

# Impact

**5** Years of catalyzing change in Edmonton

2014

2013

2012

2011

2010

## REACH Edmonton is a catalyst

- bringing together diverse people and organizations
- creating conditions for communication and successful collaboration
- working with partners on new approaches to the complex challenges of prevention and community safety

## a backbone organization

- working with partners to support aligned activities, strengthen programs and identify gaps
- guiding the vision and strategy for new initiatives
- applying shared measurement tools
- mobilizing funding
- building support for a new way of working together

Working together,  
having collective impact

Making Edmonton a  
safer city in one generation



# Impact

**5** Years of REACH Edmonton highlights

2014

REACH is Edmonton's backbone organization fostering social change to address complex, interconnected issues around prevention and community safety.

2013

REACH works with partners on 16 community initiative projects, 24/7 MAP team hits the streets, WrapED five-year funding is approved, SROI results demonstrate success.

2012

REACH and partners continue work on REACH Aboriginal Leadership Circle (RALC), REACH Immigrant and Refugee Initiative (RIRI), 11 Ounce of Prevention projects and REACH website update includes 500+ prevention and safety resources.

2011

REACH partners in Edmonton's Violence Reduction Action Plan (VRAP), 24/7 Strategy, Schools as Community Hubs (SACH), Aboriginal, refugee and immigrant initiatives and Youth Action on Addiction.

2010

REACH Edmonton Council for Safe Communities is created.

## REACH: WHY IT MATTERS

■ REACH is doing something in Edmonton that no other organization does.

It's working with our community as a whole on the BIG PICTURE of community safety; pushing us to think of new approaches. REACH creates 'safe spaces' where we can take risks which are critical to true innovation.

As the backbone organization REACH supports us, as partners, to focus on the frontline work we do best.

So together we're not just talking – we're actually doing things differently.

Implementing our local solutions; doing the groundwork that will make Edmonton a safer city.

*Julian Daly, Executive Director, Boyle Street Community Services*

Working together,  
having collective impact

Edmonton's hub for prevention  
and community safety



# REACH: WHY IT MATTERS

■ REACH has immense recognition in the community with partners and stakeholders, having led and co-led many initiatives that are making a difference with how services are deployed. A lot has been accomplished in REACH's first five years and I am confident they will be quite active going forward.

*David Veitch, Edmonton Police Superintendent*

■ I actually was planning to reach out to you lovely REACH folks to see if I could capitalize on your expertise in collaborative, multi-stakeholder processes. I know that REACH has a lot of experience in bringing together large groups of stakeholders to work on projects.

*Robin Way, Homeward Trust in email to REACH*

## Message from His Worship Mayor Don Iveson

**Our city is home to many innovative, made-in-Edmonton solutions. REACH Edmonton is one of our success stories.**

Its collaborative, partner-driven approach to finding and implementing local solutions to prevention and community safety is unique in Canada. I'm proud that in just five years REACH successes are drawing national and international attention.

WrapED's early results are positive as youth workers connect with young people at high risk. The success and current growth of Schools as Community Hubs clearly demonstrates the value of stakeholders working together to build a stronger and more sustainable prevention model for children and families.

In its efforts to catalyze real change around complex social issues, the work REACH does is a valuable addition to Edmonton's important social initiatives such as working with the Aboriginal community to improve the quality of life for urban Aboriginal people, and our city's focus on ending poverty.

I commend REACH and all its partners for their determination and success in working to improve the quality of life for all Edmontonians.

## Message from REACH Board Chair Susan Christine Matheson

**REACH Edmonton has come a remarkably long way since its creation five years ago.**

We've gained a greater understanding of how Edmonton's growth and social issues influence community safety, and collaborated with partners both to build on excellent work already underway in the community and to implement new initiatives. Now, five years in, REACH helps drive new collaborations and is asked to participate in new initiatives.

In 2014, our Board focused on supporting REACH in its continuing development as a backbone organization; in particular revising the REACH mission to reflect our role as Edmonton's hub for prevention and community safety.

Our work at REACH is only possible through generous support, in many forms, from government, partners and Edmontonians. It's with great pride that I look forward to many more years of REACH and its partners leading transformative change that is already making a difference in Edmonton.

# The REACH story

*EDMONTON – A new city task force on community safety, co-chaired by a former police chief, has been struck by Mayor Stephen Mandel.*

Source: Edmonton Journal, September 29, 2008

**Fall 2008 was a time of rapid change:** globally the deep recession was tightening its grip; oil prices were spiralling; job losses were a harsh reality. Edmonton had boomed to over a million people and the city's immigration patterns were changing. With the growth spurt came challenges on infrastructure and services. Edmonton's homicide rate was one of Canada's highest. These issues, and others like perceived increases in panhandling, left Edmontonians speaking out about how safe they actually felt in the city.

