# Edmonton Emergency COVID 19 Response Plan

A Collaborative Crisis Response Framework

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## Background

On December 15, 2020 the Government of Alberta (GOA) announced special health and social measures to support members of 9 neighborhoods in Edmonton who are "at higher risk of COVID-19 due to absolutely no fault of their residents." Premier Kenney named on that day the following risk factors common to the population living in these communities/neighborhoods:

- Many of the residents in these areas are front line workers
- Living in multigenerational households
- Houses with high density of residents
- English language barriers that limits residents to access Information and supports

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<sup>&</sup>lt;sup>1</sup> Premier Jason Kenney announcement

The GOA proposed a collective response in cities where these areas of high levels of transmission were identified. Alberta's Premier made a public call to create COVID19 Care Teams with municipalities and local "community partners in order to provide on the ground outreach and required supports" to help flatten the curve by: fostering understandings of COVID19 and the protocols in place; creating and delivering care packages to people testing positive for COVID19; creating awareness of social support and facilitating access to available programs; and designing and delivering culturally appropriate supports.

In the identified neighbourhoods "[m]any different communities are impacted at the population level by varying intersections of poverty, trauma, and racism. This causes disproportionate numbers of individuals and families in these communities to experience complex circumstances that render them extra vulnerable to the multivariate impacts of COVID19 and the simultaneous economic downturn. These communities impacted at the population level include Indigenous communities, racialized minority communities, people living in poverty, people with mental health issues, people living with disability, people with addictions, and others. All of these communities likely need increased support to isolate and heal safely and with dignity. Providing these additional supports will be key to flattening the curve."<sup>2</sup>

Having these available, relevant and dignified social supports designed to understand and address the intersections of complex circumstances aids these communities by "fostering a sense of empowerment, community and social integration, building networks, sharing experiences and problems, reducing stress, and contributing to physical and mental health (Simich et al, 2005)"<sup>3</sup> and to heal with dignity and hope.

Communities intersected by poverty, trauma, racism, housing insecurity, and language barriers deserve and urge service providers who understand their challenges, "respond to community needs and forge trusting relationships with (Stewart et al, 2008)"<sup>4</sup>

## **Building a Collaboration**

A group of 12 Edmonton agencies working with a diverse range of communities throughout the city have come together over the past month to build a collaborative framework plan to collectively respond to COVID positive cases. There is great potential to share resources and capacity to allow us to collectively hold the response work that Edmonton needs to flatten the curve and keep people healthy. These agencies closely worked with their counterparts in Calgary to draw experience and knowledge in the response, and have all been actively involved in COVID19 response efforts for people testing positive and in need of isolation.

<sup>3</sup> CENC- East Calgary COVID update

<sup>&</sup>lt;sup>2</sup> MCHB

<sup>&</sup>lt;sup>4</sup> CENC- East Calgary COVID update

Each of these agencies are providing important connection points for vulnerable community members and through collaboration will work to streamline and create efficient and effective responses. This collaboration involves agencies who serve Indigenous, newcomer, francophone, refugees, people with disability and more. We do not see this as a complete circle and will continue to expand and grow partnerships with groups including the Canadian Native Friendship Centre, Self Advocacy Federation, Elizabeth Fry Society of Northern Alberta, Candora Society, Amity House, CANAVUA; all agencies who are actively responding and with relations to those already engaged in the collaborative response effort.

Furthermore, the collective effort will provide culturally relevant services and supports to diverse cultural communities; engage with individual and systemic advocacy for long term improvements to wellbeing; create human rights based models of cooperation; and, provide services that rise to the challenge of meeting the urgent emergency needs of individuals and families needing to isolate and heal with dignity. These agencies have brought in their strengths and frameworks of support to design a model of service that wraps around the immediate, mid-term and long term needs of all Albertans affected by COVID19.

## Agencies included in the collaborative

 Action for Healthy Communities Society of Alberta, Multicultural Healthbrokers, Edmonton Immigrant Services Association, John Humphrey Centre for Peace and Human Rights, Islamic Family Services Association, Africa Centre, Edmonton Mennonite Centre for Newcomers, ASSIST, Catholic Social Services, Francophonie Albertaine Plurielle, Creating Hope Society and Coalition for Justice and Human Rights.

