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Risk Descriptors

Impact	Description
Minor	Noticeable disruption to results; manageable
Moderate	Material deterioration in results; a concern; may not be acceptable; management response would be considered
Major	Significant deterioration in results; not acceptable; management response required
Severe	Fundamental threat to operating results; immediate senior management attention
Worst Case	Results threaten survival of program area in current form, potentially full-time senior management response until resolved.

MICROGRANTS

Pillars: All

RESULTS TO BE ACHIEVED:

Incremental Outcomes (TBD up to \$1.550 million one-time operating required)

This is the most likely use of the Microgrant funding:

- Short term outcomes
 - Address emergent or urgent needs
 - Allow nimbleness in addressing small windows of opportunities
 - Aligned with principles in CSWB Strategy
 - Further the progress in any pillar

Moderate Outcomes (TBD up to \$1.550 million one-time operating required)

This is a less likely use of the Microgrant funding:

- Medium term outcomes
 - Single or multi-year but not indefinite ongoing commitments (two years at \$20,000 for example)
 - Aligned with principles in CSWB Strategy
 - Further the progress in any pillar

Note: This business case request is **\$1.550 million total**, however due to the nature of the grant program any split between Incremental and Moderate Outcomes is not yet known.

DESCRIPTION

Microgrants are meant to respond to emergent needs or opportunities and will be managed through the Office of the City Manager through a streamlined process. Grant funding is not intended to be an ongoing source of funding or programming, though finite multi-year opportunities may be considered. Administration of these grants is expected to be nimble in order to maximize short term opportunities with broad funding and the criteria, within the confines of the CSWB Strategy and the principles in particular.

JUSTIFICATION

Microgrants are not intended to replace traditional funding mechanisms but are meant to enhance work in the Community Safety and Well-being space. These grants will be either opportunistic where the window of opportunity is small or based on urgent and emergent needs where a longer administrative process may delay the delivery of services or programs.

Supporting Data/Measures/Indicators for the Insight:

- Intended outcomes for each grant will be tracked and reported on and where possible measurement of the impact of the grant will be recorded.

RISKS

Impact on Citizens	Impact on Corporation	Reputational Risk
MINOR	MINOR	MINOR

INTEGRATED CALL EVALUATION AND DISPATCH CENTRE

Pillars: Crime Prevention and Crisis Intervention; Equitable Policies, Procedures, Standards and Guidelines

RESULTS TO BE ACHIEVED:

Transformational Outcomes (\$1.5 million initial operating costs + \$2.055 million/year ongoing required)

While providing 24/7 dispatch services the outcomes are:

- System Outcomes
 - Appropriate Resource Allocation
 - Reduced number of times clients with complex needs require access to emergency services
 - Interorganizational Dependency
- Community Outcomes
 - Improved Citizen quality of life
 - Improved Customer Services and Quality of Care

DESCRIPTION

A joint dispatch centre aligns emergency services and various partner agencies toward collective outcomes. Specifically the building of an integrated call evaluation and dispatch system that addresses general enhancement of the service to the public, particularly, requests for service with an addiction, mental health or social services component. Funding the request will provide for:

1. An executive director to lead the dispatch centre and work with the necessary community partners
2. A project manager to lead the development of processes and governance structures in order to make the initiative successful
3. Sixteen staff/team members to work in the centre and answer the calls/direct resources

JUSTIFICATION

The goal for the integrated Call evaluation and dispatch system is "To eliminate barriers, increase understanding and engagement by stakeholders, and move the response from a traditional emergency response of Police, Fire, and EMS toward an integrated continuum of response". Through a comprehensive and iterative process of interviews, workshops, literature review and two working papers, the objectives of the system were defined - these are a system that must be scalable, sustainable, interoperable and measurable.

To be successful, the right partners need to be involved and identifiable outcomes and accountability must exist across the board. All of the partners involved will have a responsibility to track the value of this work and share data to ensure effective intake, response and post-response. Moving away from a siloed approach will allow the achievement of the stated outcomes.

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Supporting Data/Measures/Indicators for the Insight:

- Edmontonians receive a timely and correct response on the first call - Number of repeat calls for services from clients with complex needs
- Edmontonians receive consistent service through all intake lines - Number of clients satisfied with the level of customer service
- Provincial legislation requires emergency services contacted through 911 require that 90 per cent of the time the caller's location, phone number and which organization (service) they to be transferred to be evaluated within 60 seconds.

