



# **Bloomberg Harvard City Leadership Initiative Final Report**

Collaboration Track 2025  
Team Edmonton

Submitted to Edmonton City Council | JUNE 2025

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## Executive Summary

Team Edmonton, under the banner "Purple City," participated in the 2025 Bloomberg Harvard City Leadership Initiative Collaboration Track. The team brought forward the pressing civic challenge of building an independent, community-led mechanism to address systemic racism within Edmonton's institutions.

Leveraging intensive Harvard-based training, community engagement data, and collaborative frameworks, the team recommends piloting a hybrid model grounded in trust, community empowerment, and institutional alignment. This report details the team's journey, analysis, and strategic recommendations to City Council.

*Image Note: Team Edmonton during an in-person session.*



## Introduction and Program Background

The Bloomberg Harvard City Leadership Initiative (BHCLI) is a global program that equips mayors and senior city officials with leadership and management training to address complex urban challenges. Each year, 40 mayors and up to two senior leaders per city participate in a yearlong program featuring classroom sessions, coaching, and applied learning tracks focused on collaboration, data, or innovation.

In July 2024, Edmonton Mayor Amarjeet Sohi was selected for BHCLI's 8th cohort, making Edmonton one of only three Canadian cities represented. Edmonton was also chosen for the Collaboration Track, joining 10 other cities to tackle high-stakes challenges through cross-sector teamwork. The

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Edmonton team focused on designing a hybrid governance model for an independent anti-racism body. The program runs through July 2025, providing structured support, coaching, and peer feedback to help cities implement sustainable, community-driven solutions.

#### Collaboration Track participating cities included:

**USA** (Shreveport, LA; Seattle, WA; Nashville, TN; Charleston, SC; Colorado Springs, CO; Hartford, CT)

**Canada** (Edmonton, AB; Winnipeg, MB)

**International** (Rosario, Argentina; Freiburg, Germany; Utrecht, Netherlands)

Participating cities engage in a five-step iterative process:

- Diagnosing a Cross-Boundary Problem
- Building a Cross-Boundary Team
- Constructing and Deconstructing the Problem
- Using Entry Points to Drive Experimentation
- Iterating to Learn and Build Authorization



*Image note: Group photo of the participants in the Cross-Boundary Collaboration Track*

## The Team

The Edmonton Cross-boundary Collaboration team was selected by Mayor Amarjeet Sohi and comprised individuals with lived experience, deep professional expertise in anti-racism, and experience within City Administration. They were united by a commitment to build a sustainable and effective anti-racism response for Edmonton.

### Why "Purple City"?

The team adopted the name "Purple City" as a nod to a local Edmonton tradition of looking into the purple-lit Alberta Legislature at night. It symbolizes hope, introspection, and community connection and finding joy.

*Image Note: The Alberta Legislature at night.*



- **Salima Ebrahim**, Chief of Staff and Corporate Lead for Anti-Racism and Reconciliation - City of Edmonton
- **Irfan Chaudhry**, Commissioner - Edmonton Police Commission
- **Kayli Avveduti**, Chief Executive Officer - Confederacy of Treaty Six
- **Jasmine Brazil**, Strategic Advisor, High Level Office for Reconciliation and Anti-Racism - City of Edmonton
- **Barhet Woldemariam**, Executive Director - Centre for Race and Culture
- **Lisa Holmes**, Chief of Staff, Office of the Mayor - City of Edmonton
- **Andre Tinio**, Registered Social Worker and former Chair - Independent Anti-Racism Body Advisory Panel

The Edmonton Bloomberg Collaboration Track team was supported throughout this initiative by an exceptional group from the Bloomberg Center for Cities at Harvard University.

**Dr. Kimberlyn Leary** served as a senior faculty advisor, bringing deep expertise in organizational psychology, health policy, and equity-centered systems change. As a Senior Fellow at the Bloomberg Center, an Associate Professor of Psychology at Harvard Medical School, and Associate Professor in the Department of Health Policy and Management at the Harvard T.H. Chan School of Public Health, Dr. Leary guided the team through strategic frameworks that centered on psychological safety, inclusive leadership, and public trust.

**Griffin Jones**, the Program Director for Collaborations, was the principal facilitator of the cross-boundary collaboration track. He provided critical structure, mentorship, and process leadership as the Edmonton team navigated the complexities of authorizing environments and public value design.

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**Willord Simmons**, Project Manager for Student Engagement, coordinated logistics and provided operational support across all learning modules, ensuring that the team's residency at Harvard and online sessions were seamlessly delivered and responsive to city needs.



*Kim Leary and Griffin Jones during their visit to Edmonton City Hall for the Kick-off Meeting in March 2025.*

### The Challenge: A Mechanism for Anti-Racism

The team defined their challenge as:

"How can we collaboratively design a sustainable, community-led mechanism to address systemic racism in Edmonton that honors community engagement and builds public trust, within the current political and economic realities?"

This problem was selected due to its:

- **Multifaceted nature:** Involves multiple city departments, community actors, and jurisdictions.
- **Complexity:** No single technical solution; requires behavior change, trust-building, and new governance models.
- **Urgency:** Community expectations and prior Council commitments demand action.

Team Edmonton's public value proposition was to advance a community-led mechanism to address systemic racial discrimination, recognizing the urgent need for a sustainable, long-term response that builds accountability and improves community safety and well-being.

