

OCM00888: Community Safety and Well-being - Methodology and Results

Attachment #1: Logic Models

May 16, 2022

Anti-racism

The active, ongoing strategy and process that seeks to identify and eliminate racism by changing systems, institutions, policies, and attitudes that perpetuate racism.

Resources

- Grant funding
- Community group relationships
- COE staff

Activities / Outputs

- Develop an anti-racism policy and Code of Conduct for City Council
- Implement Anti-Racism Strategy
- Diversify City hiring and leadership
- Create interaction model between independent Anti-Racism Body, City Council, BIPOC communities and partners
- Provide support, resources, and opportunities for anti-racism awareness, education, training for City staff and community
- Develop a sustainable model for grant funding - strengthening the process for the anti-racist grant program and other anti-racism funding programs, with an equity model to resource the labour
- Collect and report on disaggregated data related to racism and intersectional themes
- Record, track, and monitor incidents of racism and hate reporting trends
- Advocate with orders of government for resources, supports, and legislative tools

Partners/Stakeholders

- BIPOC lead organizations
- Provincial Government
- Federal Government
- City of Edmonton leadership
- City of Edmonton staff
- Independent Anti-Racism Body

Measures:

- Based on the work following the Anti-racism Report (CS00872) measures are under development based on COE collaboration with BIPOC communities and the Anti-Racism Advisory Board
- Socio Economic Indicators (Statscan), City's actions regarding implementation of the Anti-Racism Strategy

Short & Medium Term Outcomes:

- Improve equity of access and participation among racialized communities, religious minorities, Indigenous Peoples
- Increase institutional accountability for anti-racism work in Edmonton
- Healing from trauma and the causes of violence and lateral violence
- Strengthen deep trusting relationships with members of BIPOC communities
- Increase availability of education about and to confront and eliminate racism, sexism, homophobia, and transphobia within the City and in community
- Increase access to anti-racism education and communication to Edmontonians generally and BIPOC communities specifically
- Provide educational and training opportunities for City Staff to learn about anti-racism, intersectionality and reconciliation
- Increase knowledge and develop skillset in working on anti-racism and collaborating with racialized communities for City staff
- Create opportunities for leadership diversification in the City
- Strengthen grassroots, BIPOC-led organizations through funding and structural support
- Decrease incidents of racism and hate-based violence
- Increase anti-racism advocacy to City Council, policy makers and other partners

Long Term Outcomes:

Policies and structures are anti-racist, committed to reconciliation, and support equity and inclusion.

Individuals and communities who have experienced systemic racism and historical trauma are included, valued and respected

Reconciliation Logic Model

About the approach: The reconciliation logic model was developed using the Culturally Responsive Indigenous Evaluation (CRIE) Model (Bowman & Cram, 2015). This model combines the western evaluation paradigms with Indigenous* paradigms for a blended approach to evaluation. In an effort to begin to think about our work, outcomes, and impact in a different way, this approach bridges a new way of thinking. For us to continue on the path to reconciliation and systemic change, we can begin by changing how we organize and communicate information. This is an initial draft, a starting place, with the intention to continue co-creation with community as the work continues.



A Blended Approach to Evaluation: The CRIE Model (Culturally Responsive Indigenous Evaluation)

(Bowman & Cram, 2015)

Western Paradigm	Indigenous Paradigm	Blended Approach via CRIE
Strengths, skills, and capacities	Relation and community building	<i>Building community through sharing strengths, strengths based approach</i>
Challenges and barriers	Using your teachings	<i>Using challenges as opportunities for applying teachings</i>
Gaps and needs	Humility and balance	<i>Addressing needs and gaps by humbly asking for help and restoring balance</i>
Solutions and strategies	Visioning and pathfinding	<i>Using experiential knowledge to develop evidence-based solutions for a future vision</i>

* When we refer to Indigenous peoples we recognize the distinct groups that make up Indigenous communities- First Nation, Métis, and Inuit.

Definition:

An ongoing journey and commitment to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous peoples. This includes awareness of the past, acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour.

Long term outcome:

Edmontonians, Indigenous Peoples, and the City have authentic, interconnected relationships that honour, understand, and collaboratively integrate Indigenous experiences, histories, and cultures.

Participants, Stakeholders & Partners:

- Indigenous community, Elders, Knowledge Keepers and government representatives
- City of Edmonton leadership and Council
- City of Edmonton staff and partners for all programs and services

External Factors:

- Investment and Policy Changes at Provincial & Federal Level



Safe and Inclusive Spaces:

City programs, services and planning contribute to the creation of safe spaces and social trust. This can include responses such as creating, reviewing, amending and repealing bylaws and policies, investing in safety of infrastructure, changing social norms, and ensuring evidence-based models are utilized to provide appropriate support.