RISKS

Impact on Edmontonians	Impact on Corporation	Reputational Risk
MODERATE	MINOR	MODERATE

INDIGENOUS FRAMEWORK IMPLEMENTATION

Pillar: Reconciliation

RESULTS TO BE ACHIEVED:

Incremental Outcomes (Investment Required: Current State, No Investment)

- Currently there is no funding allocated to the Indigenous Framework Implementation. Each department will be responsible for resourcing the framework accordingly from existing budgets.

Moderate Outcomes (\$811,000/yr ongoing required)

- This investment will allow an additional **2.0 FTEs** in the Indigenous Relations office to support the implementation of the Indigenous Framework across the corporation with two subject matter experts that can support the implementation of each department's action plan (and fulfill the corporate action plan).
- In collaboration with the City Manager's Office Senior Executive Advisor:
 - The investment of **3.0 FTEs** for the Indigenous Relations Office in Social Development will provide the human resources to move forward on the Truth and Reconciliation and the Missing and Murdered Indigenous Women and Girls Municipal Responses.
 - The investment of **1.0 FTE** for the Indigenous Relations Office in Social Development will provide additional support for the actions related to community spaces and intergovernmental work. In particular, this position will support project management related to Urban Reserves, a profile expected to only expand over the coming years.
 - Currently, this work is not resourced in the IRO, with a small operational team, to manage and meaningfully achieve these outcomes this work needs additional human resources.
- The investment of **1.0 FTE** for the Community Standards and Neighbourhood branch to implement a branch action plan for the Indigenous Framework including trauma-informed reconciliation opportunities between enforcement and the communities they impact.

Transformational Outcomes (Investment Required: TBD)

- Reconciliation is a transformative goal in the City Plan and ConnectEdmonton. Human resources will allow us to begin actioning this work, but additional funding for programming and investments both across the city and in the community will lead to transformative change. Separate motions are expected to fully fund and resource the following plans in order to achieve the actions and outcomes as outlined in the reports to council:
 - Truth and Reconciliation Municipal Response
 - Missing and Murdered Indigenous Women and Girls Municipal Response

DESCRIPTION

The three elements of the Framework (guiding principles, four roles and seven commitments) are meant to guide City staff on their learning journeys of reconciliation and

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relationship-building with Indigenous communities. The framework and its actions are part of the city's commitment to reconciliation. Included in this, is addressing the municipal role in the Truth and Reconciliation Calls to Action and the Missing and Murdered Indigenous Women and Girls Calls for Justice. Throughout this year, Council will learn about these responses and the proposed actions the city can take to repair and build relationships with Indigenous communities in Edmonton. Investment in these positions will significantly increase the Indigenous Relations Office's (and the corporation's) ability to respond to these action plans in meaningful ways while still continuing the ongoing community and economic development work already underway in the office.

JUSTIFICATION

Endorsed by City Council in February 2021, the Indigenous Framework is the foundation for how the City of Edmonton can best support and build strong relationships with Indigenous Peoples. Developed with the guidance of Elders, the Indigenous Framework is the City's commitment to the journey of reconciliation and sets our accountability to increase relationship-building capacities with Indigenous peoples in Edmonton. The City needs to resource the work internally to advance the municipal actions we have committed to. The growth of this portfolio has increased dramatically and yet resourcing has only reduced over the past number of years.

Supporting Data/Measures/Indicators for the Insight (sources & more info in notes)

- 2016 federal census indicated that there were 76,205 Indigenous peoples living in Edmonton, which was the second-largest urban Indigenous population in Canada
- According to EndPovertyEdmonton, 40 percent of Indigenous residents in Edmonton live in poverty and have a median income of only two-thirds that of non-Indigenous.
- Administration found 120 calls for justice directed at municipalities within The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls

RISKS

Impact on Edmontonians	Impact on Corporation	Reputational Risk
MODERATE	MODERATE	MINOR

INDIGENOUS-LED SHELTER

Pillar: Reconciliation; Pathways In and Out of Poverty

RESULTS TO BE ACHIEVED:

Incremental Outcomes (\$1 million one-time Capital required)

- Initiate a City funded capital project to advance planning to the Project Development and Delivery Model Checkpoint #2.
- Working with Indigenous-led community partners, develop the project scope and outcomes and complete a functional program and a site location analysis. Together, these deliverables would inform next steps for design and delivery of the facility, including budget and schedule estimates.

Transformational Outcomes (Investment Required in Operating and Capital is to be determined)

- Creation of an effective pathway out of homelessness for Indigenous individuals experiencing homelessness that are not well served by the existing emergency shelter system
- Increased capacity and services offered by the Indigenous operator
- Overall emergency shelter capacity in Edmonton will increase (30-50 spaces)
- Improved housing outcomes, reducing the number of Indigenous people experiencing homelessness
- Access to culturally appropriate supports for Indigenous people experiencing homelessness, in alignment with the City's commitments through the Indigenous Framework, Truth & Reconciliation (TRC), Missing and Murdered Indigenous Women (MMIWG) and Girls and the United Nations Declaration on the Rights of Indigenous People (UNDRIP).