**The Mayor's Task Force on Community Safety** was launched in response. Edmontonians worked to develop long-term, made-in-Edmonton strategies to address the root causes of crime. A year later the REACH Report, with its nine recommendations, was reality and the REACH Edmonton Council for Safe Communities was created.

**In its first five years** REACH has worked with partners in three strategic areas: investing in children, youth and families; catalyzing change; and defining its prevention leadership role in the city.



**Importantly, REACH continues to be nimble and responsive** to Edmonton's changing needs. As a catalytic leader REACH never 'takes charge'. Rather it brings people and organizations together, asking the right – and often tough – questions. REACH encourages new approaches, keeps partners engaged, communication lines open and information flowing. In every initiative, REACH undertakes detailed data collection, analysis and evaluation to ensure the work is results and evidence-based. In these ways REACH is continually improving community literacy around prevention and community safety.



## REACH brought 100+ partners together in 2014

### Developing innovative approaches to prevention

REACH Immigrant and Refugee Initiative (RIRI) cultural navigators (people from different immigrant and refugee communities) brought small groups together to ask: what is a healthy family; what would help your family become healthy? RIRI cultural navigators worked in Edmonton's Somali, Sudanese, Christian, Latin American, LGBTQ, Oromo, Muslim, Eritrean, Ethiopian, Filipino and South Asian communities.

### Identifying and filling gaps in the social service system

REACH and its partners offered training for 1345 people on topics including Aboriginal historic trauma, working with immigrant and refugee communities, gang awareness, sexual exploitation and self-defence.

### Better integrating existing programs

Building on the success of its Schools as Community Hubs initiative, REACH mobilized City of Edmonton funding and now co-convenes a new partnership and framework. This will build on three existing Edmonton programs that help vulnerable children and families in non-school hours: Schools as Community Hubs, Partners for Kids and Out of School Time.

### Measuring impact, evaluating and revising accordingly

With every initiative, REACH works with partners to develop a disciplined approach to identifying possible solutions, and strategies for data collection, analysis and robust evaluation. Training opportunities are analyzed and evaluated for relevancy and satisfaction; in 2014, 75% of participants reported a high likelihood they would apply their new knowledge to their work.



## REACH: WHY IT MATTERS

- WrapED is the best support I've had. ■ They say what they mean. And provide a lot of support other than just programs.
- I used to be bullied and live in a foster home. Now I'm living with my dad. And I'm starting to stick up for myself. WrapED supports me. ■ It's the best program out there for high risk youth. ■ I'm more cautious of my actions now.
- WrapED is wonderful. I'm comfortable with my youth worker. ■ Now I have someone to talk to about stuff that's going on and I get help keeping track of important things like school.
- They don't pressure us. We can be ourselves.

*Thoughts from WrapED youth, on the impact WrapED is having on their lives.*

## Fostering social change to make Edmonton a safer city

### WrapED – Empowering youth to stay out of gangs

Intensive wraparound supports are offered to young people who are affected by violent crime, helping them learn to thrive in our community. WrapED partners include the Africa Centre, Edmonton John Howard Society, Edmonton Police Service, Native Counselling Services of Alberta, REACH, and YOUCAN Youth Services.



### Schools as Community Hubs (SACH)

In 2014, more than 4000 vulnerable students and their families were helped by afterschool time programs or services at one of the 10 SACH schools in Edmonton. SACH 2014 partners were the Edmonton Catholic School District, which added three schools in 2014 for a total of six SACH schools, and Edmonton Public Schools which has four SACH schools.

### 24/7 MAP

The Mobile Assistance Program (MAP) is a prototype developed to understand the need for crisis diversion services. The MAP team is out in Edmonton's most vulnerable neighbourhoods 24/7, helping people in non-emergency crisis situations. In 2014, the 24/7 MAP team responded to 3,289 crisis diversion events. 24/7 MAP partners include Bissell Centre, Homeward Trust, Edmonton Police Service and 211.

### REACH Immigrant and Refugee Initiative – RIRI 2.0

The initial RIRI project (2010-2013) focused on helping agencies build capacity to address family violence. In 2014, RIRI 2.0 changed its focus to building this capacity within ethno-cultural communities themselves. Cultural navigators from eight communities worked to support men and their families with family violence prevention. In 2014, RIRI 2.0 welcomed four new partners. The Edmonton Police Service, the Islamic Family and Social Services Association, the Africa Centre and the City of Edmonton joined the existing RIRI team of REACH, Changing Together, Edmonton Mennonite Centre for Newcomers and Multicultural Health Brokers Cooperative.



### 24/7 Edmonton

REACH developed the 24/7 Edmonton mobile app for frontline workers, giving them real-time access to necessary information and the ability to input data about their efforts while helping clients on the streets. Anonymized data gathered from this by REACH and other service providers helps to highlight the needs in Edmonton's most vulnerable neighbourhoods.