## Why is a collaborative model important at this time?

- All 12 agencies have adapted our services to respond to the crisis, but we have done it in a disjointed way that further over-extends and exhausts our individual agency capacities. An important example of the relevance of collaboration is at the root at this effort. The Calgary East Zone Collaborative has shared their experience and supported the Edmonton agencies in each step of the way making our efforts more efficient and effective.
- By leveraging each agency's efforts and mapping our individual and group strengths and weaknesses, we have built a model that will ensure immediate response (24 to 48 hrs.) to the needs of people testing positive with COVID19 or in need of self-isolation because of close contact. The nature of COVID and the emergency health measures have profoundly disturbed the life of many Edmontontonias who require wrap around services to move forward in dignified ways that help the community and province to heal by taking care of their most vulnerable first.
- This group of agencies have the required infrastructure, capacities and skills to engage and support diverse communities to understand COVID19 prevention & management.

- Working in a coordinated and collaborative way is also fundamental to bringing the experiences of diverse groups together and rapidly identifying and sharing emerging barriers to physical and social health at decision making tables.

## Our Goal

Contribute to flattening the curve and increase well-being by providing dignified, culturally safe, timely, and relevant support and information to people from disproportionately impacted communities.

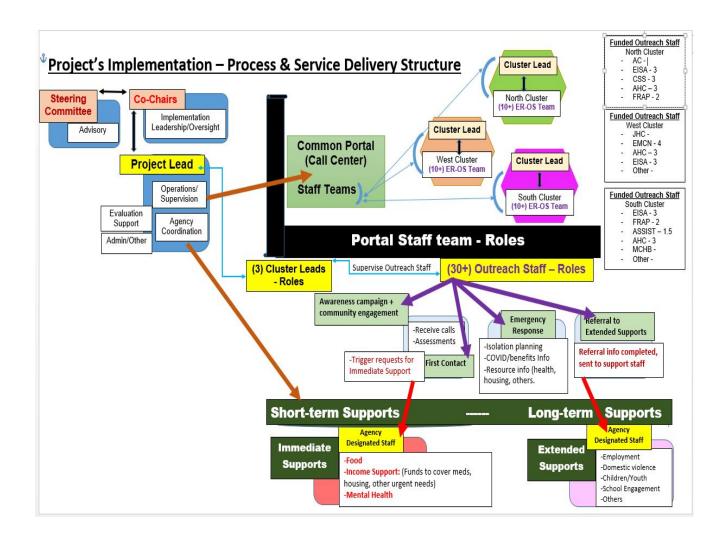
## **Objectives**

- Responsive, seamless linguistically & culturally relevant supports & information to those who test positive for COVID.
- Coordinate agencies with existing capacity to provide city-wide response.
- Wrap-around supports to ensure long term health and security.
- Resonant messaging & community engagement.

## **Project Implementation Structure**

A structure that allows for a nimble and flexible process to adapt capacity to emerging needs and changing conditions. The number of outreach workers per cluster will be informed by the demand. This structure will be flexible and responsive.

Furthermore this collaborative response aims to have and maintain direct lines of communication and collaboration with provincial and municipal agencies, government offices and other relevant bodies that will make the response robust and effective. The collaborative has been working with 211 to explore opportunities to leverage their existing infrastructure and communication channels. This area will continue to evolve. At this time we anticipate that 211 can: (1) be an additional channel of referral to the collaborative (2) provide support to outreach workers and community members requiring longer term support. Edmonton's Food Bank has been central to the food emergency response and has supported the work of the food response working group. Alberta Health Services has guided us on understanding and connecting to the processes of isolation, access to hotel, and connections with 811 and has supported our efforts to bring these group of agencies together, and finally The City of Edmonton who has brought to our attention previous and current efforts that they hold and that align with our work and intentions. This structure allows us to integrate their input and communicate directly to them to address further needs and trends.