DESCRIPTION

Administration has been directed to develop options for an Indigenous-led shelter that will work to provide a pathway to permanent housing for Indigenous people experiencing homelessness. Ensuring Indigenous women have increased access to culturally appropriate emergency shelters was identified as a call to action in the MMIWG report, and will support the City's commitment to the Truth and Reconciliation Commission's Calls to Action. Canada Mortgage and Housing Corporation (CMHC) recently announced a call for proposals for an Indigenous-led shelter. The City hopes to work with Indigenous Services Canada and Indigenous-led community partners to leverage this opportunity. The City is currently engaging with Indigenous stakeholders to gather feedback on increasing Indigenous led shelter, housing and programming in Edmonton.

One time capital costs will be required to establish the shelter, and are dependent upon the desired built form and operating model, which are both unknown at this time.

JUSTIFICATION

Indigenous peoples continue to be disproportionately represented among people experiencing homelessness, due to various factors including lack of access to safe, affordable,

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and culturally appropriate housing, and experiences of systemic racism and discrimination. The COVID-19 pandemic has exacerbated the housing challenges, increasing the number of people falling into homelessness. The majority of available emergency shelter services present barriers to access for Indigenous peoples, especially those with historic or intergenerational trauma or complex health needs. Indigenous people experiencing homelessness are also more likely to sleep outside than their non-Indigenous counterparts.

Unsheltered homelessness has been increasing in Edmonton over the last seven years. In 2018 Administration commissioned OrgCode Consulting to report on the increasing number of people sleeping outside. In this report, lack of culturally appropriate emergency shelter options in Edmonton was noted as a barrier to accessing emergency shelter. It is critical to acknowledge and provide appropriate resources regarding the unique experiences of Indigenous people with culture and racial identity within the homeless population to create community support and a sense of belonging, and address the spiritual connection and mental health needs. An Indigenous-led shelter would be best situated to provide a bridge for Indigenous individuals to (re)connect with their culture and support individuals on their journey out homelessness. As such, cultural support is a crucial service as it addresses the physical, mental, emotional, and spiritual aspects of humans. In particular, it welcomes Indigenous people to have a place to feel connected with their identity, spirituality, customs, ceremonies, medicine, and language. Lastly, having cultural support available honours Truth and Reconciliation, and demonstrates to the First People of this land that having their basic needs met includes having access to their cultural practices with no barriers.

Supporting Data/ Measures/ Indicators:

- Edmonton's homeless population as of March 2022 is 3,050 and in December 2019 was 1,350.
- More than 60 per cent of Edmonton's homeless population are Indigenous, despite making up only 5 per cent of Edmonton's total population.
- Between 800-900 people are estimated to be sleeping outside on any given night.
- More than 80 per cent of those who received Housing First remained housed after the first year.

RISKS

Impact on Edmontonians	Impact on Corporation	Reputational Risk
MODERATE	MODERATE	MINOR

EXTREME WEATHER RESPONSE

Pillar: Safe and Inclusive Spaces (Primary), Pathways In and Out of Poverty; Equitable Policies, Procedures, Standards and Guidelines;

RESULTS TO BE ACHIEVED:

Incremental Outcomes:

- City Policy C620 will continue to be implemented, adapting to emergent conditions and needs, with costs absorbed by various relevant City budgets
- Sufficient services will be in place to protect vulnerable Edmontonians during extreme cold periods only through a coordinated response involving homeless serving agencies, supplemented by City supports

Moderate Outcomes (\$1 million/yr ongoing required)

- Sufficient services will be in place to protect vulnerable Edmontonians during extreme cold periods only through a coordinated response involving homeless serving agencies, supplemented by additional City supports
- As a result of a dedicated budget for extreme weather responses:
 - Improved annual planning will be enabled
 - City services will not experience reductions in service levels due to diversion of resources for emergent extreme weather conditions (e.g. Peace Officers, ETS, City facilities, etc.)

