



**REACH**  
**EDMONTON**  
Council for Safe  
Communities



**2026**  
**Business Plan**  
BUILDING A SAFER CITY TOGETHER

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# Introduction

Since 2010, REACH Edmonton has been a key part of Edmonton's community safety and well-being ecosystem. REACH emerged from a mayoral task force and has long functioned as a trusted intermediary between the City, community organizations and local service systems. Its legitimacy has rested on being close enough to government to influence, but independent enough to convene across sectors.

Through these years of growth, learning and becoming ever more rooted in community collaboration, REACH is now recognized nationally and internationally.

In addition to core programming, REACH continually works with various communities, agencies and government organizations to bring the right people to the table to address issues that affect community safety and well-being. Sometimes this involves creating new approaches from scratch, while at other times it means learning from proven approaches that have worked elsewhere, and adapting them to the local Edmonton context.

REACH Edmonton acts as a laboratory: developing new approaches and processes for collaborating on community safety and well-being. Like a laboratory, REACH provides the space and the support to experiment with new ways of addressing challenges, while keeping a record for future collaborators to learn from. Over time, this results in an ever-increasing knowledge base,

as we become a centre of expertise in exploring, prototyping and testing new ways of addressing the complex issues in Edmonton's communities and neighbourhoods. Whenever possible, REACH aims to return up-and-running initiatives to the communities they serve so that the community retains the autonomy to proactively address challenges.

The role REACH fills is flexible and led by the needs of each partnership. Whether that means using the organization's extensive network of local, national and global relationships, or providing guidance on processes and evaluation, REACH is ready to step into the role that each scenario requires. To support this work, REACH also pays attention to emerging trends and headwinds, so we can be as prepared as possible to weather the coming challenges our city faces.

REACH knows that the best solutions often lie within the community, and it is dedicated to helping Edmontonians build a better city for themselves, by working in collaboration with neighbours, communities, agencies and government in true partnership.

Fostering community safety and well-being involves the entire physical and social ecosystem of the city and ongoing efforts to explore new approaches is essential. REACH will always endeavour to be a resource for partners new and old who want to build something new, for the benefit of all Edmontonians.

# Vision

A city we are proud of, in a region which is harmonious, where all people, including the first peoples on whose lands we reside, are included and are safe.

# Mission

To strengthen community safety in our city and region through innovative ideas, building relationships and inspiring action.



Community Safety and Well-Being (CSWB) refers to a sustainable state where everyone in the community is safe, feels a sense of belonging, has opportunities for engagement and participation, and individuals and families are able to meet their needs for education, healthcare, food, housing, income, and social and cultural expression. This is achieved through long-term, collaborative efforts to promote CSWB and reduce crime and other risks in the community using evidenced based responses that address unique local circumstances and the needs of residents.



Canadian Centre for Safer Communities  
*(Practitioner Guide on Prevention and Community Safety and Well-Being Planning)*



# Headwinds

An essential part of REACH’s work in the community is keeping track of emerging issues and changes in the local ecosystem, which we refer to in this plan as headwinds. With proper planning and consideration to these headwinds, REACH and its partners can mitigate risk and capitalize on opportunities for innovation.

Headwinds	Relevance to Community Safety and Well-Being
Rapidly evolving technology such as artificial intelligence	<p>Increased risk of cyber attacks and fraud</p> <p>Opportunity to streamline or automate some parts of REACH work.</p>
Current fiscal realities	<p>Increased demand for services of non-profit partners</p> <p>Less resources available from funders to support non-profit work</p> <p>Shifted funding priorities leading to some organizations winding down or evolving, leading to potential loss of sector supports and data</p> <p>Fee for services becoming more popular within sector to become more sustainable</p>
Changes in government	Potential shifting priorities related to community safety and well-being, and support available for not-for-profit sector
Increase in political polarization	Risk of decreased support for work related to community safety and well-being because of perceived ideology
Rise of hate in the community (hate incidents)	There is unrest, anger, anxiety and frustration in institutions and communities.
Increase in social isolation and mental health challenges	Extensive evidence demonstrates that youth mental health has deteriorated since the early 2010s, with increasing anxiety, depression, psychological distress, self-harm and suicide.
Population growth	Edmonton has experienced a population boom of 18.3% in the last five years due to international and interprovincial migration. This rapid increase will likely lead to a greater need for social supports.
Ever-increasing complexity of youth needs	<p>Complexity of challenges among youth is spiking.</p> <p>Youth are experiencing crisis at a younger age.</p>

