



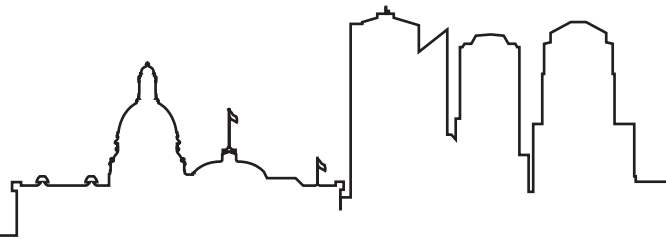
# END POVERTY IN A GENERATION

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A ROAD MAP TO GUIDE OUR JOURNEY

MAY 2016

**endpoverty**  
edmonton



# MESSAGE FROM THE CO-CHAIRS

## KÎYÂNAW

There is a word in Cree, **kîyânaw**, which means “for all of us.” By firmly believing that we are all in this together, our capacity to build relationships of trust with one another will form the foundation for that community cohesion so essential to ending poverty in a generation.

In September 2015, the EndPovertyEdmonton Task Force released its Strategy with a bold goal of ending poverty within a generation. Our Strategy was robustly tested with thousands of Edmontonians who told us our community is more than ready to join us in the epic work to end poverty in a generation.

## KÎYÂNAW: FOR ALL OF US

What defines Edmonton’s approach to ending poverty? We believe that ending poverty is not a business, but a calling. This sacred work speaks directly to our human rights lens and our Treaty roots that are central to the actions in this Road Map.

This five year Road Map reflects our best thinking about our first steps and our initial priorities for action. As a community plan, it highlights the direction ahead. This is our collective journey and it is distinguished by the following five key features:

### **A Holistic View**

**Early on we saw the need for a broader definition of poverty that speaks to more than just money.**

Poverty is defined as when people lack, or are denied, economic, social and cultural resources they need to have a quality of life that ensures full and meaningful participation in the community. This holistic definition has shaped our work from the beginning and played a pivotal role in forming the actions outlined in this Road Map.

### **Treaty Roots**

**We see eliminating poverty as a profound act of reconciliation.**

Restoration of traditional values and relationships of trust will help us all achieve solutions for ending poverty in Edmonton. This Road Map charts a course for building a community each one of us can enjoy that lives and breathes this spirit – a community that elevates us all.

### **Ending not Managing**

**If poverty is something we built, we can choose to tear it down.**

Poverty touches all of us in one form or another. Managing poverty implies that there is a degree of acceptance in allowing it to continue. It’s time to shift our focus to how we can end it together.

*“If one of us is suffering,  
we all suffer.”*

*Indigenous workshop  
participant*

**Human Rights**

**Ending poverty will take a whole community and a different conversation.**

Edmonton is proud to be one of the first cities in Canada to bring the human rights lens to ending poverty. The actions of this plan are grounded in the belief that all Edmontonians must enjoy the basic rights and freedoms needed to take part fully in community life.

**Count Me In!**

**If there is any place in the world that can do this, it's Edmonton!**

Our Road Map is a bold call to action and it invites all Edmontonians to be a part of building a vibrant movement to end poverty.

**We invite all Edmontonians to be a part of the EndPovertyEdmonton movement!**



A handwritten signature in black ink, appearing to read 'Don Iveson'.

Mayor Don Iveson  
City of Edmonton  
EndPovertyEdmonton  
Task Force Co-Chair



A handwritten signature in black ink, appearing to read 'Jane Alexander'.

Rt. Rev. Jane Alexander  
Bishop, Anglican Diocese of Edmonton  
EndPovertyEdmonton  
Task Force Co-Chair

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CORNERSTONE ACTION

CREATE  
**EndPovertyEdmonton**  
AS A **CONVENING**  
**ENTITY**

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A BEGINNING BOLD TARGET

LIFT 10,000  
**PEOPLE OUT**  
OF POVERTY IN  
**FIVE YEARS**

# EXECUTIVE SUMMARY



Imagine, for a moment, what it would be like to end poverty in our city within a generation.

Since the launch of the EndPovertyEdmonton (EPE) Strategy in fall 2015, Edmontonians from all walks of life have embraced this bold vision. Indeed, a genuine movement has already begun in our city. It has involved Indigenous leaders, newcomers, business, community agencies and educators and, most importantly, people with lived experience working collectively to put an end to poverty - permanently!

**Our Road Map is a community plan that builds on the foundation laid by the EPE Strategy. Key components of the Road Map include:**

- ▶ The creation of EndPovertyEdmonton as a convening entity
- ▶ A beginning bold target of lifting 10,000 people out of poverty in five years
- ▶ Five strategic goals with starting point actions to be implemented within the first five years
- ▶ A bottom line overview of investments needed to activate the road map actions

- ▶ An evaluation approach to track progress and measure success
- ▶ An advocacy agenda focused on policy and systems change
- ▶ A guide to first steps in Transition and Year One

At the heart of the Road Map are 35 broad-based actions focused on ending poverty to be implemented from 2017 to 2021. For each action, the Road Map identifies some of the potential partners which will be involved in its implementation and an estimate of the total investment required.

It will take the entire community to effectively move the poverty needle. The five-year actions outlined in the Road Map are strong starting points for this collective community effort. By being fluid, entrepreneurial and adequately resourced, EndPovertyEdmonton will have the essential capacity needed to make a difference in a complex community landscape.



*Photo provided by Boyle Street Community Services Artist in Residence Program*



# EndPovertyEdmonton **ROAD MAP** **ACTIONS**

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The five-year Road Map is a community plan and builds on the EPE Strategy. It is shaped by what we heard from Edmontonians and responds to emerging issues and opportunities in a changing landscape. The Road Map will activate actions towards fulfilling the vision of ending poverty within a generation.

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# EndPovertyEdmonton

## ROAD MAP ACTIONS

### AT A GLANCE (2017–2021)

#### A ROAD MAP ...

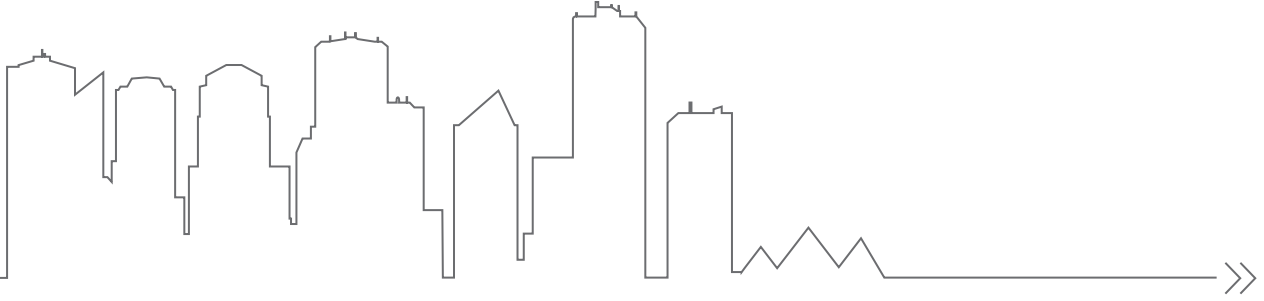
- ▶ **identifies key milestones** towards reaching its destination
- ▶ **lays out starting point actions** to initiate community change for a complex problem such as poverty
- ▶ **builds adaptability and flexibility** to respond to a dynamic and changing landscape

#### GOAL 1: TOWARD TRUE RECONCILIATION

1. Design and plan a new Aboriginal culture and wellness centre
2. Create spaces, events and opportunities to show and grow the talents of Indigenous Edmontonians
3. City of Edmonton to complete a review of programs and services to better reflect the needs of Indigenous peoples and champion the Truth and Reconciliation Commission's Calls to Action
4. Launch a Community Witness Program

#### GOAL 2: JUSTICE FOR ALL

5. Host an annual Day of Dignity to recognize and honour human rights and dignity for all
6. Provide opportunities and supports to vulnerable populations to participate in all City committees
7. Support and promote training opportunities to build understanding and end stigmatization between vulnerable people and law enforcement personnel
8. Develop policies and amend bylaws to provide law enforcement with structured flexibility when issuing minor infractions
9. Implement a social lab project to generate ideas and test prototypes to end racism
10. Work with local Indigenous and refugee youth on an anti-racism public awareness and action campaign
11. Expand initiatives on intercultural competency, anti-racism and trauma informed training as mandatory for City staff
12. Incentivize business, educational institutions and not-for-profit employers to implement intercultural competency and anti-racism education in their institutions



### **GOAL 3: MOVE PEOPLE OUT OF POVERTY**

- 13.** Implement the “1,000 Families” initiative in five Edmonton communities
- 14.** Draft a living wage policy for all City of Edmonton staff and contracted services to be approved by City Council
- 15.** Actively encourage local employers in all sectors to learn about and implement living wage policies
- 16.** Expand the spectrum of financial empowerment initiatives
- 17.** Initiate a community dialogue to remove systemic barriers and improve coordination of training and employment opportunities
- 18.** Implement a low-income transit pass at 60% discount for eligible low-income transit customers
- 19.** Provide free passes for agencies to distribute to vulnerable youth and adults
- 20.** Conduct a feasibility study of the costs and opportunities of free public transportation for children under 12 years
- 21.** Evaluate Edmonton Transit Services (ETS) Late Night Owl Service and expand/improve service as appropriate for shift workers
- 22.** Increase supports to the Community Bridge initiative to prevent evictions
- 23.** Revisit and renew affordable housing agreements with other orders of government, implement a housing awareness campaign, and initiate a Centre of Excellence for social housing
- 24.** Research leading practices on housing design and innovation and raise awareness of the need for and right to affordable housing
- 25.** Resource the Edmonton Mental Health Steering Committee to implement the coordinated community mental health action
- 26.** Advance partnerships to support the implementation of the Edmonton Suicide Prevention Strategy and the Managed Alcohol Program
- 27.** Advocate to increase funding and access to mental health services and education including the expansion of full service hours for multi-disciplinary mental health services
- 28.** Apply an integrated poverty lens to guide decision-making and operations in the City of Edmonton

#### **GOAL 4: INVEST IN A POVERTY FREE FUTURE**

- 29.** Resource a new Early Learning and Care Steering Committee to guide the implementation of an integrated system and strategy for early learning and care in Edmonton
- 30.** Resource and grow the All In for Youth wrap-around initiative in five school sites
- 31.** Establish a Community Development Corporation to invest in affordable housing and community economic development
- 32.** Advance the development and stability of local food system providers through access to appropriate business skill training, mentoring, and capital sources (both for start-up and to scale)
- 33.** Support ongoing work and facilitate discussion amongst Edmonton's and Alberta's financial systems players, business support agencies and post-secondary institutions to collectively address barriers faced by low income Edmontonians when starting or growing their own businesses.

#### **GOAL 5: CHANGE THE CONVERSATION: BUILD A MOVEMENT TO END POVERTY**

- 34.** Create a "Design by Doing" action lab to catalyze grassroots community-led projects as prototypes to end poverty
- 35.** Produce participation toolkits that enable different groups to engage and empower them to action



Photo provided by Bissell Centre

# A CHANGING LANDSCAPE



“The work to end poverty should not just happen during times of abundance and prosperity. We should put more effort to this work when times are tough and difficult.”