## The History: A Foundation has been Set

The current Edmonton City Council's first motion was related to the development of an anti-racism strategy and they have been influential in supporting the advancement of anti-racism work in Edmonton alongside members of the communities most impacted by hate, discrimination and racism.

- In February 2022, Edmonton City Council approved the Anti-Racism Strategy which involved three core components to build Edmonton's capacity to address racism:
  - ◆ A High-Level Office for Anti-Racism
  - ◆ An Independent Anti-Racism Body
  - ◆ Operational and Capacity Building Funding
- City Administration convened a community-led Advisory Panel in Fall of 2022 via an open application process. Between February 2023 and August 2024, the Advisory Panel worked together to create a recommendation for City Administration in relation to the form, structure, budget and function of an Independent Anti-Racism Body.
- City Administration received the recommendation from the Panel in the mid-August of 2024 and began reviewing it. This was occurring at the same time as the opportunity to participate in the BHCLI occurred. As such, the City of Edmonton took advantage of this opportunity to build upon the work already done and determine the best way to implement the recommended outcomes. This opportunity was communicated to the panel who were receptive.

## The Method: Cross-Boundary Collaboration

Cross-boundary collaboration, as defined by the Harvard Kennedy School's Bloomberg Center for Cities, is the intentional process of bringing together individuals and organizations from different departments, sectors, or jurisdictions to solve complex public challenges that no single entity can address alone.

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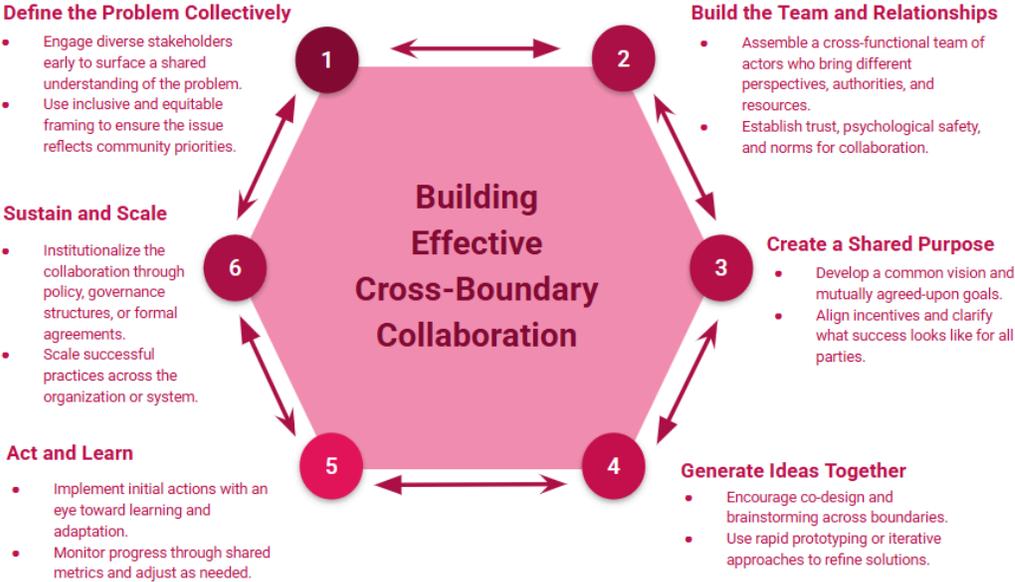
“Cross-boundary collaboration is essential for addressing the complex, interconnected problems cities face today. No single actor, agency, or level of government can resolve them in isolation.”

– Bloomberg Center for Cities at Harvard University

Cross-Boundary Collaboration is a Journey with Five Essential Steps



The Harvard Bloomberg Center for Cities’ Collaboration Track outlines a structured model for building effective cross-boundary collaboration, consisting of the following key stages:



Timeline of Key Activities

November - Kick-off Meeting

The program Kick-Off Meeting took place at Edmonton City Hall on November 18, 2024. Invitations were sent to leaders within the Edmonton ecosystem

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who have been doing anti-racism related work or have been involved in the City's Anti-Racism Strategy including:

