

## **C5 North East Community Hub Report to the City of Edmonton: 2018-2021**

### **Overview**

The C5 North East Community Hub is a partnership between Bent Arrow Traditional Healing Society, Boyle Street Community Services, Edmonton Mennonite Centre for Newcomers, Norwood Child and Family Resource Centre, and Terra Centre for Teen Parents. The Hub offers a range of social programs and services to community members and groups using an integrated service delivery model. In addition to providing easy access to wrap around supports, the Hub also facilitates community connections and reduces social isolation.

During the 2019-2022 budget deliberations, the C5 North East Community Hub was granted \$300,000 per year over four years for a total of \$1.2 million for operating funding. The funding offsets operating expenses including staffing and building costs, kitchen operator costs, and program and service delivery.

### **Outcomes reporting:**

The expectation of the City of Edmonton was that numbers for each year of funding equal or exceed the previous year, which has been achieved for all three years thus far despite the COVID-19 pandemic. It is important to note that numbers for our fourth year of funding (2022) cannot be reported on at this point since the year is not over, however we have included our 2018 numbers which represent the Hub prior to City of Edmonton funding. In order to assess our impact we measured: the numbers of Edmontonians engaged in the Hub, the numbers of community groups engaged in the Hub, the number of volunteers, and the numbers of people accessing two or more supports. The latter enables us to assess how effectively we are integrating services, thereby facilitating access to a range of supports for Edmontonians. We also measured the number of immigrants, refugees, Indigenous individuals, and other newcomers to Edmonton accessing the Hub as a percentage of the overall number of community members served.

Over the last four years, the C5 has vastly increased its reach and the number of services, programs and supports that are available. The C5 collaborative responded nimbly and effectively to emerging community needs and has built further community partnerships to bring an ever-growing number of additional programs to the Hub. Integrated service delivery and wrap around supports continue to be central to the mission of the C5. Families rarely present with a single need, they are usually dealing with multiple challenges and barriers to success. The goal is to address the full range of social determinants of health, to effectively support people in moving



out of poverty. The C5 North East Community Hub brings as many supports as possible into one place so that people don't have to travel all over the city, telling their story multiple times, to multiple strangers just to access the supports and services that they need.

Since the City's funding commitment in 2019, the C5 has established a Community Market to address food security challenges by expanding our emergency response food hamper program into a more traditional market space where community members have voice and choice when it comes to the food that nourishes their families. We have also established a pilot partnership with the Clareview Recreation Centre to run a number of programs and supports primarily geared towards vulnerable youth. The C5 Hub further expanded in 2020 when it became a successful proponent in the new provincial Family Resource Network (FRN). As an FRN Hub, the C5 North East Community Hub now also provides a range of early intervention and prevention services and supports. All FRN programs are aimed at building capacity and resiliency for kids and families to prevent involvement in more intensive systems such as the child intervention system or the justice system when families are in crisis. Over the last three and a half years, thanks to the City of Edmonton's support the C5 North East Community Hub has significantly expanded in both scope and reach, acting as a "one stop shop" for supports and services for vulnerable populations, serving the entire North East Edmonton area. Despite the pandemic, our numbers show steady growth, and we regularly hear from participants about the impact of having a centralized location to support them in addressing their challenges, while building community.

Outcome	Measure	2018	2019	2020	2021
Newcomers experience increased social connectivity and community attachment	Number of immigrants, refugees, Indigenous and other newcomers to Edmonton engaged in the Hub	720	1104	499 Hub 1122 Market	987 1200
Community Organizations have access to space	Number of community organizations accessing space and becoming involved in Hub activities	8	9	9	9
Community members have the opportunity to volunteer and help grow Hub services	Number of volunteers involved in the C5 hamper program which is now the C5 Community Market.	10	12	80	20  Note: there was less need for delivery drivers as we switched to the C5 Community Market from a food hamper program