*Bishop Jane Alexander*

Since the approval of the EndPovertyEdmonton Strategy by Edmonton City Council in December 2015, there have been new developments both locally and on the national stage that have informed the development of our Road Map. These include:

- ▶ Economic challenges have affected many citizens of our city and, more broadly, our province. There has been a noticeable decline in the quality of employment, and a leveling off of average weekly wages as more people work part-time jobs and fewer hours.
- ▶ Edmonton has continued to welcome newcomers, with over 15,000 new arrivals in the past year. Many of these newcomers, including refugees, are particularly vulnerable and in dire need of essential supports. In addition, our Indigenous peoples continue to be overrepresented in the social service systems, many of which are not geared to recognizing their unique needs, interests, and cultural identity.
- ▶ In late 2015 and early 2016, both provincial and federal governments have made positive investments to support low-income families. Some highlights include:
  - Government of Alberta – 2016 Budget**
    - The Alberta Child Benefit (ACB) and the Alberta Family Employment Tax Credit (AFETC) will provide approximately \$340 million in combined annual benefits to support 380,000 children in 199,000 families
    - \$480 million has been allocated in 2016–17 for programs to help eligible Albertans cover basic costs of living and find or maintain jobs
    - In 2016, the Alberta Government provided \$101 million in Family and Community Social Services (FCSS) grant allocations to municipalities and Metis settlements to support locally driven preventive social services



**Government of Canada – 2016 Budget**

- Significant new funding for Indigenous programming to address issues including education, on-reserve water and child and family services
  - The Canadian Child Benefit program for families with incomes under \$30,000 which will receive the maximum benefit of \$6,400 per child under six and \$5,400 per child between six and 17, a gain of about \$2,500 a year per child
  - Investment of \$120 billion on new and existing infrastructure planned for public transit, water and wastewater systems, and affordable housing
- ▶ The Big Cities Charter, set to be finalized in 2016, will define a new relationship between the Government of Alberta and the cities of Edmonton and Calgary.
  - ▶ The release of the Truth and Reconciliation Commission’s final report in December 2015 has set in motion significant efforts towards true reconciliation both in Canada and in Edmonton.

- ▶ In February 2016, the Alberta Government accepted the *Valuing Mental Health* report which identified 32 recommendations to strengthen service delivery for Albertans with mental illness and addictions.
- ▶ The Government of Alberta has proposed Bill 9 intended to end the practice of issuing warrants for unpaid fines for minor infractions. By not incarcerating vulnerable people for minor offences, once passed, it will help break the intertwined cycles of incarceration and poverty.

At the local level, Edmontonians have already started to shift their conversation from managing the impact of poverty to ending it. Individuals, service clubs, faith organizations, agencies and businesses have begun to frame their work in terms of this strategy to end poverty in Edmonton.



Throughout this Road Map you will see SPARKS of ideas and actions already igniting change on the ground in Edmonton!



**Edmonton** continues to welcome newcomers with over **15,000 NEW ARRIVALS** in the past year.

A shared vision to end poverty is taking root in Edmonton.

# OUR APPROACH

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The five-year Road Map aspires to shape and build action for change around

## **FOUR KEY PRINCIPLES:**

- ▶ **A people-centred approach** where every family and person living with poverty is seen to have distinctive needs and is best served by systems that put people first
- ▶ **A place-based movement** rooted in solutions at the local level that wrap around services to help people where they are to build inclusive, community capacity
- ▶ **A focus on trauma-informed action** that acknowledges many living with poverty have experienced trauma, whether refugees or Indigenous peoples
- ▶ **A commitment to sound evaluation and a valid theory of change** to guide our efforts, learn by doing, assess progress and advance lasting change



# THE EndPovertyEdmonton ROADMAP

Collective impact works differently. The process and results of collective impact is emergent rather than predetermined, the necessary resources and innovations often already exist but have not yet been recognized, learning is continuous, and adoption happens simultaneously among many different organizations.

*(Embracing Emergence: How Collective Impact Addresses Complexity. Stanford Social Innovation Review, John Kania, Mark Kramer, January 21, 2013)*

The EndPovertyEdmonton Road Map is a community plan that translates the EndPovertyEdmonton Strategy into a set of beginning actions towards achieving its vision. It will guide the mobilization of an entity to steward actions around the EPE Strategy. Such a roadmap enables Edmontonians to clearly understand the elements needed for rolling out a long-term strategy.

Influenced by the ideas and input of thousands of Edmontonians, including Indigenous Peoples and people with lived experience of poverty, this Road Map has been developed **by** Edmontonians **for** Edmonton. Our approach acknowledges that the status quo is not working for all and that we can't keep doing the same thing and expect different results.

The EPE Road Map is grounded in the theory of Collective Impact that brings people together in a structured way to achieve lasting social change. Not just a fancy name for collaboration, Collective Impact represents a fundamentally different, more disciplined, and higher performing approach to achieving large-scale social impact. It is also compatible with Indigenous world view of relationship building that is so central to the EndPovertyEdmonton strategic vision.

**The EndPovertyEdmonton Road Map has a beginning bold target:**

**LIFT 10,000 PEOPLE  
OUT OF POVERTY IN  
FIVE YEARS**

The EPE Road Map will implement two key sets of actions to realize this bold target:

▶ **Cornerstone Action**

Create EndPovertyEdmonton as a convening stewardship structure

▶ **Road Map Goals and Actions**

A suite of 35 priority actions for change over five years

Ending poverty in Edmonton is a generational effort. This community Road Map outlines a first five-year suite of actions that will set our city on its way to achieving this target. To get there, EndPovertyEdmonton will steer the course, convene Edmontonians, recalibrate strategy when needed and monitor progress.

# CORNERSTONE ACTION

# CREATE EndPovertyEdmonton

## A. STRATEGY INFORMS STRUCTURE

Ending poverty within a generation compels us to rethink how we work together to create deep community change. To this end, the Cornerstone Action of this Road Map is to launch EndPovertyEdmonton as a convening entity in fall 2016. As the steward of Edmonton's community vision to end poverty in a generation, it will convene, engage and empower Edmontonians to achieve this generational role by activating this initial five-year plan.

**EndPovertyEdmonton** will build on work already being done by diverse community organizations and individuals, creating the conditions needed to end poverty, through enhanced coordination, communication, advocacy and innovation.

**Vision - End poverty in Edmonton in a generation<sup>1</sup>**

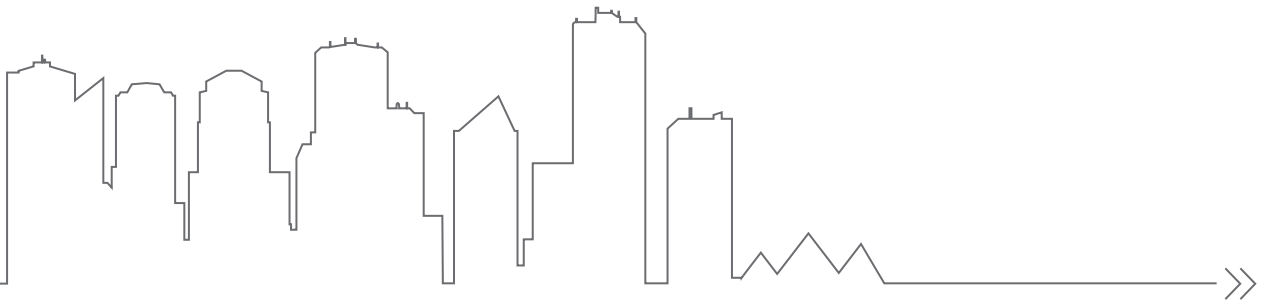
**Mandate - To convene, coordinate and broker innovative partnerships, advocate for policy change and build the capacity of Edmontonians to take action to end poverty.**

No matter how powerful or innovative, no single organization or order of government or sector can end poverty alone. The collective impact approach will facilitate a process of working that is agile and drives towards innovative solutions together. Collective Impact resonates with Indigenous ways of building relationships and trust. This approach aspires to power a fundamental shift in how a whole community comes together to achieve a shared vision.

The conditions for a collective impact approach for EndPovertyEdmonton has emerged from the work of the Task Force in the last two years.

- 1. A common agenda** – the EPE strategy identifies priority actions which were collectively endorsed by Edmontonians, numerous community organizations and City Council
- 2. Shared measurement systems** – the EPE evaluation approach will work with community partners in developing a shared measurement system
- 3. Mutually reinforcing activities** – actions in the Road Map are closely linked with each other
- 4. Continuous communication** – integral to the success is a robust and focused internal communications system among EPE partners
- 5. Backbone staff or Secretariat** – EPE is a backbone entity supported by a strong core staff that will coordinate and manage its operations
- 6. Equity** – the human rights framework and a strong Indigenous focus in the road map will address systemic barriers

<sup>1</sup> Generation - "the term of years, roughly 30 years among human beings, accepted as the average period between the birth of parents and the birth of their offspring." Organisation for Economic Co-operation and Development (OECD), Social Policy Division



EndPovertyEdmonton will not function as a new stand-alone funding organization, nor will it duplicate or compete for limited funds with existing not-for-profit community organizations. Traditional structures won't provide the cauldron needed to catalyze new approaches. As a platform for leadership, advocacy, action, and capacity building, EndPovertyEdmonton will be the vehicle needed to power change and achieve our bold vision.

## B. COMMUNITY TABLES

EndPovertyEdmonton will be made up of five community tables, each with a distinct role to play and a diverse membership. All tables are supported by a lean, highly skilled Secretariat to ensure work is supported and aligned. Tables will convene on a regular basis, to review and report on progress, assess the changing landscape and emerging issues and foster new partnerships that support change.

TABLE	KEY ROLE
Stewardship Roundtable	Steward the road map and vision and oversee staff
Investment Collective	Seek innovative partnerships and investments, guide funding commitments and reporting accountability
Stakeholder Forum	Bring the voice of Edmontonians with diverse lived experience
Indigenous Circle	Ground the work in Indigenous knowledge
Count Me In Network	Mobilize Edmontonians and build their capacity to action
Secretariat	Coordinate, communicate and support the work

“Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that lead to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.”

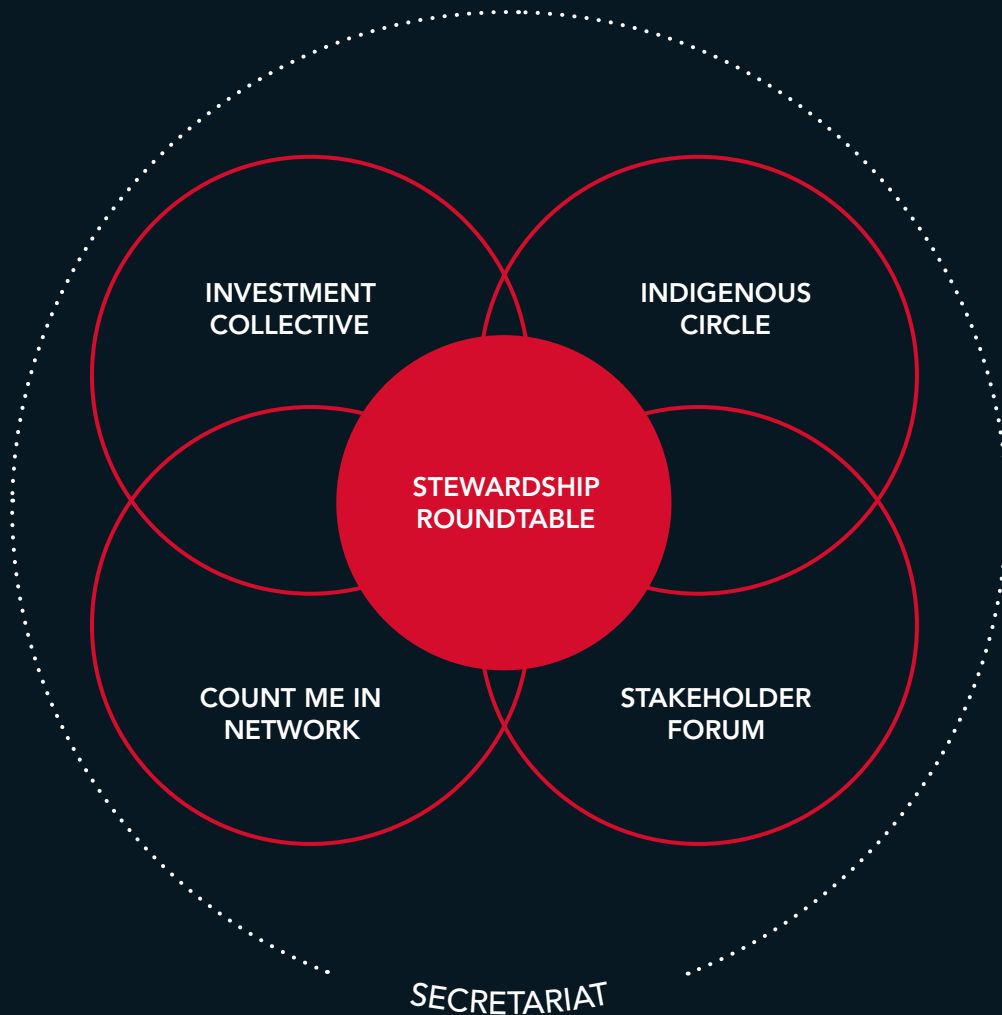
*(Kania and Kramer, Stanford Social Innovation Review, 2011)*

## C. A PLATFORM FOR CHANGE

Creating EndPovertyEdmonton is the essential building block of a robust platform to mobilize Edmontonians to achieve a great vision through coordinated action. It is the accountability backbone that oversees vital roles of coordination, communications, evaluation and building the movement to end poverty. It is a place where new ideas and ways of working can take root, evolve and succeed.

