

COMMUNITY SAFETY AND WELL-BEING STRATEGY IMPLEMENTATION UPDATE

RECOMMENDATION

That the July 4, 2023, Community Services report CS01919, be received for information.

Requested Council Action	Information Only		
ConnectEdmonton's Guiding Principle	ConnectEdmonton Strategic Goals		
CONNECTED	Healthy City		
City Plan Values	BELONG. LIVE. THRIVE. ACCESS.		
City Plan Big City Move(s)	Inclusive and compassionate	Relationship to Council's Strategic Priorities	Community safety and well-being
Corporate Business Plan	Transforming for the future		
Council Policy, Program or Project Relationships	<ul style="list-style-type: none"> • Community Safety and Well-Being Strategy • Corporate Homelessness Plan • Enhanced Transit Safety Plan • Indigenous Framework • Missing and Murdered Indigenous Women and Girls (2SLGBTQIA+) Action Plan • Anti-Racism Strategy • Truth and Reconciliation Municipal Response Plan • Corporate Accessibility Plan 		
Related Council Discussions	<ul style="list-style-type: none"> • OCM00991, Community Safety and Well-Being Strategy, City Council, May 24, 2022 		

Executive Summary

- The Community Safety and Well-Being Strategy (the Strategy) is a transformative and citywide roadmap to ensure each person who makes Edmonton home feels a sense of purpose, safety and stability. The Strategy is rooted in reconciliation, anti-racism and equity, and is broad and

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holistic in nature, recognizing that dimensions of safety and well-being are interconnected and intersectional.

- Implementing the Strategy must balance the needs for immediate responses to safety and well-being concerns, and the longer-term strategy of investing in root cause, prevention-focused interventions. Ultimately, this will result in improved community resilience and long-term, sustainable safety and well-being (Attachments 1 and 2).
- Since the Strategy was approved, implementation milestones include:
 - Forming a Community Collaboration Model.
 - Refining of short and medium term outcomes (Attachment 3).
 - Implementing Community Safety and Well-Being investments (Attachment 4).
 - Releasing Phase 1 of a public dashboard and ongoing development of an Evaluation Framework.
 - Identifying upcoming milestones (Attachment 6).

REPORT

Community Safety and Well-Being Strategy Vision

The Community Safety and Well-Being Strategy was approved by Council on May 24, 2022 as a transformative and city-wide roadmap. The Strategy advances The City Plan Big City Move of Inclusive and Compassionate. Rooted in reconciliation, anti-racism and equity, the Strategy balances the need to address immediate concerns of community safety and well-being today with a root cause, long-term, prevention-focused approach across seven interconnected pillars of action.

Implementing the Strategy involves multiple partners, including the City of Edmonton, community organizations, businesses and others. Together, these organizations work to achieve outcomes that improve social inclusion, connection and belonging, and address complex, systemic social challenges, such as houselessness, safety and racism.

Defining Safety and Well-Being

The Strategy recognizes that safety and well-being are based on individual experience. The Strategy defines safety and well-being through an equity-based approach to recognize and include a diverse range of perspectives and experiences.

Safety is defined by three core dimensions:

- Cultural safety is the feeling of all people feeling respected and safe when they interact with systems. Culturally safe services are free of racism and discrimination. People are supported to draw strengths from their identity, culture and community.¹
- Physical safety is the absence of physical injury or harm.
- Social and psychological safety is the sense of feeling safe with other people. A socially safe setting is one in which people feel secure and free to be themselves.

¹indigenoushealthnh.ca/cultural-safety

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Well-being includes social inclusion, purpose, connection and belonging in relation to self, land and culture as described in the City's Well-Being Framework.² Well-being also includes Social Determinants of Health³ such as education, income and access to health services.

Evidence^{4 5 6 7} demonstrates that particular communities, such as racialized communities, Indigenous Peoples, houseless Edmontonians and 2SLGBTQIA+ communities, face increased rates of safety concerns and barriers to their well-being including harassment, systemic barriers, victimization, inequitable access to basic needs and social exclusion.

Strategy Components

The Strategy is comprised of four key elements:

- Strategic Direction
- Community Collaboration
- Action and Investments
- Evaluation, Reporting and Continuous Improvement

Strategic Direction

The Strategy advances The City Plan guiding values, outcomes and Big City Move of Inclusive and Compassionate. Inclusive and Compassionate focuses on human-centred design where people of all ages, backgrounds and abilities can thrive. It is where the Indigenous roots of the Edmonton region are celebrated and where newcomers feel welcome and at home. By focusing on building a community that emphasizes inclusivity and compassion, the City of Edmonton and Edmontonians will reduce poverty, provide attainable and affordable housing and eliminate homelessness.