# REACH is making a difference

Questions are critical to the work at REACH, to understanding the effectiveness of new prevention approaches. REACH regularly asks all partners involved several questions. Is this working? If not, what needs to change? Can this approach thrive over the long term?



REACH will also continue its ongoing work with partners such as Edmonton Police Service and external evaluators to quantitatively and qualitatively measure the impact these new approaches are having. For example, qualitative results have already shown that the return in social added value for the Schools as Community Hubs initiative is \$4.60 for every \$1.00 invested in the program. Hard numbers show that in 2014 the 24/7 MAP team dealt with 3,289 crisis diversion events – that’s up from 1,016 events\* the year before. Police and emergency services made 856 referrals to 24/7 MAP in 2014, up from 242\* in 2013. These referrals mean police and emergency medical teams are freed up to respond to urgent crises.

**These positive outcomes result in trust that this approach is working;** stakeholders, including agencies, funders and Edmontonians, see evidence that REACH and the community are fostering change in community safety.

\*24/7 MAP results, April to December 2013.

## REACHing Into the Future: REACH Executive Director Jan Fox

REACH will always focus on its fundamental goal: to make our city safer in one generation. But how we go about ‘moving the needle’ on community safety will continue to morph, as we listen to and work with Edmontonians.

Our small but mighty REACH team is deeply committed to genuine systems change through collective impact. We create the right environments where our partners can together ‘think big’ about making social change by ‘developing small’, on-the-ground, prototypes; solutions that are measureable and responsive. Our work will always be results-driven and our dedication to excellence will never waver.

The commitment of our partners in this collaborative work is critical. There are too many factors in the complex, interconnected issues behind prevention and community safety for any one organization to come up with the solution.

In this, our fifth anniversary year, I offer a heartfelt thank you for the hard work, patience and confidence so many have shown in our collective effort. And I sincerely look forward to REACH, our partners and all Edmontonians continuing to think and act boldly in the years to come, so that Edmonton is a city where each one of us can feel safe.

**The REACH VISION:**  
a city in which every  
Edmontonian contributes to a  
community where everyone is  
safe and feels safe.

**The REACH MISSION:**  
to inspire citizen engagement  
and coordinated agency action  
to strengthen and sustain  
community safety in Edmonton.

## Summary Statement of Operations

Year Ended December 31, 2014, with comparative figures for the period from January 1, 2013 to December 31, 2013

	2014	2013
<b>REVENUES:</b>		
City of Edmonton – operating	2,718,309	2,592,496
24/7 MAP – Homeward Trust	176,756	221,845
Safe Communities Innovation Fund	35,415	211,498
WrapED – Government of Canada	1,093,292	67,994
Civil Forfeiture Fund Grant	59,792	0
Health Canada	0	25,437
Training revenue	9,202	4,899
Interest income	36,303	24,908
Memberships	6,235	4,156
Miscellaneous revenue	9,109	4,965
	<b>4,144,413</b>	<b>3,158,198</b>
<b>EXPENDITURES:</b>		
Administrative expenses:		
Salaries and benefits	974,254	956,743
Rent	113,698	98,180
Other expenses	110,159	7,260
Advertising	176,573	87,891
Office and general	67,442	35,906
Community events	64,714	70,216
IT support	51,854	43,364
Amortization of capital assets	18,281	19,470
Telephone	30,712	27,437
Training	0	9,757
Consulting fees	28,655	36,143
Meeting expenses	13,563	12,017
Professional fees	15,150	14,783
Insurance	6,853	7,065
Interest and bank charges	3,098	2,115
	<b>1,675,006</b>	<b>1,428,347</b>
Contributions to Other Organizations	600,845	684,653
Program expenses:		
24/7 Service Delivery	1,087,490	898,980
Civil Forfeiture Fund	59,792	0
Health Canada	0	25,437
Safe Communities Innovation Fund	35,415	211,498
WrapEd	1,093,292	67,994
	<b>2,275,989</b>	<b>1,203,909</b>
Total expenses	<b>4,551,840</b>	<b>3,316,909</b>
<b>Excess of revenues over expenditures</b>	<b>(407,427)</b>	<b>(158,711)</b>





# REACH: WHY IT MATTERS

■ It's a big relief that my children are playing, doing homework and just being with people after school, instead of spending time in front of a screen. It's relaxing, fun, non-judgemental and creative time for them.

The staff is committed and mindful when dealing with the children. They're also sensitive to the reality of our community and how many families are struggling to raise their children.

People who are looking into how to make improvements in children's care, education and in society, can follow this Schools As Community Hubs program as a model and our communities will thrive.

*Daniela, mother of children in a Schools As Community Hubs program*

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The work done by REACH would not be possible without the generous support from the City of Edmonton, the Government of Alberta and the Government of Canada. REACH does not compete for funding with direct service providers. REACH helps its partner organizations, who provide those frontline services, mobilize resources needed to work on REACH collective impact initiatives.



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