Resources

- Grant funding
- Community group relationships
- CoE staff

Activities / Outputs

- COTT Pilot
- Bystander Awareness campaign and training
- Problem Properties strategy/action plan
- Safety standards for emergency shelters
- Training for City employees on digital safe spaces (311, etc)
- Extreme Weather Response
- Renewed focus on transit safety (Transit Safety and Security Report)

Partners/Stakeholders

- Government of Alberta (Family & Community Support Services)
- Shelter Operators
- Developers
- Neighbourhood Empowerment Team
- Family & Community Support Services

Measures:

- REACH's social return on investment measures related crisis diversion and safe space cultivation
- ConnectEdmonton's Healthy City indicators of personal safety, sense of community, crime severity and the Urban Places indicator of access to amenities

Short & Medium Term Outcomes:

- Increase inclusion of Indigenous perspectives in developing interventions
- Increase investigation and responses to violence against Indigenous women, girls and 2SLGBTQQIA people
- Increase in laws, policies and public education that challenge the acceptance and normalization of violence
- Increase access to timely and culturally appropriate services and supports
- Improve policy and bylaws
- Enhance environmental and infrastructure design towards achieving safe/inclusive spaces
- Increase use of multi-disciplinary approaches for education, social support and outreach
- Improve data collection, including disaggregated data, and data sharing in order to inform prevention and intervention strategies
- Improve ongoing and coordinated training for first responders and frontline staff

Long Term Outcomes:

Communities are supported and empowered to lead the cultivation and sustainment of safe, inclusive, vibrant, sustainable and resilient spaces.

Equitable Policies, Procedures, Standards and Guidelines:

The design and delivery of fair and equitable policies, programs and services that facilitate the full participation of all people.

Resources

- Community group relationships
- COE staff
- Provincial/ federal legislation
- Bylaws

Activities / Outputs

- Update the City Equity Policy including GBA+ analysis
- Use an GBA+ lens when reviewing, amending or establishing bylaws, policies and procedures
- Enact policies and standards that place focus on proactively and effectively providing support to disadvantaged Edmontonians
- Develop and monitor equity-based data and performance measures to inform program and service improvements
- Agency, Boards and Commissions recruitment strategy to target a wide audience of diverse and qualified candidates
- Expand GBA+ Centre of Excellence program
- Hire equity specialists
- Use municipal licenses, permits, service contracts, funding agreements and other instruments to drive equitable and anti-racist behaviours

Partners/Stakeholders

- BIPOC led organizations
- Indigenous leaders
- City of Edmonton leadership
- City of Edmonton staff
- City of Edmonton - Agencies, Boards & Commissions

Community Organizations

- Seniors
- Youth
- ESL
- Immigration
- Refugee
- Marital Status

Measures:

- ConnectEdmonton's Healthy City goal and equity indicators of affordable housing, crime severity, income equality and poverty
- Economic indicators as expressed through the municipal and federal census, as well as the Alberta government's economic dashboard

Short & Medium Term Outcomes:

- Establishment of an equity policy landscape that will guide activation of City Plan and Connect Edmonton
- Increase institutional accountability for equity work in Edmonton
- Increase use of equity measure
- Increase diverse representation in governance and leadership roles
- Improve diversity of community representation in accountability and oversight bodies
- Increase the use of decolonized methodologies for policy and program development
- Increase systematic, strategic, ongoing professional development programs for leadership and staff to build diverse, inclusive, anti-racist organizational cultures
- Increase financial and staff resources to support equity work
- Increase capacity for program design, implementation and evaluation.
- Increase the number and use of Equity Toolkits to guide the work of City staff
- GBA +

Long Term Outcomes:

People making Edmonton home have enriched experiences through equitable access to programs, services, and spaces.

Pathways In and Out of Poverty

Using levers of advocacy, policy, funding and community-driven interventions to change the conditions that contribute to and perpetuate poverty in our city.

Resources

- Community group relationships and partnerships
- Non-profit sector
- COE staff
- Provincial funding/policy
- Federal Funding/policy

Activities / Outputs

- EndPovertyEdmonton's Scaling Systems Change Implementation plan; Convene, Coordinate and Broker Innovative Partnerships; Grow the Movement
- EndPovertyEdmonton's Indigenous Circle and related activities and Steward the community EPE vision
- Partnership with United Way & funded programs
- Advocate for Policy and Systems Change
- Full housing spectrum (encampment to market housing)

Partners/Stakeholders

- Indigenous leaders
- City of Edmonton leadership
- EndPoverty Edmonton
- United Way
- Encampment Response Team
- Non-profit sector organizations & partnerships
- Homeward Trust

Measures:

- Reduction in overall poverty rates (reported poverty at 12.9 per per cent in 2019)
- Number of detoxification treatment beds, supportive, social and affordable housing units created
- Community support program enrollment and indicators
- ConnectEdmonton's Healthy City indicators of community wellness, equity and personal wellness

Short & Medium Term Outcomes:

- Improve system and sector coordination focused on EPE Game Changers
- Increase the involvement of individuals with lived experience in the development of policy, programs and services
- Increase policy review, development and revisions
- Increase partnerships and collaborations
- Increase the means and direction for inclusion of Indigenous individuals and communities to develop goals/strategies/targets informed by Indigenous worldview
- Ensure sustainability of funding for preventative programs
- Increase availability of basic needs supports
- Increase the network of poverty reduction services and resources
- Increase availability of financial empowerment program and supports
- Increase availability of employability skills and improve employment opportunities
- Increase access to early learning and healthy development programs and supports
- Increase high school completion rates
- Improve advocacy to City Council, policy makers and other partners
- Ensure application of research and data to policy efforts and new initiatives

Long Term Outcomes:

Edmontonians have the economic, social and cultural resources to have a quality of life that sustains and facilitates full and meaningful participation in the community.