Community residents have access to wrap around services and a variety of programs	Number of unique individuals accessing services and/or programs at the Hub	1285	1943	2804 Market 1050 Hub	3522 Market 2202 Hub  Note: people accessing the Market may also be part of regular Hub programing
Integrated services enable community residents to more easily access the supports they need addressing the continuum of social determinants of health	Number of unique individuals accessing 2 or more services/programs at the Hub	N/A	N/A	651	976

## C5 North East Hub Operating Plan 2019-2022

The C5 North East Hub Operational Plan flows from the five-year Strategic Plan developed collaboratively by the C5 Executive Directors, the C5 Director's, and the North East Hub Managers' Table which is made up of senior managers/directors from each of the C5 agencies, SAGE, and the North East Hub leadership team. The Operational Plan is developed annually by the North East Hub Director of Operations and C5 Director of Strategy and Advocacy for approval by the North East Managers' Table and C5 Executive Directors. Both groups oversee implementation of the Operational Plan, with the Managers' Table providing monthly operational guidance.

The North East Hub is founded on social innovation and our operating model is unique, tailored to our collaborative and the distinct needs of the community we serve. That means we are constantly evaluating and adjusting our practice. Given the changes we are make along the way to respond to emerging community needs, it is only practical to develop an operational plan for one year at a time. With our Strategic Plan as a framework, we thereby ensure that we are building on our work each year in implementation of our strategic goals.

Goals	Activities	Impact	Reporting
Programs and initiatives are developed that respond to community needs.	<p>The <b>NE FRN programs</b> address the needs of children, youth and families as we emerge out of the pandemic:</p> <ul style="list-style-type: none"> <li>• Early Childhood Development programs</li> <li>• Home Visitation</li> <li>• Youth programs that include life skills and employment</li> <li>• More intensive one on one youth supports</li> <li>• Caregiver programs that build parenting skills and natural supports</li> </ul>	<p>Infants, children, youth and families are more socially connected and linked to culturally relevant supports.</p> <p>Parents and caregivers have knowledge about parenting and child development.</p> <p>Parents and caregivers are resilient.</p> <p>Infants, children and youth experience healthy social and emotional development.</p>	<p>From 2019-2022 the C5 Hub has vastly increased its reach and the number of services, programs and supports that are available. The C5 collaborative continues to respond nimbly and effectively to emerging community needs, and to build further community partnerships to bring an ever-growing number of additional programs to the Hub.</p> <p>In 2019 the C5 ran a number of Parent Link programs through Norwood, and the Earth Walk team with Bent Arrow aimed at supporting children ages 0-6 and parents. Parent Link programming was replaced when the province re-tendered early intervention and prevention supports and the C5 was awarded the Family Resource Network (FRN) contract for North East Edmonton as the Hub with the partnering C5 agencies making up the</p>