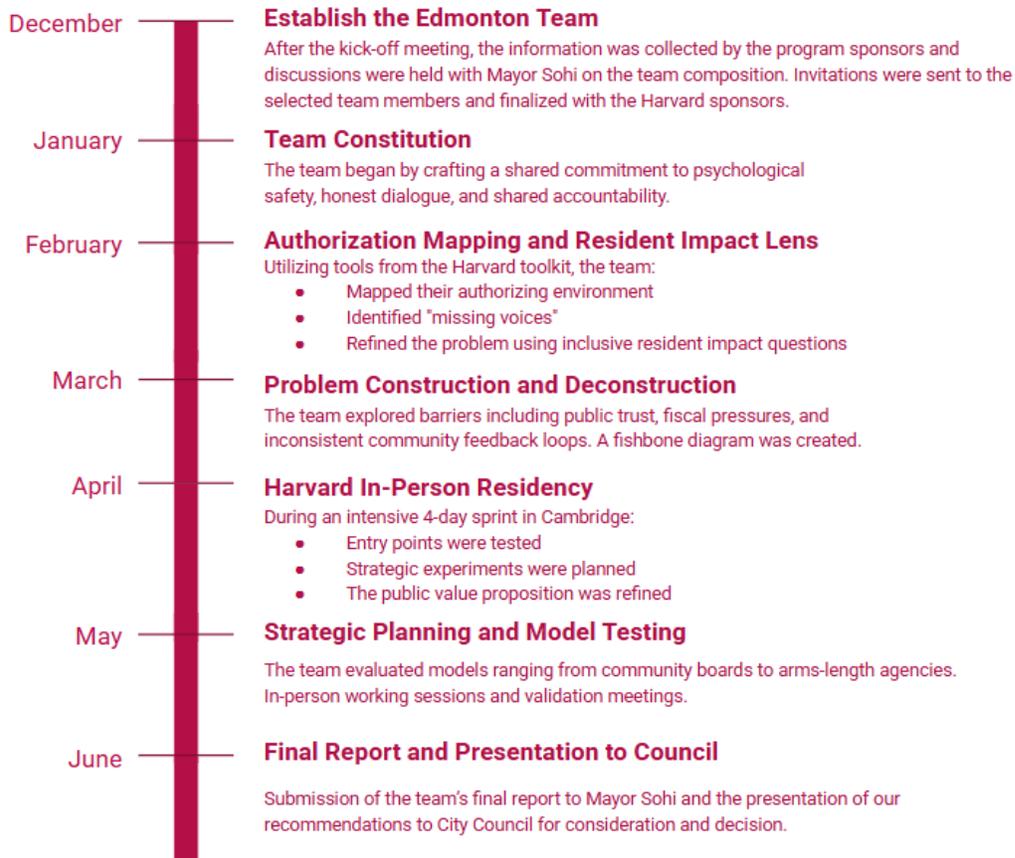
- Members of the Advisory Panel
- Local Non-Profits (such as Centre for Race and Culture, IslamicFamily, Africa Centre)
- Community Advocates
- Key City Departments (engage with anti-racism, equity, and reconciliation work at the City)

For Edmonton, this session re-introduced the challenge to community leaders and engaged them on the key interest holders that needed to be involved and/or had a role to play in the solution. This session sought validation that continuing to explore this challenge was a desired priority.

An afternoon session also brought together key leaders and staff across the City of Edmonton Administration to learn more about the program and the challenge that the Edmonton team would be tackling through the program. As important authorizers, many City staff would be part of the solution(s).

### December to January Team Sessions

Between December and January, the team from Edmonton attended weekly sessions and an in-person intensive sprint at the Bloomberg Harvard Campus. A detailed breakdown of the course is available in Appendix #1.



## Key Learnings

Through structured exercises, deep collaboration, and external coaching, the team developed the following key insights:

### a. Collaborative Governance is a Process, Not a Structure

Sustainable solutions require more than a new organization—they require trust, credibility, and shared leadership. Legitimacy is earned through transparent design, community empowerment, and adaptive learning.

### b. The Importance of Psychological Safety and Team Norms

The team's success relied heavily on creating a safe, trusting environment for open dialogue, generative conflict, and personal vulnerability. This approach allowed for innovation without fear of failure.

### c. Defining the Right Entry Point is Critical

Rather than attempting to “boil the ocean,” the team identified strategic entry points to begin building a hybrid model that is responsive to community needs, fiscally responsible, and politically feasible.

### d. Authorization Must Be Constantly Built and Renewed

From City Council to community leaders and external agencies, building cross-boundary support is essential. This requires frequent, honest engagement and a shared understanding of roles and scope.

## Application of Harvard Tools and Frameworks

Participating in the Bloomberg Harvard City Leadership Initiative Collaboration Track Program meant that the team had access to a number of tools and resources to work through the complex collaboration challenges that they had in front of them.

The tools, as outlined in [Appendix #2](#), provided the team with tried and tested methodologies to explore our challenge and consider the multifaceted nature of anti-racism work. These tools provided structure and step-by-step opportunities to explore how to increase important aspects such as legitimacy and support, operational capacity, and public value.

One of the biggest challenges when addressing complex problems is holding ourselves accountable to the work, and by participating in this program the team was held accountable to making progress, working together, and the weekly commitment to keep building upon progress from the week before.

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Often the intentionality of time is a big barrier to collaboration, and to effective problem solving.

In addition, the team was part of a cohort, where we had access to both government and community leaders from 10 other cities in the United States, Germany, Netherlands and Argentina. This widened the network and perspectives on the project work to an international level to learn and share together.

Overall, the tools provided by Harvard were the basis of our instruction, but combined with our new network and the strength of our local team - we worked to find a solution that made sense for Edmonton and Edmontonians.

### Defining Our Entry Points

After reviewing the number of causes that were impacting the ability to implement an Independent Anti-Racism Body, the team settled on two entry points that needed to be addressed first in order to better work through the remaining causes:



#### Entry Point #1 - Prioritizing the Scope of the Mechanism (Body)

The Advisory Panel outlined seven key short-term focus areas (among a list of many other considerations for the Independent Body in their Final Report).

The Harvard Team looked at this list and discussed how to prioritize within this short-term focus list to activate some immediate response. The team felt that while all of these short-term focuses are very important to Edmonton's anti-racism ecosystem, only so much work could be completed right at the start of a new initiative.

As such, the team discussed a prioritization a number of key areas to enable and generate work related to the following:

- **Education** (particularly as it relates to Treaty Foundations, Intercultural Relations and Truth and Reconciliation) to build up the capacity of Edmontonians to first learn so that they can change their beliefs and behaviours.
- **Collaboration and convening across the anti-racism ecosystem** (to bring big systems and grassroots organizations together to

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collaborate, share, learn from one another, and partner in a more integrated way).

