Transforming Edmonton's Response to Safety and Well-Being

The Community Safety and Well-Being Strategy is underpinned by a number of evidence-based and data-driven approaches. These approaches will enable Edmonton to transform its response to complex social challenges and achieve long-term improvements to safety and well-being for all who make Edmonton home.

Root Cause Analysis seeks to understand why and how challenges occur in order to most effectively address them over the short-, medium- and long-term. This approach calls for collaborative, comprehensive and sustained efforts to transform underlying conditions, not just the visible symptoms of issues. For example, rather than focusing on the number of emergency shelter beds needed for those experiencing homelessness, the Strategy asks how and why people are falling into homelessness, and focuses on root causes such as poverty, trauma, addictions, mental health, lack of affordable housing, social exclusion and racism.

Prevention is an evidence-based approach to avoid and intervene in social challenges before they occur or worsen. While the full spectrum of responses, including emergency responses, are needed to improve safety and well-being, prevention is the most cost-effective, permanent solution to address social issues, rather than solely focusing on short-term responses that do not consider wider context[1,2,3,4,5,6]. Attachment 1 details the continuum of responses from emergency to preventative.

Systems Change embraces complexity and interconnectedness of safety and well-being to achieve lasting, transformative change. The Strategy utilizes the FSG Systems Change Triangle[7] and focuses on six domains of action in three

---

[1] Ministry of Community Safety and Correctional Services. (2017). Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario. Ottawa: MCSCS.

[2] Cohen, L., Chavez, V., & Chehimi, S. (2010). Prevention is primary: strategies for community well being. San Francisco: John Wiley & Sons.

[3] Cure Violence: A Public Health Model to Reduce Gun Violence Jeffrey A. Butts, Caterina Gouvis Roman, Lindsay Bostwick, Jeremy R. Porter Annual Review of Public Health 2015 36:1, 39-53.

[4] A New Direction: A Framework for Homelessness Prevention, Canadian Observatory on Homelessness.

[5] https://cichprofile.ca/

[6] Vallée, M. (2010). Crime Prevention and Community Safety: A Conceptual Overview. *International Journal of Child, Youth and Family Studies*, *1*(1), 1-20. https://doi.org/10.18357/ijcyfs112010171

[7] fsg.org/blog/new-article-water-systems-change/

categories below. Collective action is required across various sectors, systems and organizations to achieve long-term positive impact.

- **Structural Change**
  - Legislation, principles, rules and guidelines, including bylaws, policies, procedures and standards
  - Informal and formal practices
  - Resources including money, people, knowledge, information and other assets are allocated and distributed
- **Relationships and Power**
  - Relationships, including the quality of connections and communication occurring between different actors in the system especially among those with differing histories and viewpoints
  - Power dynamics, including the distribution of decision-making power, authority and both formal and informal influence among individuals and organizations
- **Transformative Change**
  - Mental modes, including habits of thought, deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do and how we talk

FSG Systems Change Triangle