			<p>'spokes' in 2020. The C5 Hub further developed its FRN programming throughout 2021 for children and youth 0-18, and their caregivers. Supports range from universal to more focused and intensive.</p> <p>The Bent Arrow Earthwalk program has continued to engage a core group of families every year. Their programs use an Indigenous worldview lens and Elder teachings to focus on building relationships between vulnerable children and their parents, and building community around these families.</p> <p>The Norwood early childhood development (ECD) and caregiver capacity programming focuses on programs to build young brains and encourage healthy mental, physical, and emotional development of children ages 0-6 and providing parents and caregivers with the skills they need for positive parenting, coping strategies, and the ability to nurture the health, safety, and behavior of children.</p> <p>Both Norwood and Terra also provide more intensive, one-on-one work with families, through both in-home visitation, as well as family coaching with families at the C5 Hub.</p> <p>Summer outreach events in 2019 resulted in a number of youth (12-15) spending time at the Hub, as a safe space, in addition to the East African youth (50-60) already active in the Hub. The introduction of FRN programming in 2020 through EMCN included a variety of formal and informal programs designed to engage vulnerable youth in an impactful and productive way. Our youth hub is now run primarily out of the C5 space at the Clareview</p>
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	<p><b>Employment services:</b></p> <ul style="list-style-type: none"> <li>• Resume writing/editing support</li> <li>• Mock interviews</li> <li>• Access to subsidized Exposure Courses/Safety Tickets</li> <li>• One on one counselling</li> <li>• Workshops (Resume, Job Search, Interview, Job retention, Entrepreneur)</li> </ul>	<p>Edmontonians gain employment</p>	<p>Recreation Centre pilot site where youth can access everything from a drop in sports to a STEM lab which teaches them coding, robotics, and digital literacy. Programming is developed in conjunction with youth based on their interests. Our youth team also provides more intensive one-on-one supports to youth that are referred through school counsellors. Additionally, we run several youth employment programs providing them with opportunities to gain practical job skills such as cooking and refereeing in order to obtain employment. Through these programs our workers and facilitators support youth in resume building and interview prep, and act as a reference for youth when they apply for jobs.</p> <p>While many of these programs were impacted by the pandemic, the C5 staff worked hard to create blended programs that were half in person, and half virtual to allow for families to continue to access programs and supports based on their comfort level.</p> <p>The Employment Hub has been a key pillar for the C5 for several years and is heavily utilized by community members accessing other services, particularly as a result of the layoffs and job insecurity resulting from the pandemic. Throughout the pandemic we continued to offer in-person programming to support individuals with their job search, training, and skill development. Our employment programs are supported by full time EMCN staff helping individuals with resume building, interview prep, job search support, access to free safety tickets, career assessment and counselling. The ability for</p>
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	<ul style="list-style-type: none"> <li>• Access to job required incidentals (ex) work boots, tools, etc</li> </ul> <p><b>Housing Supports:</b></p> <ul style="list-style-type: none"> <li>• Build relationships with private landlords and housing agencies</li> <li>• Deliver Rent Smart programming</li> <li>• Integrate housing supports into C5 Hub</li> <li>• Reduce barriers for community members accessing housing through financial supports (ex) damage deposit/utility hookup fees</li> </ul>	<p>Families increase their financial literacy knowledge and skills</p> <p>Families access matched savings</p> <p>Edmontonians gain easier access to housing supports</p>	<p>community members to get employment supports while accessing other social services has been very impactful and we have seen great success in those that access these services acquiring employment, particularly our newcomer and immigrant populations who are new to the job search in Canada. With support from EMCN we are also working to build relationships directly with employers so we can better connect our community members directly to employment opportunities.</p> <p>Housing has been an area of great need for many of the individuals and families that the C5 serves, and the C5 Hub has utilized a number of strategies to connect vulnerable community members with affordable, safe housing over the last several years. In 2019, C5 partnered with CIVIDA who had staff co-located at the Hub two days a week to provide direct, in-person supports to our community members applying for CIVIDA housing. Several of our staff also became certified “Rent Smart” facilitators and began offering this course since many housing agencies give completion of this program weight when determining eligibility for housing. Rent Smart is an evidence-based skill building and coaching program which supports participants to find and maintain a rental and includes aspects of financial literacy. The C5 was also able to access some grant funding to run a housing pilot called the Successful Living program in 2022. Through this funding we were able to house 13 families that would have otherwise been homeless. This program required that participants complete the Rent Smart program and provided them with financial support to pay off any</p>
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	<p><b>Mental Health Supports and Resources</b></p>	<p>Individuals receive practical support to address personal and mental health issues</p>	<p>outstanding utility bills, or start up fees that prevented them from being able to turn their utilities on, as well as providing funding for their security deposit, and any upfront costs such as kitchen items, cribs, etc. We also continued to provide support for individuals applying for CIVIDA housing and have established partnerships with other housing agencies including HomeED to ensure that our community members are able to access as many housing supports and options as possible. Our staff have also acted as mediators between private landlords and individuals, which was especially impactful when C5 staff were able to provide translation supports to address language barriers.</p> <p>Access to mental health supports has been an area of great need that the C5 has addressed in a variety of ways. We have partnered with post secondary institutions to have a counselling practicum student be located at the Hub. We have partnered with Recovery College to co-develop and facilitate group programming. Most recently, we have developed a partnership with the Rundle Primary Care Network so that community members can access a behavioral health consultant on-site at the C5 Hub one day a week to work on their personal and health goals and are referred to mental health and healthcare specialists as needed. The need for these supports is extensive and it is an area that the C5 will continue to focus on growing capacity.</p>
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	<p><b>Establish the C5 Community Market in partnership with the Food Bank and local businesses</b></p>	<p>belonging in the Hub and greater appreciation for other cultures</p> <p>Local businesses are engaged in their community</p> <p>Individuals and families are supported with food security</p>	<p>many of our community members to learn new skills and gain knowledge on nutrition and the value of nature.</p> <p>In response to overwhelming demand from our community members that were going hungry at the start of the pandemic the C5 initially responded to this emerging need by launching a city-wide food hamper program, however we then transitioned to a less traditional, but more effective market model. The C5 Community Market now serves approximately 800 families a month, allowing vulnerable populations to access everything from fresh produce to non-perishable items in a free, grocery store like model. The Market is a partnership with the Edmonton Food Bank, Belmont Sobey's, Giant Tiger and H&amp;W Produce. The goal of the program is to supplement families' groceries or Food Bank hamper twice a month, with a focus on fresh produce. We also provided deliveries to some of our elderly community members and those isolating because of COVID-19.</p> <p>This has been a key piece of the Hub's work over the past year and will continue to be a cornerstone of service delivery going forward. With our limited ability to provide in person programming due to COVID-19, the Market became an important mechanism for us to connect with many community members on a regular basis, allowing us to foster connections and build meaningful referrals for each community member.</p>
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	<p><b>Social Systems Navigation</b></p>	<p>Vulnerable populations are supported to navigate and access social supports</p>	<p>A key function of the Market going forward will be introducing elements of financial literacy to the shopping experience. This will allow us to further educate our community members and provide them with tangible skills to apply to their everyday lives. Over time, our goal is to reduce their reliance on the Market and food resources and get them to a place where they can live independently and give back to the community, they live in. The Market continues to be a key service access point for individuals and an opportunity to make considerable inroads into tackling some of the issues surrounding food insecurity. Voice and choice are fundamental in many social service programs but are often lacking in programs tackling hunger. When participants have voice and choice in this type of programming, they have better outcomes around health and nutrition, ethnocultural needs, and individual preferences. All of this supports increased success in other aspects of life for our participants.</p> <p>The C5 Hub provides supports to help vulnerable populations navigate complex social systems and supports. This includes support applying for social assistance such as AlbertaWorks, AISH, or affordable housing through organizations such as CIVIDA. Our staff speak several languages and are able to provide translation supports for newcomers and refugees to help them access social assistance programs. Access to computers, printers, and scanners at the Hub are also important for enabling community members to apply for these services. Additionally, the Hub regularly partners with organizations such as CIVIDA, AlbertaWorks, Aloe</p>
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	<p><b>Connecting with community and communication</b></p>	<p>Community members feel connected to the Hub</p> <p>The Hub regularly communicates with community members</p>	<p>Tax, etc to bring these agencies directly into the Hub to provide these resources to community members in person.</p> <p>Prior to the pandemic, daily in person events enabled easy community and relationship building at the Hub, and between staff and participants. As the pandemic continued and increased isolation set in for everyone, especially our more marginalized community members, the C5 continued to facilitate connectivity. We accomplished this through our regular check-ins with community members via phone and keeping the Hub open for people to come and use the computers, get warm, or find someone to talk to.</p> <p>We expanded our capacity to use social media and online platforms to keep connected to our participants, and the Market allowed us to maintain regular bi-weekly contact with families as well as develop new connections with folks in emergent need. By partnering with the City of Edmonton in the Clareview Recreation Centre space we were able to take advantage of larger spaces which allowed for increased group sizes while remaining safely distanced.</p>
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**Reporting on the operating plan**