# Strategic Objectives

In alignment with the Strategic Intent set by its board of directors, REACH aims to build safe and caring communities through the following strategic objectives.



## 1. Strengthen coordination and support.

- Partnerships and multisectoral collaboration (alliances and collaborations, supporting others driving community safety and well-being related initiatives)
- Community engagement
- Operations
- Enhance local/regional planning capacity

## 2. Champion prevention while balancing intervention.

- Aim upstream; seek proactive solutions to violence
- Understand risk/protective factors and people and places most affected

## 3. Enable community-driven solutions.

- Develop community leaders
- Training volunteers
- Not-for-profit sector
- Invest resources where they will have the most impact in the long-term

## 4. Increase integration of research, data and evaluation to ensure desired outcomes.

- Emerging needs
- Global and local best and promising practices
- Ongoing monitoring and evaluation

## 5. Pursue inclusion and belonging for all.

- Truth and Reconciliation
- Newcomers and immigrant integration
- Anti-racism

# REACH Core Community Initiatives

The primary role of REACH initiatives is to address root causes and risk factors and promote protective factors that reduce harms occurring in the first place. This is done through a focus on the outer layers of the community safety and well-being (CSWB) framework (i.e. social development, risk prevention and risk intervention).

REACH acts as a resource and partner to support community-driven initiatives aimed at addressing community safety and well-being. By offering this support to community partners, REACH acts as a catalyst, helping take those first steps for grassroots ideas to become a reality.



## ***Definitions from the Canadian Centre for Safer Communities' Practitioner Guide on Prevention and Community Safety and Well-Being Planning:***

**Community and Social Development:** Refers to long-term, upstream investments to improve social determinants of health. This involves a broad range of sectors, agencies, and groups working collaboratively to address complex social issues like poverty, from all angles.

**Risk Prevention:** Refers to the implementation of proactive approaches (policies, programs, etc.) grounded in evidence to address local risks to community safety and well-being before they lead to crime, victimization, and/or harm.

**Risk Intervention:** This aspect involves collaboratively addressing situations in which there is an elevated risk that harm will occur and prevent it just before it happens.

**Incident Response:** This element refers to immediate response measures to situations that arise, such as crimes being committed or a fire in the community. These efforts most closely represent policing and first line responder mandates.

As initiatives evolve, some scale up or shift into the community, and some become core programs (above).

REACH uses available program data to measure and report progress made with respect to their associated level of intervention/prevention to demonstrate positive impact on CSWB.