- **Research and Data** (particularly as it relates to the number of key priorities outlined in the Advisory Panel’s report: race-based data, youth, mental and public health, employment equity, access to sport, recreation, art and culture).
- **Hate Crimes Support and Race-based Data Collection** (working collaboratively with institutions, like Edmonton Police, and local non-profits who support survivors of these incidents to ensure they have what they need; also ensure we are able to understand the problem by having the right data and information).

<b>Short Term Focus (from the Independent Body Advisory Panel Report)</b>
Hate Crime Support System
Indigenous Self-Determination and Treaty Foundations
Truth and Reconciliation
Restorative Processes in Racial Justice
Education
Long-term Anti-Racism Action Plan for Edmonton

**Entry Point #2 - Explore Models That Could Achieve These Priorities (and the Public Value Statement)**

From there, the team reviewed a number of potential models that could deliver the services and supports outlined in the priorities. This included some of the models that were reviewed by the Advisory Panel such as the non-profit organization, a collaborative model, and civic agency, board or commission. In addition, the team also explored what a new or different grant program could look like, or an Advocate’s Office.

The models were assessed against a decision making matrix as illustrated below for key factors that were identified by the Advisory Panel as critical to the “independent” piece of the solution, as well as factors that were discussed as part of the causes and sub-causes (fishbone diagram). After robust discussion, three potential models remained as providing potential as a vehicle for an “Independent Anti-Racism Body.”

Criteria	Non-Profit	Collaborative	Council Advisory
Incorporate other practices and ways of operating outside of traditional or Western colonial structures	Partially	Partially	✗
Participate in community-based decision making	✓	✓	✗
Have autonomy from City Council and Administration (“Independence”)	Partially (funding agreement)	Partially	✗
Enter to sub-contracts and raise or secure other funding	✓	✓	✗
Partner with others freely	✓	✓	✗
Establish a mandate	✓	✓	Partially
Operationally run programs and services that fit within the priorities	✓	✓	Partially
Operate in a safe space and doesn't cause additional harm	✓	✓	Partially
Shift easily and respond to community needs	✓	✓	Partially
Advocate for change and/or compel action in community and other orders of government	✓	✓	✗
Meaningfully engage	✓	✓	✗
Complement the current ecosystem	✓	✓	✓
Been seen as legitimate and have trust by community in its abilities	Mixed	Mixed	✓

After reviewing these in detail through an intensive iterative sprint, the team felt that while a number of the models have significant merits, the more hybrid approach of a collaboration model is a balanced approach forward.

## Recommendations to City Council

### The Collaboration Model

Based on the critical and foundational work of the Advisory Panel, as well as the additional discussion, iterations, and analysis completed through the use of the Harvard tools - the team recommends that the Mayor, City Council and Administration proceed with a collaborative approach.

### Structure

A small number of current non-profit organizations are recruited to work on key priorities in a collaborative fashion but leveraging their expertise.

### Governance

Collaborative Table with a Collaboration Manager funded to provide convening support to the table.

### Budget

Utilize the \$1.6M to hire the Collaboration Manager, have an open expression of interest, call for collaborative table partners to address top work plan priorities and distribute the money to the community to move forward the outcomes .

### Focus Areas

Ecosystem coordination and collaboration, community-based education, data and research, hate crimes support and race-based data.

### Reporting

Report to City Council via Administration to update on the pilot approach and progress being made.

## Edmonton Taking the Next Step: Collaboration Continuum

The City of Edmonton has undertaken several important steps in addressing systemic racism through public engagement and institutional response. During the course of this work, team members did a jurisdictional scan to see if and how other municipalities were approaching this work. Through that scan, we identified a tool called the “Spectrum of Community Engagement to Ownership” developed by Rosa González of Facilitating Power.

This model has outlined five stages of community engagement in decision making as:

1. **Inform** – One-way communication to the public.
2. **Consult** – Soliciting public input on proposals.
3. **Involve** – Engaging with the public for feedback that may shape decisions.
4. **Collaborate** – Sharing decision-making authority between institutions and communities through formal mechanisms.
5. **Defer** – Ceding decision-making control entirely to the community or representative bodies.

This spectrum outlines a progression from minimal engagement—where communities are merely informed or consulted—to full community ownership, where decision-making power is vested directly in community members. It provides a practical tool for governments, organizations, and community groups to assess current engagement practices and intentionally move towards more equitable, inclusive, and community-driven approaches to policy development and implementation.

This continuum resonated with the team as we felt it depicted the journey Edmonton has been on in relation to advancing anti-racism work. The Anti-Racism Advisory Committee (ARAC) operated from 2020–2023 in a Stage 2–3 engagement mode (Inform/Involve). This advisory format allowed for input and dialogue but retained decision-making authority entirely within City Administration and Council.

The creation of the Advisory Panel and the community consultation that occurred throughout that process, moved the work into a Stage 3–4 engagement mode (Involve/Collaborate). Where a community-led process informed planning and development of a solution and acknowledged the expertise of the community to help devise the solution.

Ultimately, the recommendation in the Anti-Racism Strategy is a strong desire for an arms-length independent anti-racism body, a model that aligns with Stage 5 (“Defer”), in which governance and decision-making authority are transferred to the community.

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However, our team felt that moving directly to Stage 5 without transitional supports risks organizational misalignment, fragmentation, and implementation barriers. We believe that investing in a more intentional collaboration will strengthen our ability to respond to anti-racism as a community and chart a viable path to Stage 5 - full community ownership (and perhaps that evolves to a non-profit).