Transformational Outcomes (Up to \$12 million/yr ongoing required)

In addition to the moderate outcomes above:

- A consistent, reliable, and scalable emergency shelter that adheres to the City's Minimum Emergency Shelter Standards will be available throughout the winter months, and for all extreme weather conditions that may arise throughout the year
- Overall emergency shelter capacity in Edmonton will increase and the risk of harm to vulnerable Edmontonians due to exposure and other hazards associated with inadequate access to shelter will significantly decrease
- Improved housing outcomes will be enabled, reducing the number of people experiencing homelessness
- Long term and proactive planning will be enabled

DESCRIPTION

City Policy C620 - Supporting Vulnerable People During Extreme Weather was approved by City Council in 2019, with the goal of ensuring a "systematic response to Extreme Weather Conditions in order to safeguard the health and lives of Edmontonians who are Vulnerable People." The City's role in this response is to supplement and support the existing community-wide response, work closely with Sector Emergency Response (led by Homeward Trust) and the Government of Alberta to ensure sufficient services are in place to protect vulnerable Edmontonians from extreme weather hazards. The response is triggered by:

- A weather warning being issued;
- Emergency shelter services are at or above 90 percent capacity; and
- A decision is made to implement an extreme weather protocol by a body composed

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of representatives from Homeward Trust Edmonton, City of Edmonton and shelter organizations.

Typically, there are three circumstances that would require a response: extreme cold, extreme heat, and extremely poor air quality. Providing sufficient shelter is paramount in extreme cold and poor air quality conditions in order to safeguard the health and well being of vulnerable Edmontonians. In extreme heat conditions, the provision of water and at least temporary reprieve from poor air quality and heat are the most important responses. Transportation is key for all types of extreme weather conditions, to ensure vulnerable populations are able to get to critical services.

JUSTIFICATION

The critical need to be prepared for emergency responses in extreme weather conditions is driven by the increasing effects of climate change on Edmonton's environmental conditions. In addition, pandemic pressures over the past two years have resulted in drastic increases in the number of vulnerable people that might be at risk during extreme weather, in particular people experiencing homelessness.

City Policy C620 requires the City to provide the supplemental actions needed to ensure the health and well-being of vulnerable people during extreme weather conditions. The increased demand for services associated with the growth of homelessness over the past two years has meant that shelters are regularly operating near capacity, which increases the likelihood that the City's response will be needed to assure safety. Continued planning and coordination with homeless serving agencies and the provincial government will be needed to effectively implement Policy C620 and provide the services that the most vulnerable Edmontonians rely upon when trying to survive the hazards and harms resulting from emergent extreme weather conditions.

Supporting Data/Measures/Indicators:

- Local shelters need at least 1,200 beds to adequately address the need through the winter.
- This past winter an average of 985 clients accessed shelter each night, with the need exceeding 1,100 beds during extreme cold events.
- Edmonton currently has only 634 permanently funded shelter beds.
- Current projections indicate that by the 2050's Edmonton has a 50 per cent likelihood to have five consecutive days below 30 degrees and 100 per cent chance of 5 consecutive days of extreme heat.

RISKS

Impact on Edmontonians	Impact on Corporation	Reputational Risk
MODERATE	MINOR	MODERATE

Drug Poisoning Response

Pillar: Well-Being

RESULTS TO BE ACHIEVED:

Incremental Outcomes (Investment Required: \$25,000/yr one time)

- In partnership with the Community Liaison Committee: Partners in Drug Poisoning Prevention, Administration will collaboratively implement activities that have been identified as a priority, this may include activities such as:
 - Enhancing education and awareness efforts regarding drug poisoning
 - Increasing the supply of NARCAN in the community
 - Engagement of people with lived and living experience
- Will enhance some of the key areas of work to prevent drug poisoning in Edmonton.

Moderate Outcomes (Investment Required: \$400,000/yr ongoing required for FTE, Program Dollars & NARCAN- Will be reviewed and potentially brought forward forward for the 2023-2036 budget pending direction from City Council)

- Increase the resources at the disposal of the Social Development branch to dedicate staff to the systems coordination role, bringing together key stakeholders and partners to respond to the crisis.
- Increase the resources at the disposal of the Social Development Branch to fund initiatives, educational campaigns and community-led work to address the drug poisoning crisis.

DESCRIPTION

There is a need to coordinate with partners to continue to respond to the evolving crisis around drug poisonings. The City of Edmonton currently coordinates the Community Liaison Committee (Partners in Drug Poisoning Prevention). The committee meets monthly and consists of key stakeholders and community organisations. The Social Development branch allocates 0.75 of an FTE to this work currently, with no program budget or ability to fund any expenses (such as educational campaigns, NARCAN supplies or otherwise). Administration is recommending an incremental investment at this time, pending direction from Council on outstanding motions.

