REACH
EDMONTON
Council for Safe Communities

2025
Business
Plan

INTRODUCTION

REACH Edmonton is a highly-trusted organization with a proven history of bringing together community, service agencies and government to get things done, with the ultimate aim of preventing violence to create safer communities.

The 2025 Business Plan lays out priorities for the year and includes meaningful objectives and evaluation to measure and maximize impact.

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 and are safe.

MISSION

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

PRINCIPLES

Truth and Reconciliation

Diversity, Equity, Inclusion and Belonging

Community Safety and Well-Being

Proactive, Preventative Approaches

Sharing and Using Global Practices

Enabling Community-Based Solutions

Nimble and Responsive to Emergent Needs

STRATEGIC PILLARS

Strengthening Trust in Community

Strengthening Partnerships

Building Communities Where All Belong

Building Safe and Caring Communities Together

Strengthening Coalitions for Impact

2025 ORGANIZATIONAL COMMITMENTS

Building on the direction of past business plans, and with guidance from the strategic pillars set by its board of directors, REACH is committed to the following priorities in 2025:

COMMITMENTS	HOW WE WILL DO THIS
Championing primary prevention	■ Seek and secure new funding sources for primary prevention programming. ■ Convene partners to explore, develop and implement community-based, youth-oriented programming. ■ Collaborate with and support other champions seeking preventative approaches to community safety and well-being.
Community safety system coordination	■ Lead systems change through networking events and initiatives. ■ Create inclusive and brave spaces for diverse communities to engage in complex and difficult conversations. ■ Engage community in issue identification and priority-setting exercises. ■ Create the conditions for community change through mobilizing resources and convening for action.
Training and developing community safety and well-being leaders	■ Build capacity through skill and talent development of community safety and well-being leaders. ■ Identify gaps in social service sector training and work to upskill where gaps exist. ■ Promote synergistic training opportunities that advance overall well-being for Edmontonians.

COMMITMENTS	HOW WE WILL DO THIS
Strong operations and supportive structures	■ Enhance stakeholder relationships through external communications. ■ Enhance transparency and communication of financial decisions and operations. ■ Strive for financial sustainability through improvements to evaluating expense categories. ■ Develop REACH's human, organizational and information capital. ■ Create a work culture that is best in class.
Collaborative, community-based research and embedded data and evaluation	■ Measure, evaluate and report on progress of initiatives and supportive community safety structures in Edmonton. ■ Continue to refine evaluation frameworks for community initiatives. ■ Participate in and embed learnings from the Community and Urban Safety and Monitoring project. ■ Strengthen academic ties through student engagement projects, placements and evaluations. ■ Seek funding opportunities and partnerships with researchers to explore new ideas, re-examine existing theories and develop promising practices. ■ Explore opportunities to prototype and pilot initiatives to test new ideas and establish measures of success. ■ Explore opportunities to mobilize knowledge throughout the community to scale up and shift out successful programs. ■ Work to demonstrate REACH's overall return on investment.

CAPACITY BUILDING

■ **Advocacy**
■ **Communications**
■ **Engagement**
■ **Finance and Audit**
■ **People and Culture**

IMPACT FRAMEWORK

FOCUS AREAS	SUPPORTING INITITIATIVES	LONG-TERM OUTCOMES
Combatting Human Trafficking and Exploitation	✚ Alberta Office to Combat Trafficking in Persons ✚ Alberta Human Trafficking Network ▶ Safer Way Out	There is heightened awareness and increased alignment to combat human trafficking in Alberta.
Diverting Crisis	✚ 24/7 Crisis Diversion	High-needs populations have pathways to safer circumstances.
Prioritizing Anti-Racism, Indigenization and Newcomer Experience	✚ Alberta Hate Crime Committee ✚ Anti-Islamophobia ✚ Coalitions Creating Equity ▶ Immigrant Youth Leading Change ▶ REACH Immigrant and Refugee Initiative ✚ Rotary District Indigenous Committee	Strong community integration and equitable approaches enhance community capacity and feelings of safety across Edmonton.
Mitigating Addiction and Mental Health Problems	▶ Addictions Don't Discriminate ✚ Community Liaison Committee, Partners in Drug Poisoning Prevention Committee ✚ Substance Use and Addictions Program	There is reduced stigma associated with addiction and mental health through better awareness, education and collaboration.
Building Safe and Inclusive Neighbourhoods	▶ Civida Housing Project ✚ Downtown Recovery Coalition ▶ Neighbourhood Organization Initiative ▶ Soloss ▶ YEG Ambassadors	Community safety and well-being is advanced through community leaders and improved community vibrancy.
Preventing Violence	✚ Blueprint for Violence Prevention ✚ Community Initiatives Against Family Violence ✚ Countering Hate-Motivated Violence ✚ Don't Click! Youth Initiative	Through partnership there is an established and complete continuum of violence prevention service provision.
Promoting Child, Youth and Family Well-Being	✚ Allies 4 Youth Conference ▶ Child and Youth Newcomer Service Coordination ▶ Out Of School Time Collaborative ✚ WrapED ✚ Youth Gang Prevention Table ✚ Youth Housing Upon Release	Children, youth and families have productive, healthy and safer futures through supported, coordinated and targeted initiatives.
Systems Change	✚ Beyond the Status Quo ✚ Canadian Centre for Safer Communities ✚ Edmonton Capacity Building Organization Network ✚ Social Policy Collaborative - Edmonton ✚ Peace in Our Cities	The community safety and well-being ecosystem's effectiveness is improved through leveraging multi-sector partnerships and best and next practices.