# EndPovertyEdmonton

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"The wheel represents balance and is not meant to be static - it is always moving. We are all part of the wheel, the more we learn about it the more we become selfless."

*Indigenous workshop participant*

### **Governance and Accountability**

EndPovertyEdmonton is premised on the belief that shared knowledge, resources and actions yield greater impact than individual efforts. Strong partner relationships, reinforced by partnership agreements, will form a solid platform for mutual accountability.

The Stewardship Roundtable will oversee key strategic and decision-making roles. With leadership representation from all community tables, the Stewardship Roundtable will report annually on progress to key funding partners, including Edmonton City Council, other orders of government and private funders. It is also accountable to the other community tables and, most importantly, to all Edmontonians, through an annual Community Progress Report.

### **Scope**

EndPovertyEdmonton will use this Road Map to inform its scope as it is launched in 2017 and for the next five years. This suite of actions will guide and inform the decisions of the new collective impact partnership, and will shape the development of an initial 2017 annual business plan. EndPovertyEdmonton will also undertake an annual strategic review and refresh the Road Map to ensure it responds to change and new opportunities, and is nimble in its approach.

For more information about the EPE stewardship model, please see the full report at [www.endpovertyedmonton.ca](http://www.endpovertyedmonton.ca).

### **Cornerstone Action**

Creation of this new stewardship entity will begin in June 2016. A short transition period will conclude by early 2017, as the new EndPovertyEdmonton body is launched. More information on key Transition and Year One actions are outlined on pages 54–55.

### **Shared Investment**

EndPovertyEdmonton will need resources to oversee coordination and support, evaluation, communications and the seeding of innovative work. In keeping with the collective impact model, resources (both in kind and monetary) from multiple partners will sustain and grow EndPovertyEdmonton.

The City of Edmonton will continue to play a key catalytic role through investment and involvement in implementation in this first 5 years. In addition, two leading community partners – the United Way Alberta Capital Region and Edmonton Community Foundation – have already expressed strong support as early investors of EndPovertyEdmonton. Their commitments include:

- ▶ operational funds
- ▶ office space and support and
- ▶ fiscal agency for the collective

### **EndPovertyEdmonton AT A GLANCE**

#### **Functions**

- ▶ Steward the Road Map and vision
- ▶ Convene, coordinate and build capacity
- ▶ Advocate for policy change
- ▶ Grow the movement

#### **Features**

- ▶ Authentic
- ▶ Adaptive
- ▶ Innovative
- ▶ Sustainable
- ▶ Distributed Leadership
- ▶ Shared Accountability

#### **Benefits**

- ▶ Enhanced coordination of effort, services, funding to end poverty
- ▶ Space and support for innovation
- ▶ New, “unusual” partnerships leveraged
- ▶ Engaged leadership of all Edmontonians
- ▶ A prosperous city that lives and breathes the Treaty spirit

# A BEGINNING BOLD TARGET

Poverty is defined when people lack of, or are denied, economic, social and cultural resources to have a quality of life that sustains and facilitates full and meaningful participation in the community.

*(Task Force, 2014)*

A bold vision like ending poverty in Edmonton in a generation requires a bold target as a starting point in this generational journey of ending poverty.

## Lift 10,000 people out of poverty in five years

Achieving this bold target means that in five years, 10,000 Edmontonians currently living in poverty will enjoy better conditions to live, thrive and prosper. This target is a yardstick and rallying point to measure progress as we go. It is a bold call to action, indicating a clear goal for the community to aspire for in the five years and move forward with our vision.

Setting a **target** provides an aspirational yet pragmatic goal for this work, will focus our energy, inspires action and provides a starting point milestone to gauge our collective impact. This number aligns with other cities across Canada which are working on reducing and ending poverty.

## “Are you with us?”

*Mayor Don Iveson, September 2015*

How will we know we have made a difference? How can we measure impact of these actions on those living in poverty? In keeping with our holistic definition of poverty, we will assess our progress in achieving this target by looking at economic, social and cultural indicators of change.

# WAYS TO MEASURE CHANGE



## ECONOMIC

Individuals have control of their monetary and material resources to meet their daily needs. A few examples of economic improvements may include:

- ▶ People have sufficient income and maintain bank accounts
- ▶ Household spending on decent housing is less than 30% of household income
- ▶ Individuals have increased capacity to manage their financial resources

## SOCIAL

Individuals and families have control of all non-monetary resources such as access to services, social support and connection, to function effectively at home, at work and in their community. Examples may include:

- ▶ Families with children under 12 have access to affordable quality childcare

- ▶ Edmontonians are actively engaged in ending poverty and express a sense of belonging
- ▶ Systems are responsive to the experience of vulnerable individuals and communities such as racism

## CULTURAL

People can enjoy life through full civic participation and retain and express their history, heritage and traditions. Some examples of this change may include:

- ▶ Indigenous and non-Indigenous Edmontonians gather and celebrate in community spaces or “hubs”
- ▶ Edmontonians have increased awareness of Indigenous history and culture
- ▶ Under-represented groups participate in civic committees and other public engagement activities

A key action of EndPovertyEdmonton in its first year will be the development of a robust measurement and evaluation framework as outlined in more detail on page 48.

# ROADMAP

## GOALS AND ACTIONS

### THE 35 ROAD MAP ACTIONS ARE GROUPED UNDER FIVE INTERLINKED GOALS:

1. Toward True Reconciliation
2. Justice For All
3. Move People Out of Poverty
4. Invest in a Poverty Free Future
5. Change the Conversation

### STARTING POINT ACTIONS BASED ON THE STRATEGY

A slate of 35 priority actions, grouped under five goals, forms the core of this five-year Road Map. These are starting points for the five year period 2017–2021. These actions demonstrate neighborhood-focused groundbreaking initiatives as well as city-wide actions intended to impact individuals, groups and communities across Edmonton. The Road Map actions also showcase new and innovative ways of working by prototyping promising and leading practices as well as advancing systemic changes to improve conditions. The City of Edmonton, community partners and Edmontonians, as well as other orders of government, will work collectively and contribute financially to make an immediate and tangible impact on poverty in our city.

### EPE ROAD MAP DEVELOPMENT

The Task Force convened an expert team in December 2015 to steer the development of this community plan. Its task was to translate a bold vision and priority actions into a tangible, sequenced set of actions that will launch Edmonton on its way to ending poverty in a generation. To produce this directional Road Map, this team referenced research from the Strategy's early Working Groups, engaged with community stakeholders, and consulted with community experts to help prioritize actions, identify potential partners and estimate resources required for implementation.

These 35 actions are solidly grounded in the vision and ideas outlined in the EndPovertyEdmonton Strategy, unanimously endorsed by Edmonton City Council in December 2015. The priority setting and sequencing of these 35 actions were informed by the following:

- ▶ the set of implementation advice offered to us by Edmontonians in our extensive public engagement which gave us clear directions of urgent and immediate actions
- ▶ emerging new initiatives in the city that strongly demonstrate specific priorities in the EPE strategy
- ▶ results of intensive consultations with City staff and community organizations to flesh out the actions within the 28 priorities in the EPE Strategy
- ▶ changing economic and political landscape that informed some of the new actions in the Road Map



# GUIDE TO THE ACTION CHARTS

Road Map action charts on the following pages outline key implementation considerations for each of the 35 actions, which have been grouped under five goals.

Introduction to the Goals and Actions-Sets the context for the actions in that goal and addresses the impact of these actions once implemented.

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## ▶ ACTIONS

Starting point actions that addresses the goal.

## ▶ TIMELINE

This column indicates the year the action will begin and end.

## ▶ POTENTIAL PARTNERS

Lists a Lead Partner, which may be a funder or convening lead, as well as some potential partners which are currently or may be involved. This is not an exhaustive or exclusive list and new partners are welcome.

## ▶ TOTAL COST

Outlines the total monetary cost to implement the action within the five-year timeframe. Year 1 represents a one-time funding while Years 2 to 5 means ongoing funding for those years.

## ▶ LINK TO EPE PRIORITIES

Cross references each action to the Strategy's 28 priorities.

## GOAL 1:

# Towards True Reconciliation

### Eliminating poverty is a profound act of reconciliation.

From the signing of the City Council's Declaration on Strengthening the Relationship between the Edmonton and Urban Aboriginal Peoples in 2005, Edmonton has worked to build strong and respectful relationships with its Indigenous communities. This involves working with both rights-based and needs-based Indigenous organizations and leadership. Edmonton City Council declared 2014–15 a Year of Reconciliation and embarked on focused efforts to address the Calls to Action of Canada's Truth and Reconciliation Commission.

The starting actions below were shaped with the same focus in mind through numerous engagements with Indigenous Edmontonians, including collaborative conversations within the Federal government's Urban Aboriginal Strategy development in late 2015. It is envisioned that these actions will lead to Indigenous Edmontonians enjoying prosperous lives, being proud of their history and culture and connected to the larger community.

<b>ACTION #1</b>	<b>Design and plan a new Aboriginal culture and wellness centre.</b>
TIMELINE	Years 1–5
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b> Indigenous organizations & businesses, Edmonton Public Library, Boyle Street Community Services, Bent Arrow Traditional Healing Society, Institute for the Advancement of Aboriginal Women, Canadian Native Friendship Centre, Government of Alberta, Government of Canada
TOTAL COST	\$3,000,000
LINK TO EPE PRIORITIES <sup>2</sup>	Establish an Aboriginal culture and wellness centre (#1)



**Edmonton has been chosen as one of 5 pilot cities for Diverse Voices, a 5 year project to engage urban Indigenous, racialized and under-represented women in the municipal decision making system.**

<sup>2</sup> End Poverty within a generation: A Strategy. December 2015.

<b>ACTION #2</b>	<b>Create spaces, events and opportunities to show and grow the talents of Indigenous Edmontonians.</b>
TIMELINE	Years 1–5
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b> Bent Arrow, Edmonton Public Library, Government of Alberta, Institute for the Advancement of Aboriginal Women, iHumanYouth Society, Canadian Native Friendship Centre, Boyle Street Community Services, Bissell Centre, E4C, Native Counselling Services of Alberta, Edmonton Arts Council, Other Indigenous social agencies & partners
TOTAL COST	\$125,000
LINK TO EPE PRIORITIES <sup>2</sup>	Provide opportunities where Indigenous people in poverty can “show and grow” their talents and abilities (#4)
<b>ACTION #3</b>	<b>City of Edmonton to complete a review of programs and services to better reflect the needs, interests and culture of our Indigenous peoples and champion the Truth and Reconciliation Commission of Canada Calls to Action.</b>
TIMELINE	Years 2,3,5
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b>
TOTAL COST	\$675,000
LINK TO EPE PRIORITIES <sup>2</sup>	Make systemic changes to better reflect the needs, interests and culture of Indigenous people (#5)
<b>ACTION #4</b>	<b>Launch a Community Witness Program using storytelling events, spaces for sharing stories and hosting a Witness Reconciliation Event.</b>
TIMELINE	Years 2–5
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b> Bent Arrow Traditional Healing Society, Edmonton Public Library, Institute for the Advancement of Aboriginal Women, iHuman Youth Society, E4C, Canadian Native Friendship Centre, Boyle Street Community Services, Bissell Centre, Edmonton Arts Council, Government of Alberta, Other Indigenous social agencies
TOTAL COST	\$300,000
LINK TO EPE PRIORITIES <sup>2</sup>	Implement a Community Witness Program (#3)

## GOAL 2:

“We cannot solve the problem of poverty ... unless we honestly unravel the complex and continuing connection between poverty and race.”