The Strategy's strategic goals are described through guiding principles, pillars, and outcomes:

- Guiding Principles articulate the City's overall values and commitment to being data-informed, equity-based, person-centered, trauma-informed, and community-driven.
- Pillars represent the essential elements for success:
 - Anti-Racism
 - Reconciliation
 - Pathways in and out of Poverty
 - Equitable Policies, Procedures, Standards and Guidelines
 - Well-Being
 - Crime Prevention and Crisis Intervention

² urbanwellnessedmonton.com/soulful-city

³ canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health.html

⁴ canada.ca/en/employment-social-development/programs/poverty-reduction/national-advisory-council/reports/2022-annual.html

⁵ 150.statcan.gc.ca/n1/pub/85-002-x/2020001/article/00009-eng.htm

⁶ 150.statcan.gc.ca/n1/daily-quotidien/230322/dq230322a-eng.htm

⁷ homelesshub.ca/about-homelessness/legal-justice-issues/trauma-and-victimization

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- Safe and Inclusive Spaces.
- Outcomes set direction and identify the City's strategic goals over the short-, medium- and long-term. During Q1 and Q2 2023, outcomes from the May 24, 2022 Office of the City Manager report OCM00991 Community Safety and Well-Being Strategy were refined (see Attachment 2) to ensure they are:
 - Clear and understandable
 - Focused on areas within City influence
 - Measurable

Community Collaboration

The Strategy spans areas of individual, community, municipal, provincial, and federal responsibility, emphasizing the critical need for collaboration, integration and coordination. The Community Collaboration Model is the mechanism by which the City is working with community partners, businesses, communities and leaders to implement the Strategy over the coming years and identify shared goals, priorities, and opportunities, and achieve collective impact.

The Community Collaboration Model is made up of action-focused, collaborative teams called "constellations". These teams address priority issues related to the Strategy's pillars, outcomes, social systems, sectors or existing multi-sectoral partnership tables. The model plans to leverage the expertise and resources of both existing and emergent constellations to achieve the Strategy's goals.

Formation of the Community Collaboration Model is underway with community partners focused on mapping existing constellations, identifying governance components of the model and identifying opportunity areas for the investment of remaining Community and Safety Well-Being funds.

- The approach is intended to leverage existing community resources, partnerships and initiatives to drive outcomes.
- Opportunities to include lived and living experiences will continue to be explored and incorporated into the model.
- The City will act as a convener and support to bring together and leverage community expertise, wisdom and ideas through various constellations.
- As the Strategy continues to advance, additional collaboration with businesses, post-secondary institutions, and other orders of government and broader community partners will occur.

Action and Investments

In 2021, \$21.9 million was allocated from the Community Safety and Well-Being funds held in Financial Strategies (Community Safety and Well-Being Fund) for Community Safety and Well-Being initiatives, with \$5.5 million in 2021 and an additional \$16.4 million in 2022, with the intention to fund programs and initiatives focused on prevention and root causes.

The following chart outlines the impact of 2022 Community Safety and Well-Being funding.