## Implementation plan

Objective	Activity	Time- line	Outputs
Steward the effort and strengthen collaborative relations	Team of core agencies creates accountability and frameworks for expenditures and processes of administration.  These core agencies will ensure accountability and direction for the allocation and use of funds.	First week of February	Clear purchasing and accountability frameworks

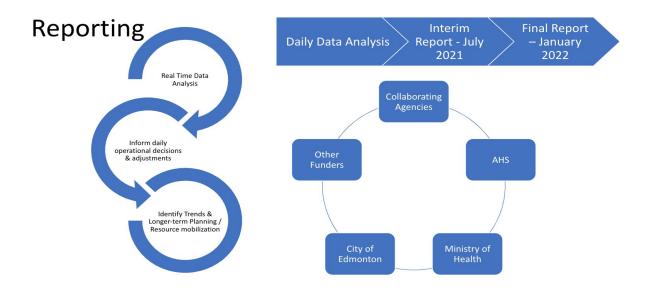
	Confirm needed community workers and other project staff that need to be hired and which agencies will hold them based on need in the community (ensuring equity in representation of workers) and then agreements for any transfer of funds to respective agencies.	First week of February	Community workers framework and plan finalized.  Funds transferred to
	Assign other supports delivery roles to agencies (Food, other necessities) to transfer required funds to those agencies.	First week of February	respective agencies to deliver supports
	Roles and responsibilities for core positions in the project are finalized and the selection process and plan is in place.	First Week of February	Protocols and processes in place for expenditures on the project.
	Action for Healthy Communities, as the lead fiscal agent of the effort, will provide the tools and support the accountability framework developed by the stewardship team. AHC as fiscal agent will manage the accounting records and financial reports to City of Edmonton according to the funding agreement	Second week of February  January 2022	Expense claim processes and tools  Communications to outreach workers and agency partners
	Core positions in the project are in place and oriented.	Second week of February	Positions are in place.
	Outreach and engagement of other agencies in city doing response work to align efforts and create efficiencies.	Ongoing	Increased agency participation and engagement in the collaboration.
Responsive, seamless Design and delivery of communications plan: Integration of cultural leaders, culturally relevant Cultural organization, ethnic		Feb 15, 2021 ongoing	More than 7000 Covid positive individuals and their families received

supports & information to those who test positive for COVID	and social media in a communication plan that includes the mapping of available networks, design and dissemination of core messages, visual and text tools to communicate to the community.		information and supports to successfully isolate and recover  # of community groups connected  # of community leaders and other groups who received information
Adapt/develop communication tools that can deliver effective messages  Invite cultural and community leaders to become a beacon of trustworthy information to their communities		Ongoing	Number and types of communication tools developed and used  Social media engagement report
	Creation of a communication and community engagement working group of agencies to design and manage messaging that resonates with community	First week of February ongoing	Messages created # of people reached # communities reached Social media engagement report # communication platforms
	Establish a single point of access for individuals and families affected by COVID 19 through a common portal/1-833 number that provides language choices to the caller. The individual will be supported in their desired language	February 01, 2021	# COVID+ # of household COVID+ # families  600 individuals supported each month through the call centre
Coordinate agencies with existing capacity to provide city-wide response	Dedicated staff who speak diverse languages and understand cultural contexts will work in supportive and empathetic ways to provide outreach, assessment and offer immediate and urgent information to callers while	Feb. 01- 2021	30 outreach/intake FTE

	triggering the provision of identified required immediate services to the caller.  Establishing a shareable but simple database that captures levels of needs and allows real time data analysis and sharing	Feb 10, 2021	Database system created and hosted by AHC  # of pushup notifications triggered by the database for immediate response  Real time data analysis  Identify trends and support health and social long term planning
	Design training and orientation package to outreach and intake workers. Note that these workers will come from across our agencies and this training will build a common foundation of which to continue forward.	First week of Feb	Intake form Reporting forms Scripts Referral and follow-up forms
	Outreach/intake workers are trained on technology and intake and referral process	First week of Feb	30 workers trained
	Create response based teams of agencies who coordinate the delivery of emergency services:  • Food Coordination  • Income Support and Non-Food emergency needs  • Mental Health Support	First week of February, 2021	- Emergency Food coordination team - Emergency income coordination team
	Create a network of referrals that reflect the wrap around model: acute response during COVID19+, acute response to impacts of COVID19 (1month	First week of February, 2021 Ongoing	# agencies involved in support # supports provided Identifications of trends

	to 12 months after testing positive), and long term recovery and systemic impacts		
	Steering committee regular gathering	Feb - Dec 2021	# Gatherings
	Provide timely information and recommendations on system gaps to all levels of government regarding proper supports to people impacted by COVID19	Ongoing	Trends on system gaps
Evaluation  Build a working group to create a process for monitoring and evaluation.  The basic components of evaluation and reporting are described below.		Ongoing	Identify emerging barriers # people who need further support with employment, housing, income support # people connected to other services