*Alan Jenkins*

## Justice for All

Actions to eliminate poverty and those focused on ending discrimination go hand in hand. We affirm the right all Edmontonians to participate fully in community. Still racist beliefs, attitudes and structures often inhibit the full community participation of those who are racialized.

The three starting point actions under this goal will pave the way towards ensuring Edmontonians have full access to resources and opportunities to exercise their rights and responsibilities as citizens. It begins with catalyzing conversations about human rights, challenging stereotypes and prejudice, building skills to work effectively with people from diverse socio-economic and cultural backgrounds, and removing systemic barriers. These actions will build an Edmonton where one’s future is not limited by one’s race, gender, sexual orientation, disability, age, and where one was born or where one lives. Edmonton will foster and protect dignity for all!

<b>ACTION #5</b>	<b>Host an annual city wide Day of Dignity to recognize and honour human rights and dignity for all.</b>
TIMELINE	Years 1–5
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b> John Humphrey Centre for Peace and Human Rights, Alberta Human Rights Commission, Indigenous organizations and businesses, Newcomer and multi-cultural organizations and businesses, Centre for Race and Culture, Relevant City Council Initiatives
TOTAL COST	\$50,000
LINK TO EPE PRIORITIES	Make Edmonton a “human rights city” (#9)
<b>ACTION #6</b>	<b>Provide opportunities and supports to vulnerable populations to participate in all City committees.</b>
TIMELINE	Years 2–5
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b> COE Public Engagement Initiative, University of Alberta, Centre for Public Involvement, Centre for Race and Culture, Multisectoral community partners
TOTAL COST	Existing COE resources
LINK TO EPE PRIORITIES	Make Edmonton a “human rights city” (#9) Reduce barriers to getting information and accessing City programs and services (#17)

<b>ACTION #7</b>	<b>Support and promote training opportunities to build understanding and end stigmatization between vulnerable people and law enforcement personnel.</b>
TIMELINE	Years 1–5
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b> Edmonton Police Service, City of Edmonton, John Humphrey Centre for Peace and Human Rights, Indigenous organizations, Newcomer and multi-cultural organizations and businesses, iHuman Youth Society, Boyle Sreet Community Services, Bissell Centre, COE Gender-Based Violence Initiative
TOTAL COST	\$150,000
LINK TO EPE PRIORITIES	Decriminalize poverty (#7)
<b>ACTION #8</b>	<b>Develop policies and amend bylaws to provide Edmonton Police Service, bylaw officers and other peace officers with structured flexibility when issuing minor infractions.</b>
TIMELINE	Years 2–5
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b> City of Edmonton, Edmonton Police Service, Edmonton Community Legal Centre, REACH, iHuman, Elizabeth Fry Society, John Howard Society
TOTAL COST	To be determined
LINK TO EPE PRIORITIES	Decriminalize Poverty (#7)
<b>ACTION #9</b>	<b>Implement a social lab project to generate ideas and test promising prototypes to end racism.</b>
TIMELINE	Year 1
POTENTIAL PARTNERS	<b>Lead: Edmonton Community Foundation (ECF), Skills Society</b> Multi-sectoral community partners
TOTAL COST	Partner funded
LINK TO EPE PRIORITIES	Initiate a people-first and trauma-informed policy and practice (#2) Eliminate racism (#6) Launch a broad-based community engagement and education initiative to change people’s attitudes about poverty (#28)

<b>ACTION #10</b>	
	<b>Work with local Indigenous and refugee youth on a public awareness and action campaign on stories of racism and discrimination using film and other creative approaches.</b>
TIMELINE	Year 1
POTENTIAL PARTNERS	<b>Lead: EndPovertyEdmonton</b> City of Edmonton, Indigenous organizations, Multicultural organizations
TOTAL COST	Existing EPE Resources
LINK TO EPE PRIORITIES	Initiate a people-first and trauma-informed policy and practice (#2) Eliminate racism (#6) Launch a broad-based community engagement and education initiative to change people’s attitudes about poverty (#28)
<b>ACTION #11</b>	
	<b>Expand initiatives on intercultural competency, anti-racism and trauma informed training as mandatory for City staff.</b>
TIMELINE	Years 2–5
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b> Centre for Race and Culture, Multicultural Health Brokers Co-op, Norquest College, Trauma Informed Edmonton, Native Counselling Services of Alberta, COE Gender Based Violence Prevention Initiative
TOTAL COST	\$250,000
LINK TO EPE PRIORITIES	Initiate a people-first and trauma-informed policy and practice (#2) Eliminate racism (#6) Launch a broad-based community engagement and education initiative to change people’s attitudes about poverty (#28)

<b>ACTION #12</b>	<b>Incentivize business, educational institutions and not-for-profit employers to implement intercultural competency and anti-racism education in their institutions.</b>
TIMELINE	Years 2–5
POTENTIAL PARTNERS	<b>Lead: EndPovertyEdmonton</b> City of Edmonton (Family and Community Support Services), Centre for Race and Culture, Educational Institutions, Norquest College, Edmonton Chamber of Voluntary Resources, Local business community, Indigenous organizations, Multicultural organizations
TOTAL COST	To be determined
LINK TO EPE PRIORITIES	Initiate a people-first and trauma-informed policy and practice (#2) Eliminate racism (#6) Launch a broad-based community engagement and education initiative to change people’s attitudes about poverty (#28)



**FAITH IN ACTION: The Ismaili community in Edmonton supports EPE by setting an ambitious target to eliminate poverty within the community in 3 years. Community volunteers with a wide range of skill sets and experiences help families develop their own goals and plans with the assistance of a family mentor and a “circles of support” team of community volunteers. Interventions are guided by family aspirations focusing on five areas of family capital – physical, financial, human, social and natural (faith) to build assets and resilience.**

## GOAL 3:

# Move People Out of Poverty

Edmontonians have told us where urgent and immediate actions are needed to support and help people to break out of the vicious cycle of poverty. This comprehensive and diverse suite of actions is designed to enable low-income Edmontonians to:

- ▶ have income and assets to meet their basic needs
- ▶ access to services in a timely manner and appropriate to their needs and capacities
- ▶ have resources to protect them from disruptive events.

Investments in affordable housing and transportation, livable incomes, along with timely and adequate access to mental health and supplemental health services provide opportunities for people to thrive – both as individuals and contributors to a healthy and prosperous community.

Essential to making progress in these key actions is improving the way the City works by adopting a poverty lens. This a tool that requires the City to be intentional in ensuring that the vision of ending poverty influences how it makes decisions, measures success and engages with Edmontonians.

<b>ACTION #13</b>	<b>Implement the “1,000 Families” initiative in five Edmonton communities that puts low-income families at the centre of holistic and targeted supports to lift them out of poverty.</b>
TIMELINE	Years 1–5
POTENTIAL PARTNERS	<b>Lead: United Way ACR, City of Edmonton</b> E4C, Norwood Child & Family Services, Bent Arrow, Edmonton Mennonite Centre, Bissell Centre, Capital Housing, Boyle Street, Terra Centre, University of Alberta, Boys & Girls Club Big Brothers Big Sisters, Edmonton & Area, Edmonton Community Foundation, YMCA, The Family Centre, COE ELEVATE
TOTAL COST	\$4,250,000
LINK TO EPE PRIORITIES	Help people navigate systems in order to access resources and opportunities (#18) Reduce barriers for children and families to access services, including out-of-school care and respite care (#24) Keep the individual at the centre in providing care, services and supports (#27)



<b>ACTION #14</b>	<b>Draft a living wage policy for all City of Edmonton staff and contracted services to be approved by City Council.</b>
TIMELINE	Year 1
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b>
TOTAL COST	Existing COE resources
LINK TO EPE PRIORITIES	Advocate for livable incomes for Edmontonians (#10)
<b>ACTION #15</b>	<b>Actively encourage local employers in all sectors to learn about and implement living wage policies.</b>
TIMELINE	Years 2–5
POTENTIAL PARTNERS	<b>Lead: EndPovertyEdmonton</b> Edmonton Social Planning Council, Public Interest Alberta, Living wage Canada, Local business community
TOTAL COST	\$100,000
LINK TO EPE PRIORITIES	Advocate for livable incomes for Edmontonians (#10)
<b>ACTION #16</b>	<b>Expand the spectrum of financial empowerment initiatives that includes developing a benefit navigator tool, identifying alternatives to Pay Day Lending and enhancing the capacity of Empower U to provide financial literacy, savings and asset building.</b>
TIMELINE	Years 1–5
POTENTIAL PARTNERS	<b>Lead: Edmonton Financial Empowerment Collaborative</b> City of Edmonton, United Way ACR, ATB Financial, E4C, Other financial institutions, COE Women’s Initiative
TOTAL COST	Existing COE Resources
LINK TO EPE PRIORITIES	Improve literacy (#16)

**“1,000 Families” (Action #13)**

This new innovative model puts people at the centre and applies an economic development approach to raise families out of poverty. It will provide a contained landscape in which to address pertinent actions including food security, financial empowerment, wrap around care, mental health services, early learning and care and literacy. Currently there are 14 partners working on a prototype aimed at scaling up this program to five underserved neighbourhoods.

<b>ACTION #17</b>	<b>Initiate a community dialogue to remove systemic barriers and improve coordination of training and employment opportunities.</b>
TIMELINE	Years 2–5
POTENTIAL PARTNERS	<b>Lead: EndPovertyEdmonton</b> COE Accessibility Advisory Committee, COE Women’s Initiative, Disability sector, Employment training agencies, Local Immigration Partnership, Indigenous organizations, Seniors organizations, Youth organizations, Local businesses
TOTAL COST	To be determined
LINK TO EPE PRIORITIES	Improve skills training to help people gain sustainable employment (#15)
<b>ACTION #18</b>	<b>Implement a low-income transit pass at 60% discount for eligible low income transit customers.</b>
TIMELINE	Years 1–3
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b> Government of Alberta
TOTAL COST	To be determined
LINK TO EPE PRIORITIES	Make transit reliable, accessible and affordable for Edmontonians (#11)
<b>ACTION #19</b>	<b>Provide free passes for agencies to distribute to vulnerable youth and adults.</b>
TIMELINE	Years 1–5
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b> At Risk Youth Pass: Youth Serving Agencies
TOTAL COST	Existing COE Resources
LINK TO EPE PRIORITIES	Make transit reliable, accessible and affordable for Edmontonians (#11)



**Edmonton Catholic School District recently waived school fees for the next school year.**

<b>ACTION #20</b>	<b>Conduct a feasibility study of the costs and opportunities of free public transportation for children under 12 years.</b>
TIMELINE	Years 2–5
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b>
TOTAL COST	To be determined
LINK TO EPE PRIORITIES	Make transit reliable, accessible and affordable for Edmontonians (#11)
<b>ACTION #21</b>	<b>Evaluate ETS Late Night Owl Service and expand/improve service as appropriate for shift workers.</b>
TIMELINE	Year 2
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b>
TOTAL COST	To be determined
LINK TO EPE PRIORITIES	Improve and expand transit services (#12)
<b>ACTION #22</b>	<b>Increase supports to the Community Bridge initiative to prevent evictions</b>
TIMELINE	Years 1–5
POTENTIAL PARTNERS	<b>Lead: Bissell Centre</b> United Way ACR, Homeward Trust, Edmonton Community Foundation, COE Housing Initiative, Other community partners
TOTAL COST	\$2,875,000
LINK TO EPE PRIORITIES	Negotiate with other orders of government to increase funding for affordable and supportive housing as well as rental subsidy programs (#13)

**Community Bridge (Action #22)**

Community Bridge is a new and emerging rapid response intervention that stops an imminent eviction and provides interventions/services purposed to ensure that causes of the eviction are effectively addressed in order to ward off reoccurrence. When loans are provided they serve as the foundation of a bridge through an immediate cash crisis. The money provides time for further interventions and assistance to help the individual/family make the necessary adjustments or changes required to increase financial stability and maintain their accommodation permanently.