Moving forward, an investment of \$400,000 per year will enable Social Development to hire a Full-time FTE to manage this file and continue the coordination of partners. It will also give Social Development and Community Standards and Neighbourhoods access to program dollars that can fund key activities and responses to the drug poisoning crisis including:

- Supply of NARCAN for peace officers
- Provide funding and support to local harm reduction efforts.
- Operating funds for the Community Liaison Committee: Partners in Drug Poisoning Prevention to implement activities they identify as a priority.

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- Expanding the availability of projects such as the Addictions Don't Discriminate Exhibit.
- Education and awareness efforts.
- Research and analysis support on issues related to the drug poisoning crisis.
- Funds to support the engagement of people with lived and living experience.

Note: The City of Edmonton is a collaborating partner in a project entitled *Preventing Drug Poisoning in Edmonton: Neighbourhood outreach and public education/awareness campaign* which was recently funded through the Substance Use and Addiction Program (SUAP) with Health Canada. This work will occur between April 2022 and March 2023 and would supplement the activities listed above.

Upcoming Motion (Potential Impacts):

Council has made a motion around decriminalization and an additional motion on 'drug checking'. Pending the results of these motions and the direction from Council resources may be required to support a response.

JUSTIFICATION

The drug poisoning crisis, primarily fueled by opioid-related overdoses, is having a devastating effect on Edmonton and its communities. Acute deaths have nearly doubled over the last few years and show no signs of easing. COVID-19 has led to an increase in the toxicity of the drug supply, which is significantly contributing to the number of poisonings we are seeing today. Public health measures during COVID-19 also contributed to higher risk for people using substances through behaviours such as using alone and a limitation in the services and supports that were available.

Supporting Data/Measures/Indicators for the Insight

- In 2021, 1,750 Albertans (including 618 Edmontonians) died from drug poisoning making it the deadliest year on record.
- Between 2018 and 2021, on average, 64 per cent - 74 per cent of overdose deaths happened in private Edmonton residences and 23 per cent in 2021 were in public.
- Pilot study in Vancouver in 2017 found that only 19 per cent of substances purchased as opioids in fact contained the expected substance and 88 per cent contained fentanyl.
- 12,830 reversals were self-reported between 2016-2019 in Alberta due to the use of naloxone kits. Due to this number being self-reported it is likely that the true number of reversals in the community is significantly higher.

RISKS

Impact on Edmontonians	Impact on Corporation	Reputational Risk
MODERATE	MINOR	MODERATE

COMMUNITY SAFETY PEACE OFFICER TRAINING AND PROFESSIONAL STANDARDS CENTRE OF EXCELLENCE

Pillar: Equitable Policies, Procedures, Standards and Guidelines

RESULTS TO BE ACHIEVED:

Incremental Outcomes (\$415,000/yr ongoing required)

- Adding 2.5 FTE for creation of a centralized team focused on professional development and standards in Community Standards and Neighbourhoods
- Creation and maintenance of a dashboard for transparency in professional standards
- Internal evaluation or audit of the professional standards process
- Internal evaluation/audit of mandatory training requirements and funding allocation
- Embedded equity practices in professional standards and development for City enforcement officers
- Once the evaluation or audit is complete, the Community Standards and Neighbourhoods branch will reallocate resources to implement recommendations.
- Review, changes and additions to ongoing training standards, course refresher timelines and community-led training opportunities.
- Modernization of Administration's enforcement policies, procedures, standards and guidelines.
- Ensure full, transparent oversight of professional standards complaints investigations

Moderate Outcomes (Investment Required TBD)

In addition to the incremental outcomes:

- External evaluation or audit of the professional standards process from different cultural perspectives
- External evaluation/audit of mandatory training requirements and funding allocation
- External evaluation of gaps in understanding of community that can be solved through training
- Allocation of funding to mandatory training and recertifications for City enforcement officers

Transformational Outcomes (Investment Required TBD)

In addition to the moderate outcomes:

- Establishing a formal program that tailors training and professional standards in alignment with community and deployment models to support an appropriate, well-trained and compassionate response.
- Funding estimates are expected to be available after extensive planned engagement with community and stakeholders.

DESCRIPTION

The CSWB report requires complaints and investigations against officers to be modernized and for enhancements in transparency. CSN will modernize the workforce through building a professional standards and subject matter specific training area for the branch. This area will oversee the peace officer professional standards investigations and policies, as well as the upkeep of their professional designations and re-certifications training. It will also own the

CPOIP induction training for peace officers, as well as the schedule for branch-wide and section-specific training calendars. This office will allow the branch to move past legally-mandated training and create a calendar of training specific to community needs, including trauma-informed training, procedural justice, and crisis intervention. Although some of this work can be accomplished by reallocation within the branch, it will need additional budget asks to be fully realized. Also as requested by Council in 2021 - a public dashboard for Use of Force information will be available with information on complaints of service against City enforcement employees (no personal info shared). The complaints process against City enforcement employees will be audited then adapted for equity-related barriers.