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Pillar	Example Action	Example Impact of 2022 Funding
Anti-Racism, Reconciliation, Well-Being, Safe and Inclusive Spaces, Pathways in and out of Poverty, Crime Prevention and Crisis Intervention	Community Grants	\$1.59 million was awarded to diverse community organizations including the Youth Empowerment and Support Services (YESS), which received funding to expand the NEXUS 24/7 Sleep Shelter. In addition to more spaces, a new approach and resources have enabled increased staff understanding about skills and capacities a youth arrives with, to build on those skills and customize work with youth in a trauma-informed manner. An additional \$500,000 for community-based grants will be awarded on an annual basis from 2023-26.
Anti-Racism, Safe and Inclusive Spaces	Anti-Racism Grants	\$1.17 million in grants were awarded to support local initiatives and activities that promote anti-racism approaches to community safety within four areas: community justice, mental health, employment, and social participation. Grants supported programs such as the African Canadian Civic Engagement Council's 'Women and Gender Based Violence Prevention Program', Edmonton Mennonite Centre for Newcomers' Rainbow Home: Addressing Racism and Homophobia to Create a Safe and Welcoming Edmonton for LGBTQ+ Newcomers and Edmonton Federation of Community Leagues' Creating Intercultural/Anti-Racism Dialogues in Edmonton Community Leagues project. \$1.2 million in additional funding for community-based organizations will be awarded on an annual basis from 2023-26.
Reconciliation	Truth and Reconciliation Municipal Response Plan	2022 funding supported a variety of actions including a Residential School Monument, the Grandin Government Centre Renaming, a fire pit at City Hall, Indigenous Framework Implementation for City of Edmonton departments, Indigenous Framework Annual Gathering, National Day for Truth and Reconciliation and \$500,000 Event and Community Sponsorships (including Alberta Indigenous Games).
Well-Being	Living Hope and the Community Mental Health Action Plan	2022 funding has been used to support various activities including no-cost suicide prevention training and community initiatives such as Momentum Walk-In Counselling Society Anchor Men's Group and Hoarding Disorder Foundation of Alberta Support Group. It has also supported planning work for the development of an Edmonton Strategy for Community Mental Health and Community-led Governance Model, as well as part of project team staffing costs for Canadian Mental Health Association and United Way.

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Poverty, Well-Being	Bridge Healing Centre	The Royal Alexandra Hospital, in collaboration with the Jasper Place Wellness Centre, has opened a one-year Bridge Healing Centre pilot project. The site will be operational until April 30, 2024 and helps individuals who are experiencing homelessness meet their basic needs while working towards obtaining permanent housing.
Crime Prevention and Crisis Intervention	Integrated Call Evaluation and Dispatch Centre (ICED)	To date, the ICED Project has created a governance structure, steering committee and working groups; undertaken extensive stakeholder consultation with community and other agencies across Canada; created multi-agency call pathways to ensure that the right partnered response; and completed a business case. Properties have also been viewed to identify an integrated dispatch facility. Commencing operations in 18-24 months.
Poverty, Crime Prevention and Crisis Intervention	24/7 Crisis Diversion	The 24/7 Crisis Diversion program contributes to addressing issues of poverty, mental health, and addiction by helping people in crisis connect with the best available resources to support their needs. \$250,000 in funding was used in 2022 to enhance 24/7 Diversion team capacity to accommodate for increased demand during cold weather months (November 2022-April 2023). Funding further supported the co-develop process for the new data management system and app. REACH continues to engage additional community partners in the co-development of the expansion, including onboarding additional steering committee members and co-developing evaluation with partners and people with lived experience.

During the 2023-2026 budget process, Administration recommended allocation of funding to additional Community Safety and Well-Being initiatives, programs and actions. Recommendations were based on an impact assessment process. The assessment process considered investments' impact towards Community Safety and Well-Being outcomes, with a focus on balancing the needs for immediate responses to safety and well-being concerns today and the longer-term strategy of investing in upstream interventions.

Attachment 3 outlines the full list of 2022-2026 investments funded through the Community Safety and Well-Being Fund and Attachment 5 outlines related Strategies, Plans and Policies that advance Community Safety and Well-Being pillars and outcomes.

Community Safety and Well-Being is a community-driven strategy and community partner involvement is critical to understand a wider systems-view and identify strategic investments that will achieve maximum impact going forward. Following further collaboration with community partners in June 2023, Administration will bring forward recommended priority initiatives for Council's consideration at the Fall Supplemental Operating Budget Adjustment discussions for the remaining Community Safety and Well-Being funds:

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- 2023: \$4.40 million (\$1.86 million ongoing, \$2.54 million one-time)
- 2024: \$1.86 million (ongoing)
- 2025: \$4.36 million (ongoing)
- 2026: \$4.35 million (ongoing)

Unallocated ongoing funding for the years 2023 and 2024 is \$1.86 million, increasing to \$4.36 million in 2025 (\$4.35 in 2026).

Evaluation, Reporting and Continuous Improvement

The Community Safety and Well-Being Evaluation Framework will be completed by fall 2023. The Framework will utilize a variety of data sources that set out a robust evaluative approach to measure achievement of outcomes, system shifts, and the impact of continuous learning on efforts. The Framework will incorporate Indigenous ways of knowing, as well as equity-based measures.