### Spectrum of Community Engagement to Ownership

Stance towards community	0 IGNORE	1 INFORM	2 CONSULT	3 INVOLVE	4 COLLABORATE	5 DEFER TO
<b>Impact</b>	<i>Marginalization</i>	<i>Placation</i>	<i>Tokenization</i>	<i>Voice</i>	<i>Delegated Power</i>	<i>Community Ownership</i>
<b>Community Engagement Goals</b>	Deny access to decision-making processes	Provide the community with relevant information	Gather input from the community	Ensure community needs and assets are integrated into process and inform planning	Ensure community capacity to play a leadership role in implementation of decisions	Foster democratic participation and equity by placing full decision-making in the hands of the community; bridge divide between community and governance
<b>Message to Community</b>	"Your voice, needs, and interests do not matter"	"We will keep you informed"	"We care what you think"	"You are making us think (and therefore act) differently about the issue"	"Your leadership and expertise are critical to how we address the issue"	"It's time to unlock collective power and capacity for transformative solutions"
<b>Activities</b>	Closed-Door Meetings Misinformation Systematic Disenfranchisement Voter Suppression	Fact Sheets Open Houses Presentations Billboards Videos	Public Comment Focus Groups Community Forums Surveys	Community Organizing & Advocacy House Meetings Interactive Workshops Polling Community Forums	MOUs with Community-Based Organizations Community Organizing Citizen Advisory Committees Open Planning Forums with Citizen Polling	Community- Driven Planning Consensus Building Participatory Action Research Participatory Budgeting Cooperatives
<b>Resource Allocation Ratios</b>	100% systems admin	70-90% to systems admin 10-30% to promotions and publicity	60-80% to systems admin 20-40% to consultation activities	50-60% to systems admin 40-50% to community involvement	20-50% to systems admin 50-70% to community partners	80-100% to community partners and community-driven processes that ideally generate new value and resources that can be invested in solutions

This tool was developed by Rosa González of Facilitating Power, in collaboration with Movement Strategy Center, in part drawing on content from a number of public participation tools, including Arnstein's Ladder of Citizen Participation and the Public Participation Spectrum created by the International Association for Public Participation.

## Current State & Gap

While ARAC allowed for involvement, its impact was constrained by limited authority and accountability mechanisms. The City's anti-racism efforts are currently situated within Stage 2-3, which has proven insufficient to meet the demand for community trust, transparency, and structural change.

There is a clear gap between this current level of engagement and the community's aspiration for Stage 5 independence. Moving directly to Stage 5 without transitional supports risks organizational misalignment, fragmentation, and implementation barriers.

We also suggest that using a framework, such as the one above, as a standardized model for anti-racism work in the City of Edmonton provides a clear, transparent, and scalable structure for how engagement, power-sharing, and decision-making are carried out.

This standardization offers several key benefits:

- **Clarity of Roles and Responsibilities:** By anchoring activities to a defined stage (e.g., Stage 2: Consult or Stage 4: Collaborate), we can clearly articulate the expected roles of the City and community, avoiding confusion or mismatched expectations.
- **Progress Tracking and Evaluation:** With a shared framework, we can measure progress along a continuum, identifying when and how we are ready to move to deeper levels of engagement and ownership. It enables both community and administration to see how far we've come and what gaps remain.
- **Consistency Across Initiatives:** Anti-racism efforts often span departments, services, and community groups. A unified model ensures that different teams and initiatives are not working in silos or applying inconsistent approaches. This fosters organizational coherence and shared language across the City's equity-related work.
- **Legitimacy and Transparency:** Using a published and evidence-based model enhances public confidence in the City's intentions and processes. It shows that our actions are grounded in a recognized methodology rather than improvised or performative steps.
- **Foundation for Institutional Change:** Standardization supports the institutionalization of anti-racism. It shifts work from ad hoc or one-off engagements to a sustainable, systemic approach that can be embedded in future planning, budgeting, and governance structures.

## Establish a Stage 4 Collaboration Table on Anti-Racism

Based on the team's analysis, lived experience, and in-depth learning through the Bloomberg Harvard City Leadership Initiative Collaboration Track, we recommend that the City of Edmonton formally establish a Stage 4 Collaboration Table on Anti-Racism. This table would serve as a transitional, co-governed mechanism—bridging the City's existing advisory frameworks and the ultimate goal of a Stage 5 "Defer" model, wherein power and authority are held by an arms-length, independent anti-racism body led by the community.

The Collaboration Table would be designed to:

- **Share Power:** Shift from City-led consultation to genuine power-sharing between City leadership and community representatives. This includes equitable participation in setting agendas, making decisions, and allocating resources.
- **Co-Design Governance:** Develop the operational and governance frameworks of the future independent anti-racism body. This ensures community voices shape not only the mandate but also the structural mechanisms of accountability, transparency, and effectiveness.
- **Build Mutual Accountability:** Establish clear protocols for joint decision-making, dispute resolution, and monitoring of commitments. Accountability would be two-directional—City to community and vice versa—ensuring a foundation of trust and reciprocal responsibility.
- **Prepare for Stage 5 Transition:** Serve as a capacity-building incubator, allowing both the City and the community to build the relationships, systems, and infrastructure required for a successful and sustainable transition to a Stage 5 "Defer" model of anti-racism governance.

