing communities.

| | Outcomes | Indicators |
|---|---|--|
| Outcomes that build relationships | Understand how a Community Development Advisor can support residents in CIVIDA housing. | REACH, CIVIDA and residents have input into how the Community Development Advisor provides support. |
| Outcomes that champion DEIB | The prototype is developed in an inclusive way. | Residents and staff on site are consulted in the program design and implementation. |
| Outcomes that collect and share data | The Community Development Advisor highlights the skills, talents and resources residents have in supporting one another. | The Community Development Advisor meets with residents regularly to develop a resident skill inventory. The inventory is used to create linkages between residents. |
| Outcomes that provide backbone support | Residents have increased capacity to support the needs of one another. | The Community Development Advisor provides training, resources and builds the capacity of residents. |
| Outcomes that create systemic impact | Supportive housing complexes have a better understanding of how to empower residents to contribute to community well-being. | A model for resident-to-resident support within supportive housing is developed. |

REACH ORGANIZATIONAL KEY PERFORMANCE INDICATORS

The following are the organizational goals and milestones of REACH Edmonton. Each are driven by the five Bold REACH Strategic Pillars.

PILLAR 1

SAFE AND CARING COMMUNITIES

- Build, foster and strengthen relationships in the community.
- REACH is committed to working with others to create safe, caring, vibrant communities.
- Focusing on inclusive community development, REACH works with partners to enable communities to engage, connect, and explore community solutions to the challenges they face.

| REACH organizational outcomes for this pillar (long term) | Roles and responsibilities | Key outcome indicators (projects, activities, deliverables showing we're on the right track) | 2023 outputs (short term) |
|---|----------------------------------|--|---|
| REACH understands how it can assess its relationships with its partners | Leadership, Initiative Directors | <ul style="list-style-type: none"> • Development of a partner assessment framework. • Defined levels of partnership/ stakeholders. • Partners understand what backbone support means and what reach can offer. • Relationships with initiative partners are positive and productive. | <ul style="list-style-type: none"> • REACH builds on/adopt Wilder Framework. |
| REACH understands when to start up and exit from initiatives | Leadership | <ul style="list-style-type: none"> • Evaluation of how REACH has entered and exited initiatives in the past. • Development of initiative start up/exit criteria. • REACH successfully starts up a new initiative. • REACH successfully exits an initiative. | <ul style="list-style-type: none"> • Evaluation of how REACH has entered and exited initiatives in the past. |

PILLAR 2

BUILDING COMMUNITIES WHERE ALL BELONG

- REACH works to engage communities in conversations and actions for justice, inclusion and equity.
- REACH is committed to equity, diversity and inclusion in all that it does.
- REACH, in partnership with others, works to increase access to services and supports that enable community wellbeing and growth by valuing diversity and ensuring inclusion.

| REACH organizational outcomes for this pillar (long term) | Roles and responsibilities | Key outcome indicators (projects, activities, deliverables showing we're on the right track) | 2023 outputs (short term) |
|---|----------------------------|---|---|
| Develop an organization wide approach to practicing DEIB. | Leadership, DEIB Committee | <ul style="list-style-type: none">• REACH has a process to address DEIB concerns• Approaches to DEIB are embedded into REACH's initiatives | <ul style="list-style-type: none">• Development of an DEIB framework. |
| Strengthening HR to support the organization. | Leadership, HR Director | <ul style="list-style-type: none">• Model excellent partner and employee relationships.• Exceptional employee engagement, psychological safety, and well-being.• Recognition as a Certified Workplace Health and Performance Mentor.• Implementation of the performance development process. | <ul style="list-style-type: none">• Strengthening of the Staff Engagement Committee.• Updated Staff Policy Manual.• Defined policy around hybrid work• Refined staff performance review process.• Recognition as a Certified Workplace Health and Performance Mentor. |

PILLAR 3

STRENGTHENING PARTNERSHIPS

- By building strong relationships with partners, REACH seeks to create open data and story sharing so that the value of social action can be fully realized.
- REACH uses an evidence-based approach to all of its work and shares evidence with communities and partners.

| REACH organizational outcomes for this pillar (long term) | Roles and responsibilities | Key outcome indicators (projects, activities, deliverables showing we're on the right track) | 2023 outputs (short term) |
|--|----------------------------------|---|---|
| Communities understand the work of REACH as an organization. | Leadership, Communications | <ul style="list-style-type: none">• REACH organizational key messages are developed• Stakeholders understand the role of REACH• Strong social media presence• Communities signal boost REACH's work• Assessment of past challenge dialogues• Key messages around positioning are developed | <ul style="list-style-type: none">• Refresh of the REACH Communications Plan |
| REACH understands the impact of REACH Initiatives. | Leadership, Initiative Directors | <ul style="list-style-type: none">• An analysis of REACH initiatives uncovers and identifies common factors of community impact• REACH has a common approach to measuring initiative outcomes | <ul style="list-style-type: none">• Development of a program impact framework• Program evaluations are completed |