To enhance transparency and deepen the public's understanding and awareness of safety and well-being information in Edmonton, Administration developed a Community Safety and Well-Being Dashboard. The Dashboard is grounded in the Strategy, pillars and outcomes and will be implemented in three phases as the strategy advances:

- Phase 1 (July 2023) will focus on providing baseline information about safety and well-being trends in Edmonton over time. This includes trends related to housing needs, poverty, crime and well-being factors.
- Phase 2 (Q4 2023) will include initial measures from the City of Edmonton's Community Safety and Well-Being Evaluation Progress to evaluate short-, medium- and long-term impact of the Strategy.
- Phase 3 (Q1 2024) will explore opportunities to incorporate community-based data to provide a holistic view of safety and well-being. This will be explored through ongoing community collaboration meetings with community partners over summer 2023 and into early fall 2023.

Continuous improvement will be applied as the Strategy advances to find opportunities to optimize impact, pivot where needed, and make progress towards Community Safety and Well-Being outcomes. Regular reporting will be provided to Council to share progress and identify upcoming milestones.

Upcoming Milestones

Various Community Safety and Well-Being milestones are scheduled for Q3 to Q4 2023.

Council and Committee Reports related to Community Safety and Well-Being priorities such as housing, transit safety and mental health and addictions (Attachment 6) will be presented in the upcoming months.

The Community Safety and Well-Being Community Collaboration Model will continue to be implemented and additional community-based grants will be launched to support organizations to advance anti-racism, community safety and well-being and MMIGW2S+ work. Community

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partners will also be invited to provide input to inform recommendations that will be brought to Fall SOBA to determine allocation of the remaining Community Safety and Well-Being funding.

In Q3 2023 and Q1 2024, the Community Safety and Well-Being Dashboard will be further enhanced through the addition of the Community Safety and Well-Being Evaluation Framework measures and be updated regularly to remain timely and relevant.

COMMUNITY INSIGHT

As a relationship-based city, community wisdom and voice is at the heart of the Strategy. Administration is developing a Community Collaboration Model to center the voices of community in the advancement of Strategy outcomes, initiatives and actions. This model will build on the lived and living experience perspectives shared through the 2020 Public Hearings, insights from ongoing public engagement and research initiatives, and initial consultation with community partners on the Community Safety and Well-Being Framework.

In June 2023, community partner gatherings were held to help develop the Community Safety and Well-Being Community Collaboration Model. As the Community Collaboration Model continues to be developed and implemented, there will be frequent and ongoing opportunities to connect with the community, identify shared goals and coordinate activities.

Ongoing testing of various strategy components and other priorities will be aligned with Administration's guiding Community Safety and Well-Being values:

- Wisdom comes from many sources.
- Together we will listen, learn and lead.
- Meaningful change requires us to do things differently.
- We may have different, but complementary, definitions of success.

GBA+

The perception of safety and well-being will vary from person to person, depending on each subjective experience. The Strategy recognizes particular communities, such as racialized communities, Indigenous peoples, houseless Edmontonians and 2SLGBTQIA+ communities, face increased rates of safety concerns and threats to their well-being.

It is critical to understand the differing experiences and perspectives of communities to make progress towards an inclusive, equitable and compassionate vision of safety and well-being. Specialized interventions, approaches and initiatives will be needed and cannot be 'one size fits all.' There also needs to be a critical lens applied to acknowledge biases and how they may contribute to perceptions of safety, stigmatization, stereotypes or assumptions about particular communities.

The voices of various equity-deserving communities are critical to the successful implementation of the Strategy and will be sought out through community partners in the Community Collaboration Model, direct conversations with persons with lived and living experience, and ongoing feedback to the City through related strategies and initiatives such as the Anti-Racism Strategy, MMWIG2S+ and other priorities.

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The Strategy recognizes that equity deserving communities are routinely approached through a deficit model, and while important to understand the inequities and disparities occurring, it is equally important to understand the assets and strengths of communities in their promotion and protection of safety and well-being. Through the Strategy, there is an opportunity to better understand community assets to form a comprehensive picture of safety and well-being in Edmonton.

ATTACHMENTS

1. Transforming Edmonton's Response to Safety and Well-Being
2. Community Safety and Well-Being Strategy Spectrum of Action
3. Current Community Safety and Well-Being Strategy Outcomes
4. Community Safety and Well-Being Strategy Investments and Municipal Services
5. Related City of Edmonton Strategies, Plans and Policies
6. Upcoming Community Safety and Well-Being Related Reports