While the City of Edmonton has demonstrated meaningful steps toward anti-racism, such as the formation of the original Anti-Racism Advisory Committee and investments in anti-racism initiatives, these efforts have primarily operated within Stage 2 ("Consult") and Stage 3 ("Involve") levels of community engagement. To meaningfully advance toward structural change and shared governance, the City must now enter Stage 4 ("Collaborate"), which reflects a paradigm shift from input-seeking to co-creation and co-ownership.

*"To achieve racial equity and environmental justice, we must build from a culture of collaboration to a culture of whole governance, in which decisions are driven by the common good.*

*Whole governance and community ownership are needed to break the cycle of perpetual advocacy for basic needs that many communities find themselves in.*

*Developmental stages allow us to recognize where we are at, and set goals for where we can go together through conscious and collective practice, so key to transforming systems."*

- Rosa González of  
Facilitating Power

## Operationalizing the Collaboration Table

The team recommends building upon the foundational work and recommendations of the original Anti-Racism Advisory Panel, while transitioning delivery into a more functional and collaborative structure. This would involve:

- **Open Application Process:** Community organizations, collectives, and institutions will be invited to apply to join the Collaboration Table based on demonstrated alignment with priority areas and readiness to engage in co-governance.
- **Joint Assessment of Proponents:** A selection process co-led by community representatives—including members of the original Panel and advisors from the Harvard Team—will evaluate applications and recommend partners to participate in the table.
- **Inclusion of Anti-Racism Ecosystem Partners:** The Collaboration Table should reflect the diversity of Edmonton's anti-racism ecosystem, including grassroots organizers, non-profit leaders, academics, Elders, youth, and cultural communities, ensuring both traditional and innovative knowledge systems are represented.

Establishing a Stage 4 Collaboration Table is not merely a procedural step—it is a critical evolution of the City's anti-racism journey. It represents a tangible commitment to co-leadership, ethical responsibility, and the courage to create governance systems that truly reflect the diversity and wisdom of Edmonton's communities.

### Conclusion

Team Edmonton’s participation in the 2025 Bloomberg Harvard Collaboration Track has been a catalyst for cross-boundary collaboration, civic innovation, and courageous leadership. As the City of Edmonton continues its journey toward anti-racism, this team offers a model for how to lead together, adapt together, and build lasting public value.

We would like to thank Mayor Amarjeet Sohi for allowing us this opportunity and for being our program sponsor, Edmonton City Council and City Administration for their continued support, and the organizations and employers that gave us the time to be available to fully participate. We are grateful to the Bloomberg Harvard City Leadership Initiative team including Dr. Kim Leary, Helen Hendrickson, Kate Bauer, Griffin Jones, Willord Simmons and the entire Cambridge organizing and facilitation teams. This opportunity offered us the ability to meet other city leaders from around the world and the learnings and feedback that they shared with us were invaluable to this work and to our personal learning journeys.

Salima Ebrahim

Jasmine Brazil

Irfan Chaudhry

**Sources:**

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Collaboration Track 2025  
Team Edmonton – Purple City

## Appendix #1: Detailed Course Schedule

Date	Topic	Details	Sessions
December	Establish the Edmonton Team	After the kick-off meeting, the information was collected by the program sponsors and discussions were held with Mayor Sohi on the team composition. Invitations were sent to the selected team members and finalized with the Harvard sponsors.	
January	Team Constitution	The team began by crafting a shared commitment to psychological safety, honest dialogue, and shared accountability.	Virtual session: <ul style="list-style-type: none"> <li>• “The Journey Ahead: Forming Your Team and Finding Your Shared Purpose”.</li> </ul>
February	Authorization Mapping and Resident Impact Lens	Utilizing tools from the Harvard toolkit, the team: <ul style="list-style-type: none"> <li>• Mapped their authorizing environment</li> <li>• Identified "missing voices"</li> <li>• Refined the problem using inclusive resident impact questions</li> </ul>	Virtual Sessions: <ul style="list-style-type: none"> <li>• “Public Value, Authorization, and Mapping the Problem Space”,</li> <li>• “Applying an Equity Lens to Deliver Inclusive Resident Focused Outcomes”,</li> <li>• “Diagnosing your Problem”,</li> <li>• “Finding Entry Points”.</li> </ul>
March	Problem Construction and Deconstruction	The team explored barriers including public trust, fiscal pressures, and inconsistent community feedback loops. A fishbone diagram was created.	Virtual Session: <ul style="list-style-type: none"> <li>• “Strengthening your Narrative to Create Value”.</li> </ul>