JUSTIFICATION

Trust is the foundation for the legitimacy of public institutions and a functioning democratic system. One of the ways municipal governments can build trust and accountability with communities is through the development of publicly-available performance dashboards. The CSWB Task Force recommended creating a public community safety and well-being dashboard to better track safety concerns. In addition to transparency, as outlined by the CSWB Taskforce, "comprehensive, systematic training programs for police, peace and bylaw officers will drive fundamental culture changes that embrace and live in inclusivity and anti-racism." In addition, research shows training has effects on an organization's reputation for attracting top talent, staff retention and utilizing staff diversity which are all key factors in building a successful workforce.

Supporting Data/Measures/Indicators for the insight

- 40 per cent of employees who don't receive the necessary job training to become effective will leave their positions within the first year, the turnover cost is estimated to be between 20-40 per cent of that employees annual wage.
- 70 per cent of employment seekers check for an organization's reputation before applying, 80 per cent of employed professionals claimed they would leave their current position to work at a company with a positive reputation
- 67 per cent of job seekers find diversity incredibly important and 57 per cent of people think their company should be doing more to promote diversity initiatives.
- In CSWB 142 Edmontonians expressed their perspectives about racism in our city and their experiences with policing. It was clear that far too many Edmontonians do not feel safe.
- In 2020, 63 per cent of Edmontonians indicated they feel totally safe overall in Edmonton, 28 per cent indicated this feeling was attributed to Police/Law enforcement.
- 45 per cent of Canadians say they don't trust the government to do what is right

RISKS

Impact on Edmontonians	Impact on Corporation	Reputational Risk
MINOR	MINOR	MINOR

COMMUNITY WELLNESS

Pillar: Well-being

RESULTS TO BE ACHIEVED:

Moderate Outcomes (\$1.622 million/yr ongoing required)

- **Outcomes of the Suicide Prevention Plan are:**
 - Edmontonians understand the connection between mental health and suicide to reduce stigma, and increases the understanding of how to help someone.
 - The whole continuum of services (prevention, intervention, postvention) is fully accessible so that those working with individuals and communities impacted by suicide care for them appropriately.
 - Continuation of the prevention based activities (awareness building, training) and enhanced efforts on the postvention activities (supports for those impacted by suicide).
 - Community-based teams have the resources and knowledge to champion, steward and maintain implementation activities.
- **Outcomes of the Community Mental Health Action Plan are:**
 - Edmontonians understand the connection between mental health, addictions, and community safety & wellness, to reduce stigma (campaigns, training, & conversations), and increase the understanding of how to help someone (building connections & natural supports).
 - Edmontonians have access to a coordinated mental health care system, where allied community partners and collaborators work together to address needs and improve outcomes in Edmonton.
 - Policies and practices that promote positive mental health and safe spaces are developed and implemented based on a combination of lived experience, evidence and best-practice.
 - Community will be able to identify situations and appropriate responses because of provided training opportunities that are trauma informed and culturally appropriate.
 - Edmontonians are resilient, knowledgeable and have access to appropriate support services when needed.
- **Outcomes of RECOVER Urban Wellbeing are:**
 - Greater understanding of problems grounded in the perspectives of people at the center of them such as those with lived experience of marginalization, as well as greater understanding and use of the wellbeing framework and social research and development, along with tools such as ethnography to improve wellbeing.
 - New ways to collect data and authentically and deeply engage Edmontonians typically left out.
 - Design and testing of solution ideas to support community safety and wellbeing, using the wellbeing framework.
 - Safe/brave spaces created for people to connect across differences, cultivating conditions that support healing.
 - Stronger community care networks and connections in neighbourhoods.

- Prototypes that show the most promise are supported to grow and be led through partnerships.

DESCRIPTION

This will fund the renewal of the Living Hope Suicide Prevention Implementation Strategy, integrate the current efforts of the Community Mental Health Action Plan and further support the work of RECOVER Urban Wellbeing for the next four years to continue the efforts related to these portfolios. While the impacts are not immediate, the investment over time creates the continuity and sustainability required to bring about systems and service changes. This investment includes:

1. **Renewing the Living Hope Implementation Strategy (\$1 million/year over four years)**

The original implementation plan (approved by Council in March 2018) was developed by dedicated organizations and individuals who believe that suicide can be prevented in our city. The plan aims to bring the community closer to preventing suicide in Edmonton. The plan has outlined specific interventions and action, key organizations involved and their roles, resourcing required, timelines and an evaluation. The strategy was set for a timeline of 2018-2021. In Fall 2021, Council provided the strategy with one year of funding so that the evaluation process could be completed and Administration could return to Council with a plan forward as part of the 2023-2026 budget process. Administration intends to bring this update to Council in Spring 2022.