<b>ACTION #23</b>		<b>Revisit and renew affordable housing agreements with other orders of government, implement a housing awareness campaign, and initiate a Centre of Excellence for social housing.</b>
TIMELINE		Year 1
POTENTIAL PARTNERS		<b>Lead: City of Edmonton</b> End Poverty Edmonton, Urban Development Institute, Homeward Trust, Capital Region Housing, Housing Council Initiative, SHRAG (Social Housing Resource Advisory Group)
TOTAL COST		\$300,000
LINK TO EPE PRIORITIES		Negotiate with other orders of government to increase funding for affordable and supportive housing as well as rental subsidy programs (#13)
<b>ACTION #24</b>		<b>Research leading practices on housing design and innovation and an awareness campaign on the right to affordable housing.</b>
TIMELINE		Year 1
POTENTIAL PARTNERS		<b>Lead: City of Edmonton</b> EndPovertyEdmonton, Urban Development Institute, COE Housing Initiative
TOTAL COST		\$200,000
LINK TO EPE PRIORITIES		Develop a community-based learning group to look at housing and zoning innovation (#14)
<b>ACTION #25</b>		<b>Resource the Edmonton Mental Health Steering Committee to implement the coordinated community mental health action plan.</b>
TIMELINE		Year 1
POTENTIAL PARTNERS		<b>Lead: Edmonton Mental Health Steering Committee</b> United Way ACR, COE Urban Isolation/Mental Health Initiative, Canadian Mental Health Association, EndPovertyEdmonton
TOTAL COST		Existing COE Resources
LINK TO EPE PRIORITIES		Improve timely access to mental health and wellness services and addictions supports (#19)

<b>ACTION #26</b>		<b>Advance partnerships to support and appropriately resource the implementation of the Edmonton Suicide Prevention Strategy and Managed Alcohol Program within the COE Urban Mental Health/Social Isolation Initiative.</b>
TIMELINE	Years 2–5	
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b> AB Health Services, Alberta Health, AB Human Services, Edmonton Fire Rescue Services, Edmonton Police Service, Canadian Mental Health Association, Oxford Properties, REACH Edmonton, Royal Alex Hospital, Community organizations	
TOTAL COST	To be determined	
LINK TO EPE PRIORITIES	Improve timely access to mental health and wellness services and addictions supports (#19)	
<b>ACTION #27</b>		<b>Advocate to increase funding and access to mental health services and education including the expansion of full service hours for multi-disciplinary mental health services.</b>
TIMELINE	Years 2–5	
POTENTIAL PARTNERS	<b>Lead: Edmonton Mental Health Steering Committee</b> COE Urban Isolation/Mental Health Initiative	
TOTAL COST	To be determined	
LINK TO EPE PRIORITIES	Improve timely access to mental health and wellness services and addictions supports (#19)	



The Canadian Mental Health Association – Edmonton Region, BetaCityYeg and EPE have created **LINKYEG.ca**, a web based tool linking Edmontonians in need with basic needs like food, shelter or mental health services.

<b>ACTION #28</b>	<b>Apply an integrated poverty lens to guide decision-making and operations in the City of Edmonton.</b>
TIMELINE	Year 1
POTENTIAL PARTNERS	<b>Lead: City of Edmonton</b>
TOTAL COST	\$200,000
LINK TO EPE PRIORITIES	<p>Initiate people-first and trauma-informed policy and practice (#2)</p> <p>Make systemic changes to better reflect the needs, interests and culture of Indigenous people (#5)</p> <p>Eliminate racism (#6)</p> <p>Edmonton a 'human rights city' (#9)</p> <p>Reduce barriers to getting information and accessing City programs and services (#17)</p> <p>Help people navigate systems in order to access resources and opportunities (#18)</p> <p>Keep the individual at the centre in providing care, services and support (#27)</p>



**C5, a formal collaborative of 5 Edmonton agencies** (Bent Arrow Traditional Healing Society, Boyle Street Community Services, Edmonton Mennonite Centre for Newcomers, Norwood Child and Family Services, Terra Centre for Teen Parents) and other partners have been taking **collective action on a Relentless Connector Initiative** to connect frontline workers with the resources they need to effectively navigate systems.

## GOAL 4:

# Invest in a Poverty-Free Future

To sustain the impact of moving people out of poverty, EPE will invest in long-term and preventive actions that will create the conditions that protect Edmontonians at-risk of poverty. The cost of doing nothing is profound, both socially and fiscally. Edmonton wins when everyone shares in its prosperity, when every child achieves full potential, school success and be career-ready, as well as when businesses thrive in our community.

This slate of actions are intended to secure a better future of our children and youth by advancing an integrated early learning and care strategy at the strategic level and providing a suite of relevant and holistic supports in school. It also includes enabling low-income Edmontonians to have the capacity to participate in the local economy.

Along with actions that speak to food security entrepreneurship and social innovation, the creation of a Community Development Corporation (CDC) is a flagship action. The CDC will support and lead in the creation of affordable and supportive housing. In addition, as a community rooted entity it will activate new resources and open doors to equity and new investment while leading projects that generate tangible benefits to local communities, including jobs, skills, safety and business growth.

<b>ACTION #29</b>	<b>Resource a new Early Learning and Care Steering Committee to guide the implementation of an integrated system and strategy for early learning and care in Edmonton.</b>
TIMELINE	Years 1–5
POTENTIAL PARTNERS	<b>Lead: EndPovertyEdmonton</b> City of Edmonton, Government of Alberta, Child Friendly Edmonton
TOTAL COST	\$500,000
LINK TO EPE PRIORITIES	Plan and implement a system of early learning and care (#23)



**In September 2015, Edmonton Public School Board passed a motion endorsing the overall EndPovertyEdmonton Strategy and specifically its recommendations pertaining to education.**

<b>ACTION #30</b>	<b>Resource and grow the All In for Youth wrap-around initiative in five school sites.</b>
TIMELINE	Years 1–3
POTENTIAL PARTNERS	<b>Lead: United Way ACR, REACH Edmonton</b> Boys & Girls Clubs Big Brothers Big Sisters, The Family Center, City of Edmonton FCSS, Edmonton Catholic Schools, Edmonton Public Schools, Indigenous organizations, Edmonton Community Foundation, Child Friendly Edmonton, COE ELEVATE
TOTAL COST	\$6,300,000
LINK TO EPE PRIORITIES	Reduce barriers for children and families to access services, including out-of-school care and respite care (#24) Advocate to the provincial government for sustainable, predictable and adequate funding for a school-based “wrap-around” services (#26)

<b>ACTION #31</b>	<b>Establish a Community Development Corporation* to invest in affordable housing and community economic development.</b> <i>*Please see Appendix 1 for an overview of the Community Development Corporation.</i>
TIMELINE	Year 1
POTENTIAL PARTNERS	<b>Lead: Edmonton Community Foundation and City of Edmonton</b> Homeward Trust, United Way ACR, Social Enterprise Fund, COE ELEVATE, Urban Development Institute
TOTAL COST	\$2,955,000
LINK TO EPE PRIORITIES	Partner with business, industry, community organizations and other stakeholders to create a community development corporation (#22)

**All In for Youth (Action #30)**

This holistic local initiative focuses on getting at-risk children and youth through their developmental and educational journey through to high school completion. The collaboration of local partners offers multiple supports in school, after school and during the out of school months. A multidisciplinary team of professionals and workers offers comprehensive wrap-around supports for children and youth to achieve both educational and resiliency outcomes. The program invests in children and youth and creates pathways to break the cycle of poverty.



<b>ACTION #32</b>		<b>Advance the development and stability of local food system providers through access to appropriate business skill training, mentoring, and capital sources (both for start-up and to scale).</b>
TIMELINE	Years 2–5	
POTENTIAL PARTNERS	<b>Lead: EndPovertyEdmonton</b> Edmonton Food Council, University of Alberta School of Business, Start Up Edmonton, Business Community, Edmonton Chamber of Commerce, Social Enterprise Fund, COE Emerging Economy Initiative	
TOTAL COST	To be determined	
LINK TO EPE PRIORITIES	Invest in food security-oriented enterprises aimed at increasing food access and gainful employment (#21)	
<b>ACTION #33</b>		<b>Support ongoing work and facilitate discussion amongst Edmonton’s and Alberta’s financial systems players, business support agencies and post-secondary institutions to collectively address barriers faced by low income Edmontonians when starting or growing their own businesses.</b>
TIMELINE	Years 2–5	
POTENTIAL PARTNERS	<b>Lead: EndPovertyEdmonton</b> Social Enterprise Fund, Start-Up Edmonton, University of Alberta School of Business, Leder School of Business, Edmonton Chamber of Commerce, Business leaders, Financial institutions	
TOTAL COST	To be determined	
LINK TO EPE PRIORITIES	Grow social enterprises to build sustainable livelihood and assets (#20)	

## GOAL 5:

# Change the Conversation: Build the Movement

Social movements emerge as a result of purposeful individuals and organizations wanting to assert new public values. At its core, they are dynamic, participatory and organized under a collective identity where growth, creativity and action can flourish. The EndPovertyEdmonton movement will harness our community's collective energy in order to demand social change. By inviting businesses, community organizations and individual Edmontonians to join the movement to end poverty, EndPovertyEdmonton catalyzes community-wide actions to shift the conversation from managing poverty to ending it.

EndPovertyEdmonton will engage the entire community in reframing how we collectively view and respond to poverty in our city. Our poverty dialogue will focus beyond individual responsibility towards removing the conditions that create and perpetuate poverty. We will animate conversations about jobs and economic security, better services that put people and communities first and a city built on equity and shared prosperity.

The actions are designed to raise awareness and nurture empowered individuals and communities so that they can be agents of change who will mobilize Edmontonians to take actions towards ending poverty and achieving sustained prosperity.

<sup>3</sup> End Poverty within a generation: A Strategy. December 2015.

<b>ACTION #34</b>	<b>Create a "Design by Doing" action lab to catalyze grassroots community-led projects as prototypes to end poverty.</b>
TIMELINE	Year 1
POTENTIAL PARTNERS	<b>Lead: EndPovertyEdmonton</b> Skills Society, GOA Co-Lab, Start Up Edmonton, Make Something Edmonton
TOTAL COST	Existing EPE resources
LINK TO EPE PRIORITIES <sup>3</sup>	Launch a collaborative broad-based community engagement and education initiative to change people's attitudes about poverty (#28)
<b>ACTION #35</b>	<b>Produce participation toolkits that enable different groups (i.e. faith communities, business sector, community leagues, etc.) to engage and empower them to action.</b>
TIMELINE	Year 1
POTENTIAL PARTNERS	<b>Lead: EndPovertyEdmonton</b> <b>United Way ACR</b>
TOTAL COST	Existing EPE resources and partner funding
LINK TO EPE PRIORITIES <sup>3</sup>	Launch a collaborative broad-based community engagement and education initiative to change people's attitudes about poverty (#28)

# THE BOTTOM LINE



“We are pouring billions of dollars every year into a system that merely treats the symptoms of poverty but leaves the disease itself untouched.”