## Evaluation: tracking, monitoring and reporting



## **Final Outcomes**

- An inclusive model of emergency response where diverse communities are properly supported is created
- Diverse communities in Edmonton received immediate and dignified support & relief when diagnosed with COVID
- Diverse cultural communities strengthen community engagement and involvement
- Underlying root causes of disproportionality are addressed
- Networks & infrastructure for sustained efforts & disaster preparedness are created in the city of Edmonton

## Budget

	Project Budget				
	Edmonton COVID-19 Emergency Response Feb 01- December 31, 2021				
S #	Position	Unit	Amount	Budget Justification	
1		Salary	\$63,000	\$35/hour/37.5 hours/ week x 48 weeks	
	Project Coordinator (1)	Benefits	8,190	13% of the salary (include CPP-5.45%, EI-2.212%, WCB-1.23%, RRSP-4%)	
2		Salary	151,200	\$30/hour/35/hour per week 48 weeks	
	Cluster Lead (3)	Benefits	19,656	13% of the salary	
3		Salary	425,250	\$27/hour/35/weeks 30x15	
	Outreach workers (15)	Benefits	55,282	13% of the salary	
4	Data entry assistant	Salary	42,000	\$25/hour/35/weeks 48 weeks	
	(1)	Benefits	5,460	13% of the salary	
5	Call center/ portal staff	Salary	95,175	\$27/hour/37.5/weeks 48x2	
	(2)	Benefits	12,373	13% of the salary	
7	Staff Travel ( 22 staff)	Outreach travel	21,586	Within and outside clusters	
	Admin and operational cost (10% of the total budget)		150,000	Supplies for project personnel: Computers( chromebook / laptops - 29 )- \$500 x22 pp Earphone, pens and notepads - \$200 X 22 pp Phone plan - \$35 x 22 pp*48 weeks Call center equipment: \$30000, salary and benefits for accounting and admin staff	
9 <b>To</b> i	Training of Community Outreach workers team tal Community Outread gagement	ch and	12,400 <b>1,061,572</b>	2 days trainings for the Community outreach team, cultural and technology ( 20 hours x \$ 20 x 50 community outreach workers and MCHB etc. ) Technology support for 20 hours@ 120.00	
	Financial Bridge (in-kind) support to			There will be no direct transfer of cash to any clients served in the course of this	

	ensure access to emergency medical needs or supplies, emergency transportation, housing etc.			effort. The required supports will be only provided in kind (preferably vouchers, gift cards, direct payment to landlord in case of rental support etc.)
То	tal Financial Bridge (In	-Kind) Support	\$238,000	
Pro	ogram evaluation			
11	Evaluation			Evaluation of the Emergency Response and Communication Engagement model
То	tal Evaluation		\$ -	To be covered from In kind support
	nsumable Expenses eded for 50 week			
12				Produce & non-perishable
	Food cost		177,483	Culturally Specific Food Items Add-on & Household Supplies
13		Material	10,000	Additional Supplies not covered by donations
		Other Operational		
	Operation cost	Cost	12,945	Storage and Delivery
Total Consumable expenses		\$200,428		
То	tal funding request		\$1,500,000	

## Fiscal Agent and Process of Disbursement of Funds

The collaborative proposed one of its partners, Edmonton based **Action for Healthy Communities Society of Alberta (AHC)** as its fiscal agent to receive the funds on their behalf and disburse those funds to various partners based on the activities assigned to them by the project steering committee (composed of representatives from participating agencies). Action for Healthy Communities was the agency who had the capacity to play this role without adding a major burden to the organization.

As fiscal agent, AHC will be responsible to:

- 1.Disburse the funds to collaborative partners based on work assigned to them from various budget lines as decided/approved by the steering committee. The funds can be transferred in advance to the participating agencies or reimbursed based on mutual agreement and needs of those agencies.
- 2. Ensure that any revisions in the budget allocations will be submitted to the steering committee for approval according to the conditions mentioned in the funding agreement and implemented accordingly.
- 3. Maintain control of the accounts as agreed among the partners and report back to the funders according to the financial reporting requirements of the funding agreement.
- 4. Develop required tools/ templates in collaboration with core agencies to be used for accounting purposes.
- 5. Help other partners' agencies to maintain good accounting practices in this project at all times to ensure required transparency and accountability in the process.