2. **Integrating the Work of the Community Mental Health Action Plan (\$300,000/year over four years)**

The Community Mental Health Action Plan was developed to facilitate a lived experience, community driven, and stakeholder created, collaborative set of solutions to mental health system challenges. The work in this sector is far from being complete, and with the onset of Covid-19, the need was amplified for more consistent and equitable access to mental health supports. In an effort to increase efficiency, effectiveness and collaboration, the work of the Suicide Prevention Strategy will now be woven in more tightly to the overall continuum of supports resulting in an even further partnership among key stakeholders, reducing any duplication and streamline the workloads of community agencies and representatives. The resources in this plan will continue to support community-based responses to ongoing recovery from the pandemic.

3. **RECOVER Urban Wellbeing (\$350,000/year over four years)**

The RECOVER Urban Wellbeing approach is rooted in the practices of Social Research & Development and co-design; where work is done with people to test out ideas that could improve wellbeing within their communities. Work is done within a wellbeing framework, towards the outcome of people feeling a deep sense of connection and balance. This is done by conducting deep research and then co-designing solutions that are often community-based and are designed to help people feel more connected to themselves, the land, and others, as a means of building community, healthy people, and safe, vibrant spaces.

JUSTIFICATION

In alignment with the Community Mental Health Action Plan, FCSS Program Guide for 2023, RECOVER’s Soulful City guiding document and Canadian Association for Suicide Prevention, further resources need to be set aside for the increase in suicide and mental health resources in light of the impacts of Covid-19.

Supporting Data/Measures/Indicators for the Insight

- 211 database shows calls associated with Mental Health in 2019 to 2021 have nearly doubled.
- Estimated 2,114 excess suicides in 2020-21 in Canada
- Children and youth, age 6–18, found that 67–70 per cent experienced deterioration in at least one mental health domain during Covid
- 3,163 suicide-related calls made to the Edmonton Distress line in 2021 and 439 suicide-related calls received by Edmonton 211.
- Based on preliminary data from 2021, Edmonton experience a 3.45 per cent increase from 2020 in the number of deaths by suicide reported by Alberta's Office of the Chief Medical Examiner.
- RECOVER’s ethnographic research has shown that wellbeing isn’t the presence or absence of just one thing: it’s the relationship between self, family, society, nature and cosmos, and must incorporate consideration of non-material factors such as respect, purpose and connection.
- Community plays an essential role in helping to identify, design and implement opportunities/ideas for community safety and wellbeing.

RISKS

Impact on Edmontonians	Impact on Corporation	Reputational Risk
MODERATE	MINOR	MINOR

HOW SING, SIGN, LAUGH AND LEARN CONTRIBUTES TO COMMUNITY SAFETY AND WELL-BEING

Pillar: Well-being

RESULTS TO BE ACHIEVED:

Incremental Outcomes (\$200,000 one-time funding)

EPL will increase its support to families with children from birth to age three by increasing the number of early literacy Sing, Sign, Laugh and Learn (SSLL) classes offered at library branches across Edmonton beginning in 2023. With the addition of 2.0 FTE to its current Library Assistant FTE complement, EPL will be able to offer as many as 5,484 SSLL classes system-wide with an annual attendance of over 137,000 without compromising quality standards, ensuring these free classes continue to help children develop the literacy skills they need in the critical early years. The investment works out to a cost of \$36.50 per class.

Transformational Outcomes (Investment Required TBD)

With strong literacy skills, children are more likely to go further and succeed in school, find future employment, have a higher income and be healthier and happier throughout life. When we invest in children, we're investing in a prosperous and sustainable community.

DESCRIPTION

Sing, Sign, Laugh and Learn (SSLL) is an early literacy class offered to parents/caregivers and their children aged 0-3. SSLL format and content is based on research and best practices in health, child development, communication and literacy and is offered in partnership with Alberta Health Services Edmonton Early Intervention Program (AHS-EIP). SSLL is an inclusive class designed to enhance the early literacy and communication skill development of all children, including those with developmental delays. It includes community time to encourage families to build social connections and provides parents with strategies to use with their children at home - extending learning beyond the library.