*Senator David Croll (1972)*

For decades very well intentioned governments, organizations and individuals have spent billions of dollars trying to manage the impact of poverty through food banks, shelters and other programs aimed at easing the burden of those in poverty, without meaningful and sustainable impact.

In Alberta, we are spending **\$7.1 to \$9.5 billion dollars** every year in managing the effects of poverty under the current system. (*Vibrant Communities. 2012. Poverty Costs 1.0. Calgary, Alberta*)

We know that chronic homelessness costs over \$100,000 a year per person. Imagine by providing comprehensive, place-based, person-centred supports and services, we were able to move just 1,000 homeless individuals into full-time employment that paid a living wage. Not only would we save \$500 million dollars over five years in taxes but we would potentially be adding \$158 million dollars into the economy.

The EPE Road Map priority actions are investments geared towards incrementally whittling down the cost of managing poverty and shifting resources towards sustained economic security and a life of dignity for Edmontonians.

These are shared investments borne collectively by governments, community partners, businesses and Edmontonians.

There are nine actions in the EPE Road map that are either currently funded or will use existing City of Edmonton funds to be implemented in 2017 and 10 actions where the appropriate costs will be determined in years 2 to 5 of the implementation.

The EPE Road Map Investment chart shows the total amount of investment that the EPE Road Map will need in the next five years to move people out of poverty and pave the way towards eliminating poverty in a generation. As the table outlines, there are 17 specific actions that require a community investment of \$27.2 million.

## EPE ROAD MAP ACTIONS THAT ARE CURRENTLY FUNDED

- |  |  |  |
|--|--|--|
| <p><b>#6</b> Provide opportunities and supports to vulnerable populations to participate in all City Committees</p> <hr/> <p><b>#9</b> Implement a social lab project to generate ideas and test prototypes to end racism</p> <hr/> <p><b>#10</b> Work with local Indigenous and refugee youth on an anti-racism public awareness and action campaign</p> <hr/> <p><b>#14</b> Draft a living wage policy for all City of Edmonton staff and contracted services to be approved by City Council</p> | <p><b>#16</b> Expand the spectrum of financial empowerment initiatives that includes developing a benefit navigator tool, identifying alternatives to Pay Day Lending and enhancing the capacity of Empower U to provide financial literacy, savings and asset building.</p> <hr/> <p><b>#19</b> Provide discounted or free passes for agencies to distribute to vulnerable Edmontonians</p> | <p><b>#25</b> Resource the Edmonton Mental Health Steering Committee to implement the coordinated community mental health action plan.</p> <hr/> <p><b>#34</b> Create a “Design by Doing” action lab to catalyze grassroots community led projects as prototypes to end poverty</p> <hr/> <p><b>#35</b> Produce participation toolkits that enable different groups to engage and empower them to action</p> |
|--|--|--|

## EPE ROAD MAP ACTIONS WHERE THE COST IS YET TO BE DETERMINED

- |  |  |  |
|--|--|--|
| <p><b>#8</b> Develop policies and amend bylaws to provide Edmonton Police Service, bylaw officers and other peace officers with structured flexibility when issuing minor infractions.</p> <hr/> <p><b>#12</b> Incentivize business, educational institutions and not-for-profit employers to implement intercultural competency and anti-racism education in their institutions.</p> <hr/> <p><b>#17</b> Initiate a community dialogue to create solutions for removing systemic barriers and improving coordination of training and employment opportunities.</p> <hr/> <p><b>#18</b> Implement a low-income transit pass at 60% discount for eligible low income transit customers.</p> | <p><b>#20</b> Conduct a feasibility study of the costs and opportunities of free public transportation for children under 12 years.</p> <hr/> <p><b>#21</b> Evaluate ETS Late Night Owl Service and expand/improve service as appropriate for shift workers.</p> <hr/> <p><b>#26</b> Advance partnerships to support and appropriately resource the implementation of the Edmonton Suicide Prevention Strategy and Managed Alcohol Program within the COE Urban Mental Health/Social Isolation Initiative.</p> | <p><b>#27</b> Advocate to increase funding and access to mental health services and education including the expansion of full service hours for multi-disciplinary mental health services.</p> <hr/> <p><b>#32</b> Advance the development of food systems start-up initiatives that include start-up capital, enterprise development training and business coaching.</p> <hr/> <p><b>#33</b> Initiate a dialogue with financial system players, business support agencies and post-secondary institutions to collectively address the barriers low income Edmontonians face when starting their own businesses.</p> |
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# EPE ROAD MAP

## INVESTMENTS FROM COE (\$000s)

	Create EndPovertyEdmonton (Cornerstone)	Design and plan a new Aboriginal Culture and Wellness Centre (1)*	Show and grow opportunities to showcase Indigenous talent (2)	Review of programs and Implement TRC calls to action (3)	Community Witness Programs and collection of stories (4)	Annual Day of Dignity (5)	Training to end stigmatization with law enforcement (7)	Expand COE Intercultural Competency training (11)	"1,000 Families" Initiative (13)	Living wage campaign (15)
<b>YEAR 1 2017</b>	-	200	25	-	-	10	30	-	500	
<b>YEAR 2 2018</b>	750	800	25	350	75	10	30	63	500	40
<b>YEAR 3 2019</b>	750	1,000	25	125	75	10	30	62	500	20
<b>YEAR 4 2020</b>	750	1,000	25	-	75	10	30	63	500	20
<b>YEAR 5 2021</b>	750	TBD	25	200	75	10	30	62	500	20
<b>TOTAL COE</b>	3,000	3,000	125	675	300	50	150	250	2,500	100
<b>PARTNER FUNDING</b>	1,950	-	-	-	-	-	-	-	1,750	
<b>TOTAL EXPENDITURE</b>										

While future investments will be needed, this current investment will provide the starting point to activate a community wide plan that seeks to tackle the issue in new and authentic ways. Through ongoing evaluation, extensive consultation and involving the entire community, EndPovertyEdmonton

will consistently evolve its strategies and activities during the life of the EPE Road Map.

Regardless of how much economic sense this investment makes, there is no way to accurately measure the experience of actually living in poverty: a life with fewer choices,

increased stress, poorer health and robbed of dignity, potential and hope. But we can fully appreciate the immense cumulative benefits to individuals and families who live decent and meaningful lives and how this contributes to building a city that is free from poverty!

Community Bridge initiative (22)	Renew supply of affordable housing (23)	Research housing design and innovation (24)	Develop COE poverty lens to decision making (28)	Early Learning and Care Committee (29)	All In for Youth (30)	Establish a CDC (31) **	COE Total Expenditure	Partner (Committed) Funding	Total Expenditure
200	300	200	200	100	500	530	\$2,795	\$3,486	<b>\$6,281</b>
200	-	-	-	100	500	530	\$3,973	\$2,786	<b>\$6,759</b>
200	-	-	-	100	500	280	\$3,677	\$2,786	<b>\$6,463</b>
200	-	-	-	100	-	280	\$3,053	\$1,186	<b>\$4,239</b>
200	-	-	-	100	-	280	\$2,252	\$1,186	<b>\$3,438</b>
1,000	300	200	200	500	1,500	1,900	\$15,750		
1,875	-	-	-	-	4,800	1,055		\$11,430	
									<b>\$27,180</b>

\* The capital infrastructure costs for an Aboriginal Culture & Wellness Centre will be determined through concept and design planning and are not reflected in this amount.

\*\* This number reflects the operating costs of the CDC and does not include investments needed from the City for land and debt financing of \$10 Million offered by Edmonton Community Foundation.

# ADVOCACY FOR SYSTEMIC CHANGE

There is no shortcut in the long-term process of social change. Fortunately, progress happens along the way. In fact, early wins that demonstrate the value of working together are essential to hold the collaborative together.

*(Channeling Change: Making Collective Impact Work, Kania and Hanleybrown, 2012)*

Ending poverty within a generation requires long-term commitment directed towards transformation in systems and institutions. The starting point actions in this EPE Road Map need to be fortified with changes in policy and in systems vital to creating impacts at a scale and degree of sustainability beyond programs and services. Early learning and care is an example of where advocacy can bring about sustainable policies and responsive systems that build the health and resiliency of all children.

Many of the policies that can influence our collective efforts to end poverty lie outside the City's jurisdiction. A critical role of EndPovertyEdmonton is to vigorously advocate to other orders of government for policy changes that support a poverty-free future. Advocacy will also advance lessons from local program and service delivery experience that will improve how systems are able to meet the complex and unique context of vulnerable populations.

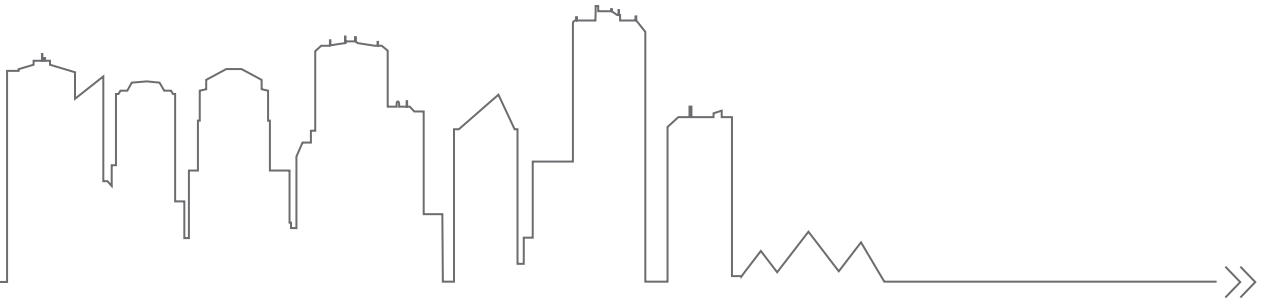
More importantly, EPE will engage Edmontonians in building their capacity to advocate – Indigenous peoples, newcomers, business leaders, workers, youth, women, service providers, faith leaders and many others.

EndPovertyEdmonton will develop a coordinated, meaningful and measurable advocacy strategy that includes a strong policy agenda to move the needle on poverty here in Edmonton, across the province, and across our nation. The development of the advocacy strategy will be guided by the following principles:

- ▶ Advocacy is essential and intentional to the work of ending poverty.
- ▶ Advocacy work will be responsive and adaptive to the changing political, economic and policy landscape.
- ▶ Building the advocacy capacity of community stakeholders, including those with lived experience of poverty and those who serve and work with them, is as important as the advocacy work itself.
- ▶ Outcomes and impact of advocacy work will be measured and evaluated.

Edmontonians have told us significant policy and system changes are needed to ensure that the gains achieved from delivering programs and services will continue to reduce the effects of poverty and lead the way to tackling its underlying causes.





EndPovertyEdmonton will engage Edmontonians to draft a cogent and vigorous advocacy strategy anchored on advancing this set of beginning priorities:

- ▶ Removing barriers for under-represented Edmontonians to exercise their rights as citizens, i.e. electoral participation.
- ▶ Implementation of a guaranteed annual income that allows individuals and families to meet their physical, social and cultural needs.
- ▶ Lunch programs in all schools.
- ▶ Expanded subsidy programs to allow individuals and families to afford things like housing, high-quality childcare, school fees, leisure access and transportation.
- ▶ Increased funding for mental health education, mental healthcare and addiction services.
- ▶ Culturally sensitive curricula and standards for all early learning and care centres.
- ▶ Resources for current diversion mediation and restorative justice programs.
- ▶ Implementation of Calls to Actions from the Truth and Reconciliation Commission.

The EPE's advocacy strategy will be a key instrument for the EndPovertyEdmonton movement to become catalysts of policy innovations and social capital, creators of programmatic knowledge to effect systems change and builders of vibrant and diverse civil societies!