Goals	Activities	Impact	Reporting
Training and professional development is in place for all Hub staff that facilitates referral between programs and fosters a collaborative spirit.	Hub staff attend one joint professional development activity as determined by need	Staff are equipped to deal with emerging issues at the Hub and come together as a team	<p>Staff training is a key component for the success of the C5 Hub, both in facilitating programs, as well as effectively supporting community members with complex needs.</p> <p>Since 2019 staff have completed several trainings including but not limited to: the Brain Story, LGBTQ2+ training, Aloe Tax training to provide our community members with an avenue to complete their taxes in order to better access services, Rent Smart facilitation training, and de-escalation training.</p> <p>Several members of our team gathered in the summer to receive traditional Cree medicine picking teachings with Melissa Keith, the Oskâpêwis Iskew with Ubuntu.</p> <p>Several of our program staff have also attended Circle Process Training with our Boyle Street partners, facilitated by our Bent Arrow partners.</p> <p>As needs in our community members arise staff are provided opportunities to expand their knowledge and skillsets. Each of the C5 agencies have regular professional development and training opportunities and the C5 agencies frequently set aside additional spots for the C5 Hub staff and staff from the other C5 agencies.</p>
	Staff attend quarterly staff engagement lunches to share impact stories	Staff form connections with each other to facilitate warm hand-offs and referrals	Staff lunches were held monthly prior to the pandemic but had to be moved online as restrictions increased. Despite the online format, staff continued to build connections