## Annex: Participating agencies

## Action for Healthy Communities Society of Alberta (AHC)

AHC is a registered non-profit charitable organization based in Edmonton and working across northern Alberta. We envision active individuals and groups committed to using their skills, knowledge, culture, and values to build a stronger and healthier society by fostering individual and group participation and action to improve the comprehensive and holistic health of diverse communities. AHC supports individuals and families facing challenges due to COVID 19 pandemic for the last one year and will continue participating in this project by using its existing infrastructure and human resources to support in communication and community engagement by setting up a common portal as a single point of contact to be used by COVID positive individuals and families to access required resources through a culturally relevant outreach, intake and assessment process. AHC will also support this project as a fiscal agent.

#### **Edmonton Mennonite Centre for Newcomers (EMCN)**

EMCN exists to support newcomers to thrive and to support our community to be welcoming and supportive to newcomers. We do this through language training, settlement support including complex case work and mental health supports, employment readiness supports including bridging and training programs, and community engagement to support ethno-cultural communities. In this project, EMCN will offer between 8-10 staff from diverse cultural backgrounds to contribute to the coordinated effort to support newcomers in situations of Covid requiring resources and connections in order to isolate effectively. We can also receive referrals to support families or individuals in situations of compromised income, as well as complex and intersecting social and mental health issues, including specialized supports for newcomer youth, We can also receive referrals to support in the area of employment, through advocacy and job readiness training.

#### Council for the Advancement of African Canadians in Alberta - Africa Centre

Africa Centre is the largest Black-led and serving organization in western Canada that serves as a hub that provides programming and access to services from a cultural awareness and competency standpoint to our diverse community's families. Africa Centre has a strong African indigenous cultural foundation incorporated across its programs and services. Africa Centre strives to create opportunities for full access and participation of African Canadians in Alberta in all aspects of society, including economic, social, cultural, and educational endeavors. It contributes to the holistic development and wellness of the individual, family, and community. We will participate by supporting the communication efforts, food security by ensuring cultural specific foods and as a hub, mental health support, and overall contributing to the coordination and success of the project.

#### **Edmonton Immigrant Services Association (EISA)**

(EISA) is a registered not-for-profit organization. Our mission is to provide programs and direct services relating to settlement and integration for new immigrants, refugees and first-generation Canadians in Edmonton and surrounding areas regardless of age, gender, religion, nationality, or ethnic origin to assist them make a smooth transition into Canadian. In this project, EISA will be offering 15 multilingual staff to assist with outreach efforts.

#### Multicultural Health Brokers Co-operative (MCHB)

MCHB is a unique workers cooperative registered with the province of Alberta to serve ethnocultural minority individuals, families and communities. We provide linguistically and culturally honouring holistic family support, community development and system collaboration towards true social inclusion. With 100 Multicultural Health Brokers embedded in and working within 30 ethnocultural communities, we will participate in this coordinated plan to refer/jointly support community members tested positive to the Community Outreach Team. We will also participate in the community communication and engagement efforts to bring salient information deep into the communities in the most effective and culturally relevant manner.

### John Humphrey Centre for Peace and Human Rights (JHC)

JHC is a registered non-profit charitable organization based in Edmonton and working across the province of Alberta. JHC's mission is to advance a culture of peace and human rights through educational programs and community collaborations guided by the Universal Declaration of Human Rights. We offer programs/services that facilitate: reconciliation; opportunities to learn about human rights legislation/mechanisms and self-advocacy; and possibilities to address systemic inequities. We develop/implement programs in response to community needs. To this end, and as part of our work to build Edmonton as a Human Rights City, we have mobilized efforts to address food insecurity and other complex needs during the pandemic through the YEG Community Response to COVID19 – a multipronged and multisectoral approach that fills immediate and emergency food needs, supports marginalized people through community advocacy and street outreach, and leads community-based research to inform policy and decisions being made at government leadership tables. In this project, JHC will support the work around food coordination and emergency response, helping shepherd and steward the work, as well as supporting west Edmonton's coordination.