**The City of Edmonton's FCSS grants area is bringing a poverty lens to their funding priorities. A poverty lens means that funding decisions are guided by how projects and initiatives align with or contributes to the goals and priorities of EndPovertyEdmonton.**

# TRACKING PROGRESS AND MEASURING SUCCESS: AN EPE EVALUATION APPROACH

“Developing a shared measurement system is essential to collective impact...Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other’s successes and failures”

*From Collaboration for Impact, 2015*

The EndPovertyEdmonton Strategy is built upon a strong foundation of evidence. The EPE Road Map is grounded on the extensive knowledge generated from the robust strategy development process and is rooted in the distinctive features of collective impact.

EndPovertyEdmonton will invest time and resources to build a strong measurement and evaluation framework. Driving action to end poverty requires a clear and comprehensive definition of success. The key evaluation question is:

## **Did we lift 10,000 people out of poverty?**

A set of measures and indicators will be developed to assess what success looks like within our definition of poverty and the outcomes of actions in each of the five goals. EPE will adopt a focused, collective approach to measuring the impact of the suite of actions and how they have contributed in achieving EPE’s bold target.

## EVALUATION STREAMS

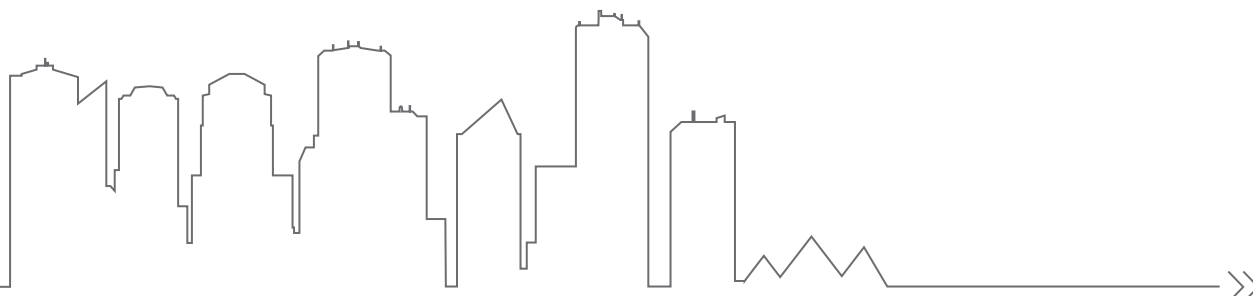
There are two broad streams of evaluation that EndPovertyEdmonton will conduct in the next few years.

- 1. Evaluate our progress towards implementing the plan.** While poverty elimination in a generation is the ultimate goal, there is an immense amount of groundwork and coordination to accomplish in these initial years. Thus, it is important that we acknowledge these accomplishments along the way. This stream of evaluation seeks to answer questions like:

*What seems to be working well and where is there evidence of early progress?*

*Does this evidence of early progress show pathways to achieving targets and goals?*

*How are relationships developing among partners?*



## 2. Evaluate intended and unintended effects of our actions.

A number of outcome statements outlined in this document point to the immediacy of some of the Road Map actions (e.g., instituting a low-income transit pass). As such it is necessary to also focus on evaluating intended and unintended outcomes of these actions. This information is vital for the leadership team in their continued efforts of strengthening the EPE Strategy. This stream of evaluation seeks to answer questions like:

*What are direct outcomes that are observed as a result of specific actions?*

*What are **all** the effects of the actions?*

*Which of these did we seek and which were unanticipated?*

*What is working (and not), for whom and why?*

*What does this mean for the overarching strategy?<sup>4</sup>*

## LEVERAGING PARTNERSHIPS TO MEASURE IMPACT

A key strength of Collective Impact partnerships is the diverse expertise leveraged through the community wide reach of the work. EndPovertyEdmonton builds on strong research and evaluation partnerships that have emerged in the Task Force period, as it creates a robust evaluation and measurement framework. Some of these partnerships which will grow and thrive include:

- ▶ University of Alberta through its Community University Partnership (CUP), Centre for Public Involvement (CPI) and School of Business, provides extensive academic expertise, content knowledge and student programs.
- ▶ Edmonton Social Planning Council, which produces an annual Poverty Profile, and update on Edmonton's Living Wage, provides local social research analysis and responds to policy decisions that impact people living in poverty.
- ▶ The City of Edmonton's Analytics Centre of Excellence (ACE) provides leadership, best practices, and research, for analytics across the City and the opportunity to apply data analytics to poverty solutions.
- ▶ Institutional expertise across Canada, from agencies including Tamarack, the Caledon Institute of Social Policy and the newly created Canadian Poverty Institute, will be sought to support research and evaluation.
- ▶ Edmontonians with lived experience of poverty will be involved in the measurement and evaluation processes in both data collection and interpretation.

## PRINCIPLES OF MEASUREMENT AND EVALUATION

1. **Developmental approach.** A developmental approach offers timely information, enables learning and allows leaders to make tactical adjustments to the plan as needed.
2. **Utilization-focused.** Ongoing monitoring of evolving needs and interests will shape evaluation.
3. **Participatory.** Partners and stakeholders will be involved and engaged in all stages of measurement and evaluation (i.e. data collection, interpretation).

<sup>4</sup>Adopted from: Cabaj, M. (2014). *The Philanthropist*, 26(1), 109–124.

**EPE Evaluation will draw upon the following to develop its measure of progress and success:**

- 1. Income measures**  
i.e. Low Income Measures (LIM) After Tax and Market Basket Measure
- 2. Multidimensional poverty index**  
i.e. Deprivation Indices
- 3. Community Well Being Measures** i.e. income, housing, education, labour force

## MEASURING OUR PROGRESS: 2016 – 2021

The evaluation work will be undertaken in three main phases:

### A. Transition (June 2016 – January 2017)

Evaluation work will start as soon as this Road Map is approved by City Council. During this transition period, initial works to set the stage for evaluation will be undertaken. It will outline the details of the evaluation model to be used to assess the impact and progress seen as a result of the implementation of the Road Map actions.

A detailed theory of change will be developed to show linkages and relationships among the 35 actions and how they will contribute in achieving the over-all target of lifting 10,000 people out of poverty. In addition, the evaluation plan will also articulate a detailed logic model by:

- ▶ defining outcomes.
- ▶ developing relevant measures and indicators.
- ▶ determining data collection methods.
- ▶ selecting types of analysis needed for the evaluation.
- ▶ researching and applying for multi-sourced funding to support research and evaluation.

### B. Getting Started ( 2017 – 2018)

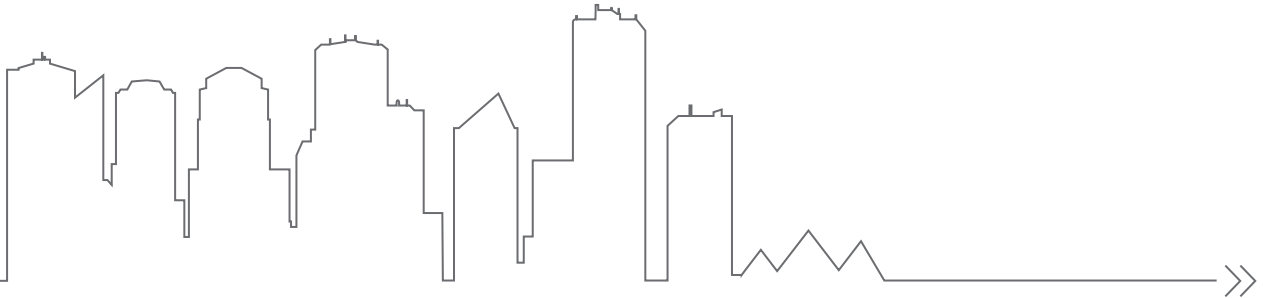
Building on the measurement and evaluation foundations established in the transition period of 2016, EndPovertyEdmonton’s first-year work plan will include:

#### ▶ Establishing a shared measurement system.

A fundamental piece of work that is required by both evaluation streams is the development of a shared measurement system. EndPovertyEdmonton’s success hinges on the coordinated collection of good quality information that will be used by its leaders to strengthen the strategic plan over time. Resources will be allocated to support the design and implementation of a rigorous measurement system that can capture both programmatic outcomes as well as over-all impact of the actions. To do this:

**EndPovertyEdmonton will convene with provincial, community, and university partners to:**

- Agree upon a set of indicators and measures that fit a variety of assessment needs
- Identify baseline data to inform and track progress



- Determine what data are already being collected in the community (e.g. types of information already channeling into the Common Outcomes Framework) and identify and reconcile gaps with what is already being collected and EndPovertyEdmonton's information needs
- Build a plan for coordinating the collection and sharing of data

► **Building a robust measure of poverty.**

EndPovertyEdmonton defines poverty as a condition whereby people lack, or are denied, economic, social and cultural resources to have a quality of life that sustains and facilitates full and meaningful participation in the community. This definition of poverty is multidimensional and aligns with an asset-based approach to poverty (e.g. Sustainable Livelihoods framework). Given the multi-dimensional nature of our poverty definition, one of the core investments of EPE in these early years will be to support the development of a poverty measure that reflects the strategy's definition. To do this:

**EndPovertyEdmonton will convene with provincial, community and university partners to:**

- Agree upon a set of core measures that fit with the strategy's definition of poverty. This work will consider the primacy of different indicator classes
- Examine measures and indicators used in various poverty reduction initiatives within and outside Canada
- Determine long-term data collection strategies and needed resources

► **Develop an authentic engagement strategy for people with lived experience.**

As a collective impact partnership, EndPovertyEdmonton will focus on the importance of bringing the perspective and voice of those with lived experiences of poverty to its work and assessment of progress. We will ensure that diverse insights are involved in all aspects of the evaluation process. To do this:

**EndPovertyEdmonton will work with its Stakeholder Forum and community organizations and agencies that work with and serve a diverse spectrum of individuals and families living in poverty to:**

- Identify barriers and supports needed to engage those with lived experience
- Find ways to support people living in poverty to participate on a continuing basis
- Identify diverse processes that result in meaningful participation from people with lived experience

### **C. Reporting on Progress and Success (2018 – 2021)**

EPE will start reporting progress as the Road Map implementation enters its second year and onwards. Progress and success may be categorized into these broad categories of outcomes:

- ▶ Strengthened alliances among strategic partners, funding partners and committed collaboratives
- ▶ Strengthened base of support from increased public involvement in EPE and related initiatives and activities
- ▶ Shift in public attitudes and awareness about poverty
- ▶ Changes in policies and system responsiveness
- ▶ Impacts of programs and initiatives within the EPE Road Map



**Edmonton's Multicultural Health Brokers' Co-op and Homeward Trust are partnering to explore actions about housing issues among newcomers, seeking perspectives from housing advocates, policy makers and grassroots individuals.**



# TRANSITION: JUNE 2016 TO JANUARY 2017

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A transition period will follow approval of the Road Map by Edmonton City Council in May 2016. It is envisioned that this transition will continue through early 2017. During transition from a Task Force to the new EndPovertyEdmonton convening structure, the City of Edmonton will continue to provide staff support, and office space and infrastructure, with existing resources to permit a seamless transition with continuity of effort.

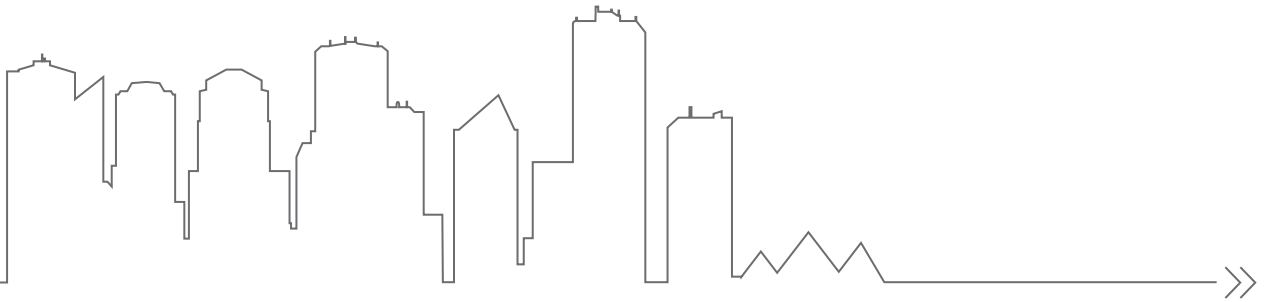
As the Task Force mandate concludes in July 2016, the initial two community tables, the inaugural Stewardship Table and the Investment Collaborative, will be formed and members recruited first as the lead decision-making tables.