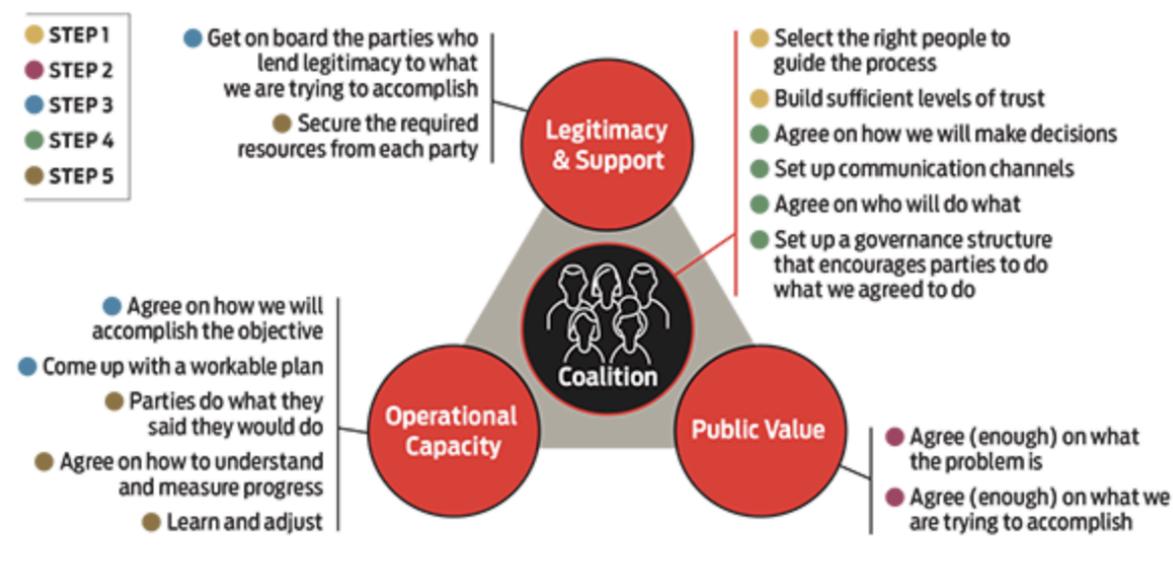
April	Harvard In-Person Residency	<p>During an intensive 4-day sprint in Cambridge:</p> <ul style="list-style-type: none"> <li>• Entry points were tested</li> <li>• Strategic experiments were planned</li> <li>• The public value proposition was refined</li> </ul>	<p>Virtual Sessions:</p> <ul style="list-style-type: none"> <li>• “From Cambridge Back Home. Team Check-in with Kim and Griffin and engage with facilitator to debrief final presentation”,</li> <li>• “Learn and Build Authorization as you work”, “Navigating Your Authorizing Environment”, “Team Check-in with Facilitator”.</li> </ul>
May	Strategic Planning and Model Testing	<p>The team evaluated models ranging from community boards to arms-length agencies. A hybrid model emerged as the most promising. In-person working sessions were held to finalize the recommendations to City Council and the final report. An update meeting was held with the members of the Independent Anti-Racism Advisory Body (May 12) to ensure they received the information on the recommendation prior to the report being submitted to Council and could offer any feedback. A representative from the team also met with the Edmonton Police Commission (May 15) to provide an update on the progress of the project and highlight opportunities for collaboration and partnership in the direction forward.</p>	<p>Virtual Session:</p> <ul style="list-style-type: none"> <li>• “Check-in with Facilitator on navigating authorizing environment”,</li> <li>• “Leading Strategically”,</li> <li>• “Check-in with Facilitator on how to iterate your plan for leading strategically”,</li> <li>• “Transferring Knowledge and Know-How”.</li> </ul>
June	Final Report and Presentation to Council	<p>Submission of the team’s final report to Mayor Sohi and the presentation of our recommendations to City Council for consideration and decision.</p>	

## Appendix #2: Harvard Tools and Frameworks

### The Strategic Triangle

#### The Strategic Triangle for Collaborative Solutions

This tool outlines the tasks that every collaboration must accomplish. The suggested sequence reflects a scenario where parties start with a blank slate and have control over the effort's design.



<sup>1</sup> Diagram sourced from the Bloomberg Harvard City Leadership Initiative as per link below

- **Public Value:** Safe, inclusive city services responsive to anti-racism principles
- **Legitimacy & Support:** City Council, impacted communities, key institutions
- **Operational Capacity:** Administration, community-based partners, cross-sector allies

<sup>1</sup> [https://ssir.org/articles/entry/building\\_cities\\_collaborative\\_muscle](https://ssir.org/articles/entry/building_cities_collaborative_muscle)

## Public Value Proposition

# Dimensions of Public Value

	WELFARE	JUSTICE
INDIVIDUAL	<p><b>"My wellbeing"</b></p> <ul style="list-style-type: none"> <li>• Needs met</li> <li>• Wants satisfied</li> <li>• Welfare and security advanced</li> </ul>	<p><b>"My rights and duties"</b></p> <ul style="list-style-type: none"> <li>• Rights protected</li> <li>• Autonomy and dignity secured</li> <li>• Just duties fairly imposed</li> </ul>
COLLECTIVE	<p><b>"Our wellbeing"</b></p> <ul style="list-style-type: none"> <li>• Prosperous and inclusive economy</li> <li>• Safe and healthy social and physical environments</li> </ul>	<p><b>"Our rights and duties"</b></p> <ul style="list-style-type: none"> <li>• Equal protection of rights</li> <li>• Universal protection of dignity and autonomy</li> <li>• Fair and equitable treatment of groups</li> <li>• A just social order</li> </ul>

Public value lies not only in the material wellbeing of individuals, but also in the aggregate material conditions among individuals in the society; the degree to which individuals have been fairly treated; and the degree to which societal conditions have been improved in terms of prosperity, social cohesion, and justice.

The Public Value Matrix above helps to illustrate how much broader the definition of public value is than the usual definition of value for the private sector (which resides in the upper left quadrant).<sup>2</sup>

Through this process, we were asked to list and group the dimensions of public value at stake as a first step in crafting a compelling public value proposition. Considerations included how solving the problem would affect different individuals, groups, and the community at large and how solving the problem would create a more prosperous, safe, healthy, just, and inclusive society.