# REACH Core Initiatives: Outcomes and Measures

	Initiatives	Outcomes (What we expect to achieve)	Measures
Community and Social Development	<ul style="list-style-type: none"> <li>• Neighbourhood Organizing Initiative</li> <li>• YEG Ambassadors</li> </ul>	<ul style="list-style-type: none"> <li>• Community safety and well-being is advanced through community leaders and improved community vibrancy.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of community leaders engaged</li> <li>• Number of safety assessments/reports produced</li> <li>• Number of pilots or prototypes initiated to advance vibrancy or community leadership</li> </ul>
Risk Prevention	<ul style="list-style-type: none"> <li>• Empire Fighting Chance</li> <li>• Out of School Time (OST) Collaborative</li> <li>• Safer Way Out (Human Trafficking)</li> <li>• WrapED</li> </ul>	<ul style="list-style-type: none"> <li>• Children, youth and families have productive, healthy and safer futures through supported, coordinated and targeted initiatives.</li> <li>• There is heightened awareness and increased alignment for combatting human trafficking in Alberta.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of youth reached in direct support programs</li> <li>• Greater awareness between youth-serving organizations (made a new partner, better informed about relevant services, learned about a funding opportunity, etc.)</li> <li>• Number of partner organizations who leveraged another organization's strengths as a result of a REACH facilitated connection</li> <li>• Number of OST partners who received an OST Summer Grant</li> <li>• Number of Joint Use agreements facilitated</li> <li>• Number of trainings or development opportunities for front-line workers offered</li> <li>• Percentage of front-line workers who attended a development opportunity who felt they learned something new</li> </ul>
Risk Intervention	<ul style="list-style-type: none"> <li>• 24/7 Crisis Diversion</li> </ul>	<ul style="list-style-type: none"> <li>• High-needs populations have pathways to safer circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of 24/7 Crisis Diversion responses</li> <li>• Number of 24/7 Crisis Diversion contacts</li> <li>• Number of referrals made (outgoing)</li> <li>• Number of referrals received (incoming)</li> </ul>

# REACH Supported Initiatives

As a community capacity builder, REACH is a partner and active participant in many additional initiatives led by the community throughout Edmonton that promote community safety and well-being (i.e. REACH supported initiatives).

REACH conducts community monitoring to determine important areas of focus that contribute to a strong, thriving and safe community.

## LEGEND

- REACH Led
- + REACH Supported

- Primary Prevention
- Secondary Prevention

- Tertiary Prevention
- Multi-Faceted

Combating human trafficking and exploitation	+	Alberta Centre to End Trafficking in Persons	Building safe and inclusive neighbourhoods	+	Downtown Recovery Coalition
	+	Provincial Human Trafficking Network		➤	Neighbourhood Organizing Initiative
	➤	Safer Way Out		➤	YEG Ambassadors
Diverting crisis	➤	24/7 Crisis Diversion	Preventing violence	+	Blueprint for Violence Prevention
	+	Communicable Disease Management		+	Community Initiatives Against Family Violence
	+	Cross Sector Health Network		+	Countering Hate Motivated Violence
	+	Point in Time Count Planning Committee		+	Don't Click! Youth Initiative
	+	Sector Emergency Response			
Prioritizing anti-racism, Indigenization and newcomer experience	+	Alberta Hate Crimes Committee	Promoting child, youth and family well-being	+	Allies for Youth Conference
	+	Anti-Islamophobia		➤	Empire Fighting Chance
	+	Rotary District Indigenous Committee		➤	Out of School Time
		➤		WrapED	
Mitigating addiction and mental health problems	+	Partners in Drug Poisoning Prevention	Systems change	+	Youth Housing Upon Release
	➤	Addictions Don't Discriminate		+	Canadian Centre for Safe Communities
		+		Edmonton Capacity Building Organization Network	
		+		Human Services Council	
		+		Social Policy Collaborative – Edmonton	
		+	Peace in Our Cities		

Other emerging topic areas

# Criteria for Assessing Emerging Initiatives

REACH assesses whether to become involved in new collaborative opportunities by considering the following criteria:

- Impact on community safety
- Alignment with REACH focus areas
- REACH's capacity to support
- Fulfills a need in the community, not duplication
- Geographic scope
- Community appetite to have REACH involved

# Capacity Building Functions

Effective operations and supportive structures not only ensure REACH is a strong organization but also provide capacity building support for REACH core and supported initiatives as well as the broader community safety and well-being ecosystem.



**Communications:** Build trust in community and ensure the preservation of information and historical knowledge gathered by past and present partnerships.

**Community Engagement:** Enhance stakeholder relationships, and promote connection and collaboration among not-for-profits.