PILLAR 4

STRENGTHENING TRUST IN COMMUNITIES

- REACH provides backbone support.
- REACH partners with others to build trust in community organizations working to build safe and caring communities.
- REACH supports and enables learning opportunities to strengthen the capacity of teams, organizations and networks focused on safe and caring communities.
- REACH amplifies the voices of those who show leadership in building safe and caring communities.
- REACH supports others in their journey to look at communities differently and who offer innovative solutions to community challenges.

| REACH organizational outcomes for this pillar (long term) | Roles and responsibilities | Key outcome indicators (projects, activities, deliverables showing we're on the right track) | 2023 outputs (short term) |
|---|----------------------------|---|--|
| Increased capacity to plan for risks to REACH as an organization. | Leadership | <ul style="list-style-type: none">• Risk Assessment Inventory.• REACH follows through with planning to address highlighted risks. | <ul style="list-style-type: none">• Organizational risks have been identified and contingency plans have been developed.• Risk Assessment review. |
| REACH supports and enables learning opportunities to strengthen the capacity of teams, organizations and networks focused on safe and caring communities. | Leadership, REACH Training | <ul style="list-style-type: none">• Staff, partners and community members have increased capacity to address safety and well-being issues.• REACH is able to deliver training opportunities on emerging issues and practices.• REACH is seen as a leader in providing training and learning opportunities to frontline workers and those addressing safety and well-being issues. | <ul style="list-style-type: none">• REACH understands the training needs of the organization, partners and community members it works with.• REACH co-develops training offerings to address training needs.• REACH provides training opportunities throughout the year. |

PILLAR 4

STRENGTHENING TRUST IN COMMUNITIES

- REACH provides backbone support.
- REACH partners with others to build trust in community organizations working to build safe and caring communities.
- REACH supports and enables learning opportunities to strengthen the capacity of teams, organizations and networks focused on safe and caring communities.
- REACH amplifies the voices of those who show leadership in building safe and caring communities.
- REACH supports others in their journey to look at communities differently and who offer innovative solutions to community challenges.

| REACH organizational outcomes for this pillar (long term) | Roles and responsibilities | Key outcome indicators (projects, activities, deliverables showing we're on the right track) | 2023 outputs (short term) |
|--|----------------------------|---|--|
| Stakeholders invested in addressing safety and well-being benefit from REACH's approach to mobilizing funding collaboratively. | Leadership, Finance | <ul style="list-style-type: none">• REACH has a framework for approaching collaborative funding opportunities.• REACH is successful in applying for grants that mobilizes funding collaboratively.• REACH fosters a community of partners eager to participate in collaborative funding projects. | <ul style="list-style-type: none">• REACH evaluates its approach to mobilizing funding collaboratively.• Develops a model for mobilizing funding collaboratively. |

PILLAR 5

STRENGTHENING COALITIONS FOR SOCIAL IMPACT

- Contribute to systemic impact.
- REACH is an advocate for change that has social impact and increases trust and safety.
- REACH shares knowledge, understanding, evidence and experience to support those working and living in communities that grow and develop.
- REACH engages in partnerships and alliances focused on systems change to improve the lives, wellbeing and safety of communities. challenges.

| REACH organizational outcomes for this pillar (long term) | Roles and responsibilities | Key outcome indicators (projects, activities, deliverables showing we're on the right track) | 2023 outputs (short term) |
|--|----------------------------|---|--|
| Increased alignment to systemic efforts to address safety and well-being municipally, provincially and nationally. | Leadership | <ul style="list-style-type: none"> • REACH is not duplicating the work of others. • REACH is seen as a contributor to broader efforts to address safety and well-being issues. • REACH understands where its position is in the system of stakeholders addressing safety and well-being. • REACH is intentionally aligned with the Community Safety and Well-Being Strategy with the City of Edmonton. • Alignment with Edmonton Police Service through REACH's collaboration with the Healthy Streets Operation Centre. | <ul style="list-style-type: none"> • REACH Strategic Alignment Map is developed to showcase how REACH's initiatives contribute to systemic efforts to address safety and well-being. • An updated service agreement with the City of Edmonton and the Social Development Branch clearly defines scope of REACH's work. |