Team Edmonton believes that systemic racism can only be addressed through a sustained, community-led, and city-supported response. This means aligning values across City Council, residents, and administration.

<sup>2</sup> BHCLI Public Value Toolkit:

[https://cityleadership.harvard.edu/wp-content/uploads/2024/10/BHCLI\\_Concept-Note\\_PV-Toolkit.pdf](https://cityleadership.harvard.edu/wp-content/uploads/2024/10/BHCLI_Concept-Note_PV-Toolkit.pdf)

We highlighted these dimensions of public value to act as the basis for our public value statement below:

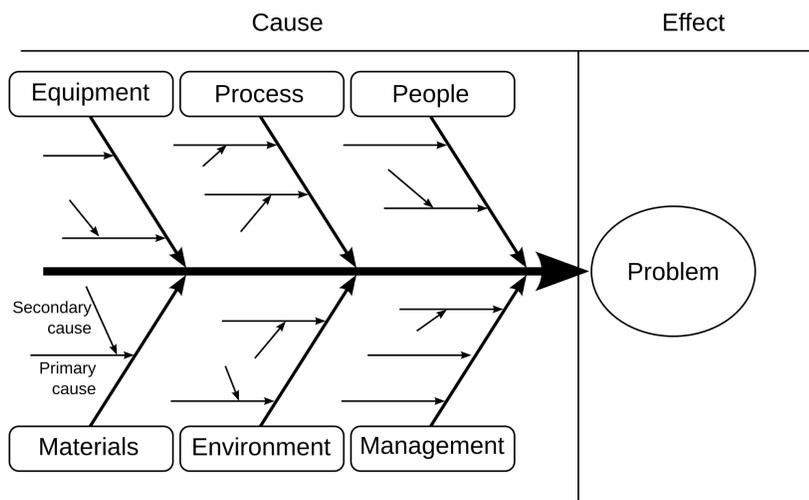
- **Justice:** Racial equity embedded in service delivery and governance
- **Welfare:** Improved outcomes for marginalized groups
- **Collective Good:** Building social cohesion and a resilient civic fabric

*“We will tackle systemic racism in civic institutions because it affects trust, safety, and access to opportunity. We will begin by piloting a hybrid anti-racism body that centers community voice and learns from past engagement. We will know we have succeeded when trust increases, disparities are addressed, and Council commits to long-term implementation.”*

### Fishbone Diagram

The tool of using a fishbone (or Ishikawa) diagram is used to create and visualize a comprehensive overview of the causes and root causes of a problem and help select “entry points” into the problem space.

This technique is used in group work as a way to define out the root causes during collective brainstorming. It is a visual representation of that brainstorming conversation with the main points highlighting poor outcomes and the secondary points showing the root causes of those outcomes.



<sup>3</sup> Ishikawa Fishbone Diagram

After several brainstorming sessions, Team Edmonton identified several possible poor outcomes (or Causes) and associated root causes (Sub-causes). These included:

- Unclear scope and mandate of the previously identified model
- Insufficient community ownership
- Fragile political consensus and changing landscape

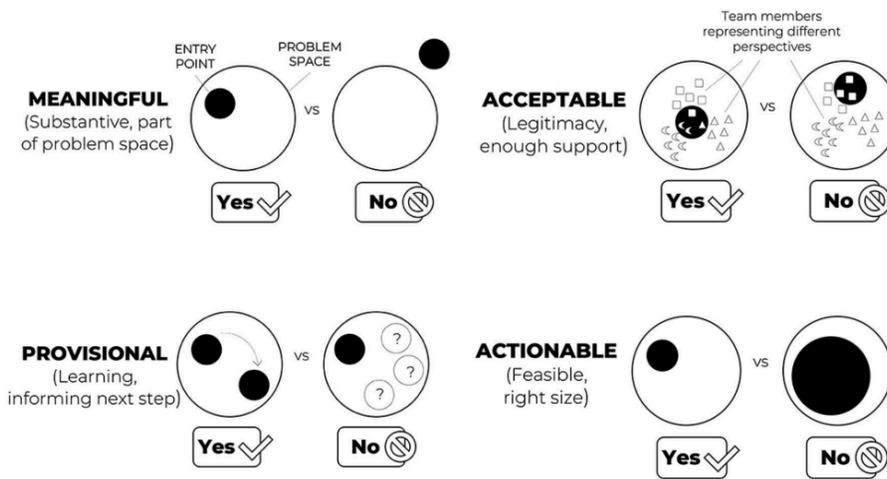
<sup>3</sup> [https://en.wikipedia.org/wiki/Ishikawa\\_diagram#/media/File:Ishikawa\\_Fishbone\\_Diagram.svg](https://en.wikipedia.org/wiki/Ishikawa_diagram#/media/File:Ishikawa_Fishbone_Diagram.svg)

- Structural racism in systems design

### Entry Points Framework

Using the fishbone diagram as a foundation, the team worked to identify entry points into this challenge. Entry points are opportunities for focused action to advance learning and progress towards their collective goals and there are 4 characteristics of suitable entry points: meaningful, actionable, acceptable, and provisional.

## Identifying Entry Points



Developed by de Jong, J., Martínez Orbegozo, E.F., Cox, L., Bowles, H.R., Edmondson, A., & Nahhal, A. (2023). "Cross-Boundary Collaborations in Cities: Where to Start." *The Stanford Social Innovation Review*.