			and friendships which enabled them to work in close partnership to support individuals and families in a holistic manner. In 2022 all agency staff that work at the C5 Hub gathered for a full day retreat which fostered relationships, focused on the future vision and goals for the Hub and celebrated the successes of staff.
	Staff receive weekly updates on programming across the Hub	Staff are equipped to refer across the Hub	Communications have been integrated and FRN and Hub programming is shared in a weekly email to staff. Additionally, regular staff meetings have a standing agenda item where staff from different teams within the C5 present on their work to ensure that all staff have the knowledge and connections to refer community members.
Continuous evaluation and improvement ensure that programs respond to community needs.	<p>The evaluation strategy is put into practice to assess:</p> <ul style="list-style-type: none"> <li>- How effectively we are delivering the services community members need to improve their financial, social and cultural wellbeing</li> <li>- How effectively we are fostering social inclusion</li> <li>- How effectively integrated service delivery enhances community members' ability to access services</li> </ul>	C5 leadership group can assess on a quarterly basis what is working and what is not and adjust accordingly.	<p>The C5 PowerApps database was developed continues to evolve to capture information and data that are relevant to our work and enable the C5 leadership to assess its success and adjust accordingly.</p> <p>The database allows us to look at both individuals and families: in the family view we can get a good overview of each family member's interaction with the Hub, and how else they can be supported in meeting their goals. The database also captures case notes and referral details for FRN programs.</p> <p>Programming in the FRN is evaluated by staff and leadership on a quarterly basis to ensure community needs are met, attendance is maintained, and outcomes are being met.</p> <p>Staff are engaged in a monthly discussion with leadership about the challenges they are hearing from their participants, and the ways that we can adapt, collaborate,</p>

			or develop programming to meet the needs of participants.
	Community input on programming is solicited through an ideas board in the Hub	C5 leadership group has the information needed to make programming decisions	<p>Outreach was conducted in the summer of 2019 through barbecues and children’s activities which were held at 6 different communities in the North East.</p> <p>Community input has also been received through regular contact with our community members via phone, surveys conducted through the Market, and feedback from our volunteers. Our youth team located at Clareview Recreation Centre also regularly solicits feedback from youth on programming that they would like to participate in which allows youth the opportunity to co-create and facilitate programs and results in more in-depth engagement.</p>
<p>Culture, identity and spirituality are foundational in the Hub, honored as the touchstones of people’s lives.</p> <p><i>And</i></p> <p>The community space is</p>	Continue to practice Indigenous ceremony	<p>Cultural practices, traditions and community members’ identities, are intentionally honored and integral to the workings of the Hub.</p> <p>Diverse community members feel welcomed and at home in the Hub’s community space: those include LGBTQ, Indigenous and newcomer community members.</p>	<p>Staff smudge daily at the C5 Hub. Additionally, Kokum Rose has led the Hub staff and community members in Ceremony, including Pipe Ceremonies, attended the monthly soup and Bannock at the C5 Hub; and worked with Indigenous families in traditional activities such as ribbon skirt making. She has also provided counselling to families who request it and has continued to do so virtually throughout the pandemic.</p> <p>Our ECD space has a mural that we commissioned that resonates with the Indigenous families.</p> <p>Indigenous community members also regularly receive smudge kits through the Community Market.</p>
	In collaboration with Ubuntu, an Elder visits the community space regularly.		Prior to the pandemic, Ubuntu and the Hub regularly hosted Elders and knowledge keepers to support