Crime prevention and crisis intervention

Appropriate and balanced responses to community need in the enforcement and crisis diversion ecosystem

Resources

- Community relationships
- FRS
- OCT
- Solicitor General
- Community Services Advisory Board and other advisory groups
- EPS members and staff
- EPC
- REACH

Activities / Outputs

- Transparent access to data and information (publish complaint investigation decisions)
- Use local and disaggregated census data to design GBA+ informed interventions
- include GBA+ in reviews and processes, in particular for collective bargaining.
- Independent review of complaint process, lived and professional experience in civilian oversight
- Implement recommendations from audit of enforcement service
- Expand the number of crisis diversion, alternative policing teams and multi-disciplinary community support teams
- Implementation of Integrated Call Evaluation and Dispatch Centre
- Develop various resources, tools and guidelines to ensure recruitment processes support inclusive, anti-racist cultures
- Target diverse, qualified candidates for Agencies, Boards and Commissions

Partners/Stakeholders

- Indigenous leaders
- City of Edmonton leadership
- Agencies, Boards, and Commissions
- EPS and EPC
- AHS
- Community Support Teams, such as: PACT, HELP, COTT, and REACH
- Community

Measures:

- Crime Severity Index, referrals - HELP, referrals - youth, recontacts, breaches - violations, misconduct and public complaints, use of force occurrences, diversity in senior ranks, crime prevention - occurrences in suppression zones

Short & Medium Term Outcomes:

- Increase transparency and independence in public complaints process
- Improve diversity of community representation in accountability and oversight bodies
- Increase the inclusion of Indigenous perspectives in developing interventions
- Improve quality and effectiveness of partnerships between police, governments and social sector organizations
- Improve alignment of appropriate work between police, governments and social sector organizations
- Improve disaggregated data collection in order to inform prevention and intervention strategies
- Improve data sharing in order to inform prevention and intervention strategies
- Increase the use of alternative response options that prevent the use of force
- Improve dispatch models that send the most appropriate responders to situations most suited for their expertise
- Enhance recruitment processes to support inclusive, anti-racist cultures
- Increase systematic, strategic, ongoing professional development programs for police, peace and bylaw officers, leadership and civilian staff to build diverse, inclusive, anti-racist organizational cultures
- Improve transparency of work expectations and outcomes

Long Term Outcomes:

Crime is reduced through community-collaboration and culturally appropriate approaches to safety and security that leave people feeling safe and secure.

Well-being

A complex mix of variables and factors that contribute to pimatisiwin - a good life, and a sense of balance and connection to self, body, land, culture, community, human development and spirit.

Resources

- FCSS
- Community group relationships
- COE staff
- Corporate partnerships

Activities / Outputs

- Reference Reconciliation and Anti-Racism Pillars
- Utilize new forms of community engagement and data collection (beyond surveys, consultations and focus groups)
- Human centred design
- Support neighbourhood level initiatives that connect people
- Afterschool programming and partnerships at recreation centres, libraries and parks
- Design and retrofit existing places and spaces to be safe and inclusive spaces
- FCSS funded programs
- Mental Health Action Plan and related activities
- Suicide prevention plan and related activities
- Gender based violence prevention programs
- Various collaborative initiatives (REACH, Out of School Care etc)
- Increase early literacy programs

Partners/Stakeholders

- BIPOC lead organizations
- Provincial Government (AHS)
- Federal Government
- City of Edmonton leadership
- City of Edmonton staff
- EPL
- Corporate Partnerships
- FCSS funded programs

Measures:

- Number of emergency calls related to drug-poisoning; of active users of Leisure Access Program and Ride Transit Program; of recreation, cultural, and educational centres and programs attended
- ConnectEdmonton Healthy City indicators of arts and culture and personal wellness; Socio-economic indicators

Short & Medium Term Outcomes:

- Increase engagement with Indigenous and BIPOC communities and groups to understand their needs
- Increase understanding and use of Indigenous and other ways of knowing about well-being
- Increase use of real time local data about wellbeing that includes perspectives that are typically marginalized
- Improve community participation and ownership of wellbeing focused initiatives
- Increase partnerships with diverse communities to deliver wellness programs and activities
- Increase partnerships to deliver programming to underserved individuals and communities
- Increase animation of places and spaces that enable connection
- Increase education and awareness about the holistic nature of wellbeing
- Sustain or increase preventative funding for social services (positive mental health, healthy relationships, healthy social emotional development)
- Improve access to resources related to mental health and wellness
- Increase knowledge of resources that support health and wellbeing
- Improve service coordination
- Prepare children for reading readiness and literacy skills development

Long Term Outcomes:

Edmontonians have the capacity and opportunity to pursue experiences of connection to self, body, land, arts and culture, community, human development and spirit.