COMMUNITY INITIATIVES AND EVALUATION

The work of REACH is always evolving, as communities, partners and various levels of government connect with the organization to create strategies to address emerging challenges. REACH assesses whether to become involved in new collaborative opportunities based on the following criteria:

- **Impact on community safety**

- **Alignment with REACH focus areas**

- **REACH's capacity to support**

- **Fulfills a need in the community, not duplication**

- **Geographic scope**

- **Input from community partners and other stakeholders, including community members the initiative aims to support**

In 2024, REACH Edmonton rolled out a new process for measuring the organization's impact. As the work of REACH has grown, a bird's eye view has become essential to clearly reflect its impact. Community initiatives are organized according to eight focus areas. REACH believes that prioritizing these areas will have the biggest impact on community safety and well-being. Extensive work has been done to create the new evaluation framework for community initiatives, guided by the Community and Urban Safety and Monitoring project, which includes Edmonton as one of 10 pilot sites, led by the Canadian Centre for Safer Communities. The project provides an initial framework with key indicators and measures for the monitoring of community and urban safety. The UN-Habitat, the European Forum on Urban Security (EFUS), and other partners co-developed the Urban Safety Monitor (USM) prototype in 2021.

REACH has developed key performance indicators for each focus area to ensure measurable and meaningful reporting, and will work towards collecting these indicators in 2025. Results will be communicated in the 2025 Business Plan Report Back.

COMMUNITY INITIATIVES AND EVALUATION

FOCUS AREAS	INDICATORS AND OUTPUTS
Combatting Human Trafficking and Exploitation	▪ Incident rate of human trafficking percentage change ▪ Incident rate of missing and murdered Indigenous women and girls ▪ Number of human trafficking trainings held ▪ Number of organizations engaged with ▪ Number of organizations that REACH has worked with directly or supported by bringing to a collaborative table ▪ Number of partner organizations who leveraged another organization's strengths as a result of a REACH facilitated connection
Diverting Crisis	▪ Non-police response options for mental health calls for service ▪ Percentage of people indicating unmet healthcare needs due to transportation issues ▪ Number of 24/7 Crisis Diversion responses ▪ Number of 24/7 Crisis Diversion contacts ▪ Number of referrals made (outgoing) ▪ Number of referrals received (incoming)
Prioritizing Anti-Racism, Indigenization and Newcomer Experience	▪ Proportion of people who are aware of and understand Indigenous history and historical relations ▪ Number of existing community initiatives and gatherings about Indigenous history and culture ▪ Proportion of people with high self-reported trust in neighbours ▪ Immigration, emigration, newcomer arrival and retention rates ▪ Proportion of people who have reported experiencing racism in the last 5 years ▪ Number of local newcomer and settlement and support services available ▪ Proportion of adults who report psychological distress as a result of past-year exposure to racism or aggression ▪ Number of inter-community dialogue sessions held that shift perspectives ▪ Number of inter-community dialogue sessions that increase opportunities for cross-cultural exchange
Mitigating Addiction and Mental Health Problems	▪ Self-reported drug and alcohol use and addictions ▪ Overdose and drug poisonings ▪ Proportion of people who are aware of and understand Indigenous history and historical relations ▪ Number of Addictions Don't Discriminate (ADD) exhibits held ▪ Number of people who attended ADD exhibits ▪ Number of overdoses responded to by 24/7 Crisis Diversion ▪ Number of mental health first aid trainings held ▪ Percentage of people who had an increase of awareness about stigma and mental health after attending an exhibit or training ▪ Percentage of people who had an increase of awareness about stigma and mental health after attending an exhibit or training

FOCUS AREAS	INDICATORS AND OUTPUTS

Building Safe and Inclusive Neighbourhoods

- All reported violations
- Perceptions of safety, neighbourhood crime
- Community strengths as seen by adults and youth
- Main challenges facing community as seen by adults and youth
- Perceptions of neighbourhood disorder
- Proportion of people with high self-reported trust in neighbours
- Proximity to key community services
- Participation in local safety initiatives
- Number of community leaders engaged
- Number of safety assessments/reports produced
- Number of pilots or prototype initiatives to advance vibrancy

Preventing Violence

- Hate crime incident rate
- Availability and use of restorative justice programs
- Online incidents of hate and violent extremism victimization
- Response capacity for instances of gender-based violence
- Number of clients or program participants
- Services available for perpetrators of violence
- Services available for victims of violence

Promoting Child, Youth and Family Well-Being

- All reported violations
- Organized crime/gangs
- Presence of an adult role model/mentor
- Positive youth peer influences
- Youth involvement in extra-curricular activities on a weekly basis
- Existing youth development programs and extra-curricular activities
- Adults and youth who are not in employment, education, or training
- High-school graduation rate
- Youth perceptions of safety
- Number of youth reached in direct support programs
- Greater awareness between youth-serving organizations (made a new partner, better informed about relevant services, learned about a funding opportunity, etc.)
- Number of partner organizations who leveraged another organization's strengths as a result of a REACH facilitated connection
- Number of Out of School Time partners who received an OST Summer Grant
- Number of Joint Use agreements facilitated
- Number of trainings or development opportunities for front-line workers offered
- Percentage of front-line workers who attended a development opportunity who felt that they learned something new

Systems Change

- Formal partnerships with REACH
- Ongoing health and effectiveness of collaboration with REACH
- New or revised policies or practices as a result of REACH's collaborative work
- Choosing and implementing evidence-based strategies and initiatives
- Key messages about community safety are consistent among partners
- Involvement in key local, provincial, national and international initiatives

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