#### **Coalition for Justice and Human Rights**

The Coalition for Justice and Human Rights is a non-profit organization located in Edmonton. The Coalition does frontline individual advocacy as well as systemic advocacy work. As a coalition of agencies and human rights professionals, the Coalition acts as a network for collaborative advocacy and accountability around human rights. In this project, Coalition advocates will be helping with direct outreach in the community, connecting people to the emergency supports and services that they need and acting as a support for complex cases. They particularly serve and support people living with disability, Indigenous, community members who are unhoused, and those who are criminalized. Many of those we support are single mothers and are in complex situations.

#### **Creating Hope Society**

Creating Hope Society (CHS) is a non-profit charitable organization established to create hope, support healing, honour truth, reconcile our differences and build on our strengths for the future for Aboriginal people impacted by the Child Welfare system. Through the COVID response, Creating Hope is serving 250 families and providing direct food and mental health supports. They have integrated Elders into their work to follow up with families and ensure they are getting the information and support they need. In this effort, Creating Hope will support cases that come in and will continue to support complex cases and food distribution and outreach support.

#### **Islamic Family Support Services Association**

Islamic Family & Social Services Association provides a holistic approach to community well-being that is culturally and spiritually sensitive. IFSSA serves the Edmonton community through a halal food bank, family violence counselling, a youth program, refugee support, and much more. IFSSA will support this work through providing leadership on communications as well as acting as a core partner on food distribution.

IFSSA serves 5000 Edmontonians a month. Its food bank works in conjunction with EFB to provide culturally sensitive foods.

#### Francophonie Albertaine Plurielle (FRAP)

FRAP exists to promote the diversity and social, economic and cultural inclusion of Francophones and Francophiles while offering services in French allowing the reception, settlement and re-establishment of Francophone and Francophile newcomers in Alberta. In the COVID response FRAP helps communities to come out of isolation through computer literacy, the distribution of computers, food, and assistance to families in confinement in the purchase of essential products for families, working with partners such as Food bank and CANAVUA. They will support the food response work, the communication table and the income support table of the project.

#### Catholic Social Services (CSS)

Catholic Social Services (CSS) was established in 1961 and is now one of the largest multi-service social service providers in Canada. The agency's mission is to "care for and bring hope to people in need with humility, compassion and respect." We meet this mission through the delivery of three main service streams: Family and Child Services, Disability and Community Service, and Immigration and Settlement Service. The agency employs approximately 1,800 staff and 700 volunteers annually, which are distributed across 7 municipalities. The agency delivers services to approximately 20,000 vulnerable Albertans per year.

The Immigration and Settlement Service of CSS has been serving newcomers to Canada for 55+ years. Immigration and Settlement Service delivers programming to all classes of permanent residents, including Government Assisted Refugees (GARs), Privately Sponsored Refugees (PSRs), Family Class and Economic immigrants. We have considerable experience managing funding contracts with federal, provincial and municipal government departments, including over 40

years with federal government agreements. Most notably, we are the only agency in Edmonton with the Resettlement Assistance Program (RAP) agreement with Immigration, Refugees and Citizenship Canada (IRCC) to receive and provide the first year of settlement service for Government Assisted Refugees (GARs). We are also the only agency in Edmonton with the IRCC contract to administer the Canadian Language Benchmark (CLB) assessments. Immigration and Settlement Service has also been the recipient of provincial funding to serve Temporary Foreign Workers (TFWs) and other foreign nationals for the past twelve years. We have demonstrated our accountability and contract compliance by timely submission of required program and client reports, statistics and financial reports. Furthermore, we are accredited by the international standard setting organization, the Council on Accreditation (COA).

#### **ASSIST**

Since 1977, the ASSIST Community Services Centre has been working to build the community. The Centre aims to provide diversified services to Canadian immigrants and their families, helping them to integrate into mainstream society and actively contribute. ASSIST currently has two locations providing services to new or established immigrants, in Downtown (Chinatown) area, and Southwest of Edmonton. Since March 2020, we have offered blended programs (in-person and virtual) and also provided virtual one-on-one support for newcomers as well as all our workshops being delivered through various online platforms. The Centre also recruits a large number of volunteers to provide the community with necessary support, to work together to build a harmonious and healthy community. Assist provides services in Arabic, English, Hindi, Korean, Mandarin, Cantonese, Punjabi, Russian, and Urdu. Assist contributes two outreach workers and ongoing support to this collaborative project.