In addition to the establishment of the community tables, governance, partner agreements and fiscal and office arrangements will be finalized. EPE will reside in the community and be led and funded by multi-stakeholder partners. And as a collective impact body, not formally incorporated as a traditional not-for-profit, EndPovertyEdmonton will require an established agency to take on the role of fiscal agent and appropriate memoranda of understanding to support this.

Key founding partners stepping up to support the new EndPovertyEdmonton have already made strong commitments to this new entity: United Way Alberta Capital Region and Edmonton Community Foundation. Together with the City of Edmonton, they will ensure a solid and sustained platform is created. Additional partners are being sought to provide the sustained resources required to power the launch of this new convening collective.

Plans for the recruitment of the initial Secretariat staff will begin in this transition period, as well as the preparation of service package requests to Edmonton City Council as part of the October budget adjustment. By early 2017, the transition will be made from interim City staff support to the hiring of a Secretariat team, operating under the direction of the new Stewardship Table and Investment Collective, and located in the new community offices. Key first steps for the June 2016 to January 2017 transition are highlighted below.





### GETTING STARTED: ESTABLISH ENDPVERTYEDMONTON (JUNE 2016 TO JANUARY 2017)

- ▶ Develop Terms of Reference, recruit and convene the inaugural Stewardship Table and Investment Collective tables.
- ▶ Develop Memoranda of Understanding as needed confirming key investor commitments, including finalization of fiscal agency, office space.
- ▶ Develop and present a robust two-year (2017–18) Service Package to the City Fall budget adjustment in October to confirm resources needed to kick start Road Map implementation and support the new entity.
- ▶ Develop an inaugural Business Plan for EPE for 2017 to guide this critical phase of the new entity's growth.
- ▶ Develop a process for recruitment of initial EPE Secretariat staff, including position descriptions and postings.
- ▶ Develop Terms of Reference for other tables (Indigenous Circle, Count Me In Network and Stakeholder Forum) for recruitment and launch in early 2017.
- ▶ Build on the growing community momentum, nurture the movement to end poverty and leverage new partnerships to advance the work.
- ▶ Initiate work on the Measurement and Evaluation Framework to guide EPE assessment of progress along its goal.



**Edmonton's Anglican Diocese is partnering with the InterFaith Committee to produce a toolkit for action on ending poverty for faith communities.**



Photo provided by United Way of the Alberta Capital Region

# LOOKING AHEAD: YEAR ONE 2017



Photo provided by United Way of the Alberta Capital Region  
Photographer: Constantine Tahasiuk

“Sometimes it falls upon a generation to be great. You can be that great generation.”

*Nelson Mandela*

This first year will be a critical one for the new collective impact partnership. It will see the development of key building blocks of success in terms of staffing, business processes and plans and the implementation of Year One actions.

As the steward of a community vision and plan, the Secretariat and the offices of the EndPovertyEdmonton will be located in the community in offices provided as a significant in kind contribution by United Way Alberta Capital Region. With multi-partner funding in place as of January 2017, the core Secretariat will be recruited by early 2017, and set up in community office space provided through partner agreement. Key activities for Year One are outlined below.

## MOVING TO ACTION IN THE COMMUNITY

- ▶ Hire Secretariat, beginning with key Executive Director/Manager early in 2017 and establish community office space.
- ▶ Recruit and convene remaining governance tables: Indigenous Circle, Stakeholder Forum, and Count Me In Network.
- ▶ Finalize a Business Plan for Year One 2017 including: Communications & Engagement, Advocacy and Measurement & Evaluation Framework.
- ▶ Steer the successful implementation of Year One EPE Road Map actions that received or came with funding.
- ▶ Continue to catalyze a community conversation and attitude shift, building the movement to end poverty and leveraging new partnerships.
- ▶ Prepare and present a Year One Annual Report by late 2017 to investors, partners and Edmontonians, reflecting on success to date.

# YOU ARE INVITED



Thank you for taking time to read this Road Map, and for reflecting on how you can help end poverty in our city.

We sincerely acknowledge and appreciate the contributions of the many people living with poverty who provided their advice and guidance about moving from strategy to action. Their ideas have informed and inspired the suite of actions outlined in this Road Map.

We also extend our appreciation to the community leaders and experts who made up our Indigenous and Information and Research Round Tables, as well as our seven Working Groups. Their ideas shaped both the Strategy and this Road Map for action, a living document that

reflects the spirit of Edmonton and its commitment to end poverty. We are ever grateful for their work (see Appendix 2).

As EndPovertyEdmonton moves forward on its bold mandate to build a community movement to end poverty, innovative ideas and “upside-down” thinking are sought as essential to shift the conversation on poverty, and guide us to seek new, lasting solutions.

In recent months, many community organizations and groups have shared with us how their work aligns

with the EndPovertyEdmonton vision and strategy and their intention to focus their efforts to support this bold goal. Some of them are listed here.

We invite you, in the spirit of “kîyânaw”, for all of us, to add your name to this growing list and join us on this journey. Share your ideas, passion, and commitment to change. Together, we will end poverty in Edmonton in a generation!

*EndPovertyEdmonton Task Force*

## Organizations expressing alignment with EPE

- |   |   |   |
|---|---|---|
| 1. Anglican Diocese of Edmonton           | 12. E4C   | 24. Multicultural Health Brokers Co-operative |
| 2. Archbishop O’Leary High School         | 13. Edmonton Catholic Schools                         | 25. Norquest College                          |
| 3. ASSIST Community Services Centre       | 14. Edmonton Community Foundation                     | 26. Norwood Child & Family Resource Centre    |
| 4. Bent Arrow Traditional Healing Society | 15. Edmonton Police Service                           | 27. REACH Edmonton                            |
| 5. Big Brothers & Big Sisters of Edmonton | 16. Edmonton Public Library                           | 28. Sage Seniors Association                  |
| 6. Birth Control Centre                   | 17. Edmonton Public Schools                           | 29. Savanna Skills Corporation                |
| 7. Bissell Centre                         | 18. Edmonton Social Planning Council                  | 30. The Family Centre of Northern Alberta     |
| 8. Boyle Street Community Services        | 19. Events Edmonton                                   | 31. The Neighbour Centre                      |
| 9. C5 - Collaborating for Change          | 20. iHuman  | 32. The Stollery Charitable Foundation        |
| 10. Centre for Race and Culture           | 21. Institute for the Advancement of Indigenous Women | 33. United Way Alberta Capital Region         |
| 11. City of Edmonton                      | 22. John Humphrey Centre                              | 34. WECAN Food Basket Society of Alberta      |
|   | 23. Lions Club  |   |

# APPENDIX 1

## Overview of the Community Development Corporation

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The creation of an Edmonton Community Development Corporation is a flagship action (#31) under Goal 4, Invest in a Poverty Free Future, of the five-year EndPovertyEdmonton Road Map. The CDC will support and lead in the creation of affordable and supportive housing. As a community rooted entity, it will activate new resources and open doors to equity and new investment while leading projects that generate tangible benefits to local communities, including jobs, skills, safety and business growth.

### WHAT IS A COMMUNITY DEVELOPMENT CORPORATION?

A Community Development Corporation (CDC) is a non-profit company that creates and expands economic opportunity for low and moderate income people. CDCs target high-needs communities that experience significant social and economic challenges such as high rates of poverty, unemployment and crime, as well as a lack of social support, affordable housing and economic opportunity. CDCs help families increase financial security, enable inclusive economic development, and foster thriving communities.

### WHAT DOES A CDC DO TO ADDRESS POVERTY?

Edmonton's CDC will renew distressed neighbourhoods and develop pathways out of poverty, by offering the following services:

- ▶ A range of affordable housing development (including affordable homeownership);
- ▶ Commercial real estate revitalization (including mixed-use development);
- ▶ Business development (retention and attraction, support to existing businesses and creation of new businesses and social enterprises); and
- ▶ Workforce training and development.

The CDC will focus its work on these core products and services, finding other partners to help address pressing issues such as crime, homelessness, addictions and ill health.

#### **FUNCTIONS:**

- ▶ Creates new affordable housing options
- ▶ Stimulates local economic development
- ▶ Develops human and community capacity

#### **FEATURES:**

- ▶ Rooted in low-income communities
- ▶ Focused on delivering Community Economic Development
- ▶ Nimble; entrepreneurial
- ▶ Able to integrate and leverage multiple poverty reduction strategies

#### **BENEFITS:**

- ▶ Helps lift individuals and communities out of poverty
- ▶ Concentrates and levers resources in targeted communities
- ▶ Fills a niche in residential and commercial redevelopment

### **WHY IS IT NEEDED?**

In Edmonton, the CDC represents a missing piece of the development puzzle. While there are a number of agencies working to reduce poverty, no organization possesses the full suite of tools available to a CDC or defines its mission as the physical and social transformation of a specific area. Similarly, disenfranchised communities are not the target markets of public or private developers. Due to their mandate and structure, CDCs are uniquely positioned to respond to the complex economic and social challenges facing distressed communities.

### **WHO WILL CONTRIBUTE TO ITS FOUNDING?**

It is proposed that the CDC be founded through the contributions of the following organizations: The City of Edmonton, the Edmonton Community Foundation (ECF), Homeward Trust and United Way Alberta Capital Region. Over five years, the CDC will require \$2.275M in cash, \$10.2M in in-kind donations (\$10M in land from the City of Edmonton) and \$10M in financing (through ECF).

Founding organizations will be given the opportunity to become owners of the Corporation, exercising the right to appoint members to the Board of Directors. Additional community partners, including community-based organizations and industry associations, have also indicated their interest in supporting the creation and development of the CDC in Edmonton. At this time, the City's contribution is anticipated to be limited to a role as funder, and may include an ex officio role on the CDC Board of Directors.

### **WHAT DOES THE FIRST YEAR LOOK LIKE?**

Assuming Council's approval of the proposed model, the CDC will be incorporated in the fall of 2016. Once financial commitments are secured, an Executive Director will be hired; a Board of Directors formed and a business plan and budget approved. In the first year, a community market research process will be undertaken to identify a cluster of willing and eager communities as well as concrete project opportunities. A full concept paper, Edmonton Community Development Corporation: Making the Case, is available for reference on the EndPovertyEdmonton web site as of June 2016 at [www.endpovertyedmonton.ca](http://www.endpovertyedmonton.ca)

# APPENDIX 2

## Acknowledgements

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Thank you!

There were many contributors to the development of the End Poverty Edmonton Road Map including the Task Force, Road Map Team, Indigenous Round Table, Information and Research Round Table, Project Team, City of Edmonton Advisors and Staff, and a multitude of Edmontonians who were consulted throughout.

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Rt. Rev. Jane Alexander (Co-Chair)  
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Councillor Scott McKeen  
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John Thomson  
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Lisa Weber

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Gilman Cardinal  
Angela DeCoteau  
Rachelle Venne  
Rosey Dodman  
Larisa Kreider  
Johnny Lee  
Daniel McKennitt  
Lisa Weber

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Kate Gunn  
Joshua Manego  
Lucenia Ortiz



*John Humphrey Centre for Peace and  
Human Rights and iHuman Youth Society*



*Photo provided by Boyle Street Community Services Artist in Residence Program*





**endpovertyedmonton.ca**

Check our website regularly for information and events.

**Follow us on Twitter**

and we will keep you in the loop **@EndPovertyeg**

**EndPovertyYEG**

Share **Facebook stories** and ideas about what you are doing in your community to end poverty.