EPL requires funds to expand early literacy programming capacity. Well-being isn't only about preventing bad things from happening; it is also about ensuring enough good things do happen. EPL wants to help more preschool children develop strong early literacy skills by expanding its popular and highly regarded Sing, Sign, Laugh and Learn programming. An additional \$200,000 annually would give more Edmonton children access to one of the good things while minimizing long-term negative impacts of COVID-19 and increasing opportunities for children to develop into resilient, productive and educated life-long learners.

JUSTIFICATION

EPL is a vital educational, cultural and social institution with extensive reach throughout the city. An important free, public learning space and community hub for Edmontonians of all ages, EPL strives to support all citizens, including the littlest, through its community-led approach, building relationships and fostering social connection.

An ounce of prevention: "Poor reading skills correlate heavily with lack of employment, lower wages, and fewer opportunities for advancement. Significantly worse reading skills are found among prisoners than in the general adult population. And deficient readers are less likely to

Attachment #3

become active in civic and cultural life, most notably in volunteerism and voting.” (National Endowment for the Arts, 2007). A focus on early literacy continues to be one of EPL’s key strategies to support literacy and lifelong learning. Children need a strong start - the first five years is a critical time for developing a positive attitude toward learning and the skills needed for reading and success in school. Researchers have found that vocabulary and communication skills at 22 months predict educational qualifications at age 26 and that children entering school with low language skills may never catch up. That’s why support in early childhood is the best investment society can make to yield the highest rate of return. Effect of the pandemic. Since COVID-19 restrictions were first imposed, the widespread disruption to daily routines, lack of consistent access to extracurricular activities and ever-changing public health guidelines have had a significant impact on children. Research is showing concerning trends in disengagement, absenteeism, depression, anxiety, developmental delays and learning loss. Effects are uneven – children who were already disadvantaged or struggling fell further behind. Everything EPL is hearing from Edmonton schools, Alberta Health Services, and other community partners underscores both the need and the urgency in addressing these health and literacy concerns.

EPL is uniquely positioned to help. EPL has the expertise, resources and reach to support Edmonton families and help every child reach their full potential. Sing, Sign, Laugh and Learn (SSLL), a foundational class available through every EPL location, is offered in partnership with Alberta Health Services Edmonton Early Intervention Program. It places particular emphasis on the use of functional language and visual strategies, including sign language, to develop vocabulary and communication skills in all children, including those with developmental delays. Parents and caregivers are encouraged to participate in community time after the class to build social connections; they are also taught strategies to use with their child in the home - extending learning beyond the library. Classes are free and families can attend multiple times per week. An OECD (2020) report found that “children from even the most socially deprived home can thrive when they have sustained access to high-quality, responsive learning environments.”

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Without this funding, EPL would not be able to keep pace with population increases without negatively affecting other library services or decreasing the quality (and many of the early literacy benefits) of the SSLL program itself. Children born in 2023 will be 27 in 2050, statistically when most of them will be starting families of their own. The sooner EPL has resources in place to meet the needs of all Edmonton families for free, community-based, early literacy programming the better as EPL can mitigate the possible long-term effects of the pandemic - ensuring Edmonton has a more literate populace into the future.

Attachment #3

RISKS

Impact on Edmontonians	Impact on Corporation	Reputational Risk
MINOR	MINOR	MINOR

BRIDGE HEALING

Pillar: Pathways In and Out of Poverty

RESULTS TO BE ACHIEVED:

Incremental Outcomes (\$290,000 one-time)

\$290,000 for a one-year pilot with Royal Alexandra Hospital emergency room using the existing third building on 160 Street and 100 Avenue. This would provide 144 patients experiencing homelessness with immediate housing and wraparound services and would be ready to start July 1, 2022.

Moderate Outcomes (Investment Required TBD)

Transformational Outcomes (Investment Required TBD)

DESCRIPTION

Bridge Healing addresses the existing gap between the homeless being released from the emergency departments with no place to go and the current homeless shelters and permanent housing.

Bridge Healing is an innovative intervention with a goal of providing an intensive acute care delivery system that will assist in supplying integrated support across many domains in order to truly address the root causes of homelessness and improve the quality of life of those affected.

JUSTIFICATION

Bridge Healing would be able to reach the most vulnerable citizens of Edmonton: those who have been missed by other poverty-reducing initiatives. By coordinating various health and social supports with housing, the Bridge Healing will work to stabilize those most affected by homelessness in a way that also saves money. The residential stability of the Bridge Healing along with the variety of services it will provide can plausibly reduce demands placed on emergency departments. Considering the persistent nature of homelessness in Edmonton and its cost to the healthcare system, something new needs to be done to create and sustain long-term change.

RISKS

Impact on Edmontonians	Impact on Corporation	Reputational Risk
MAJOR	MODERATE	MODERATE