<p>welcoming to diverse community members, ensuring a positive experience for all.</p>	<p>All religious occasions are honored with celebrations to which <i>all</i> community members are welcomed.</p> <p>C5 values of inclusivity, inter-culturalism and honoring spirituality are displayed and integrated into programming.</p> <p>Community members are regularly asked to suggest how the community space can allow them to express their culture and spirituality.</p>		<p>programs and lead ceremony. During COVID-19 restrictions, the Hub’s Elder, Kokum Rose, was available to community members via Zoom.</p> <p>The Hub has hosted celebrations for all religions where all families were welcomed, fed, and provided with a gift. Families received specific cultural foods for Ramadan, Eid, and Christmas through both the C5 Hub and Market. We also expanded out our hampers for Christmas, offering everyone turkey plus trimmings, and a family gift of a board game.</p> <p>Events, regardless of religious affiliation are always open to all community members and are seen as opportunities to build community and celebrate diversity.</p> <p>The Hub continues to provide safe spaces for many community members of all cultures and religions. Space for people to be able to pray, smudge, meditate are all available at the Hub.</p> <p>Community members regularly provide feedback on how to make the space more inclusive for all community members and this feedback was incorporated into an overhaul of the Hub space that is recently took place. The C5 staff work hard to ensure that the Hub feels like a “home away from home” and to make any necessary changes to the space to ensure that everyone feels safe, welcome, and represented in the space.</p>
<p><b>Goals</b></p>	<p><b>Activities</b></p>	<p><b>Impact</b></p>	

<p>The community space and collective kitchen are alive with programs developed by and with the community.</p>	<p>Community groups continue to be welcomed as partners in developing Hub activities</p>	<p>Community members experience enhanced social inclusion and community connectivity</p>	<p>The C5 Community Market was co-created with community groups and our volunteers' input. The C5 Space out of the Clareview Rec Centre also has programming that has been created based on feedback received from our community members.</p>
	<p>Expand the Hub volunteer base – with an emphasis on recruiting volunteers from the North East</p>		<p>During the city-wide hamper program, the Hub had 80 volunteers dropping care packages and food across Edmonton, however since the Community Market has been established the number has dropped to 20 volunteers that are now actively involved. Volunteers are crucial to the success of the Community Market, and the Hub and we have seen several long-term volunteers graduate into full time staffing positions based on their contributions to the C5. Now that COVID restrictions have eased and we are able to facilitate more in person community events, we anticipate that the number of volunteers involved with both the Market and the Hub will increase again.</p>
<p>Co-creation is embedded in decision-making, design, and implementation of services of activities.</p>	<p>Community members continue to be involved in developing a social enterprise (Cooking with Chefs) that builds their economic capacity and generates funding for the Hub kitchen</p>	<p>Community members trust the C5 as partners in building community</p>	<p>Although the Hub was open for much of 2021 and expanded to include the Community Market, we did have to limit the groups and numbers of groups in the space. However, prior to the pandemic we had begun piloting a social enterprise of cooking classes with two community groups where Edmontonians were invited for a cooking class of either Indonesian or Nigerian food, knowing that part of the fee would go into the C5 kitchen, while the other part would help build a small community business.</p>

	<p>Community members receive a monthly newsletter about Hub activities; the North East Hub Facebook page is regularly updated.</p>		<p>The C5 Facebook page continues to be a main source of connection to our community members, and we have begun work on the C5 website to create an online programming calendar that will have opportunities and programming information not only for the Hub and Rec Centre, but opportunities for families across all C5 agency sites throughout Edmonton.</p>
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