**Finance:** Continuously improve the financial stability of the organization.

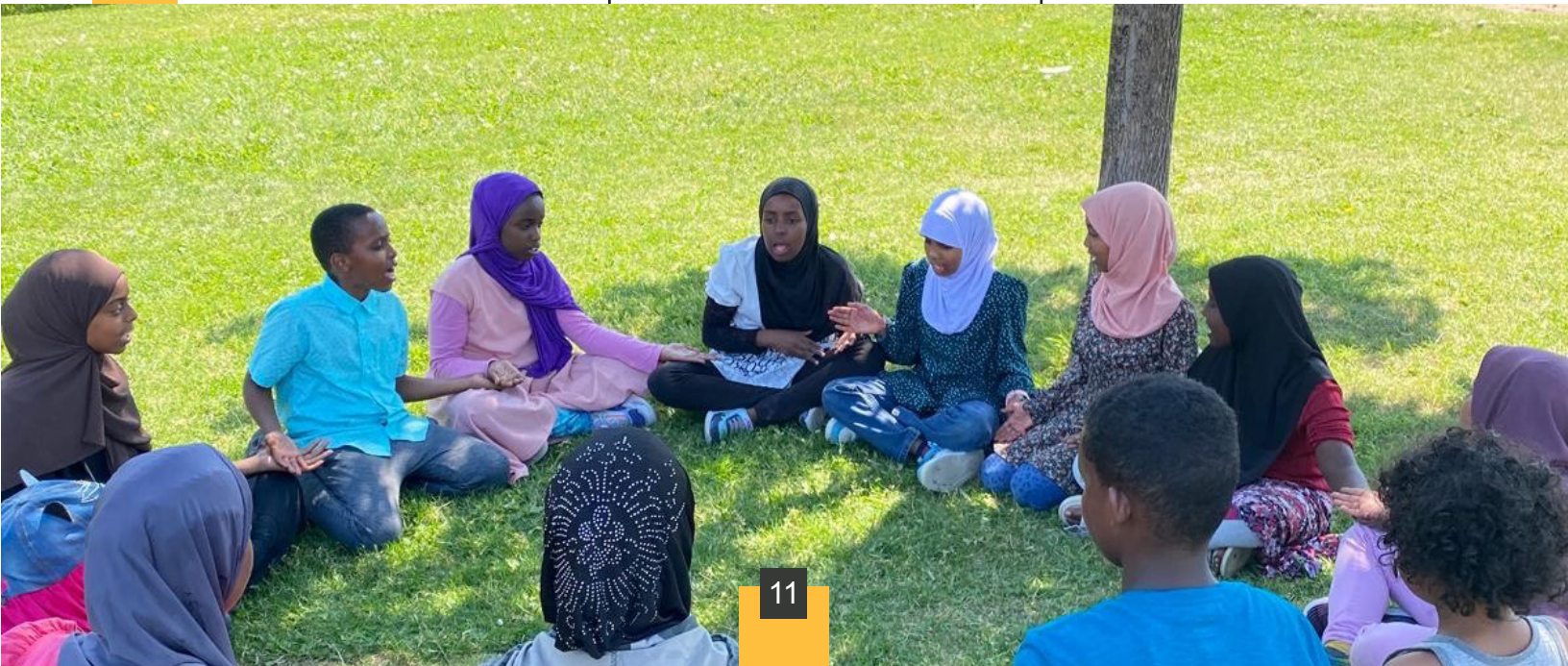
**Operations:** Ensure that internal and non-financial resources are used efficiently and effectively.

**People and Culture:** Maintain a positive workplace culture and grow human resource practices.

**Training:** Provide learning opportunities and professional development at a below-cost rate, training future community leaders and filling gaps in knowledge.

# Capacity Building Outcomes and Measures

	Activities	Outcomes (What we expect to achieve)	Measures
Communications	<ul style="list-style-type: none"> <li>• Raise awareness and build trust in communities.</li> <li>• Provide marketing and communications support to core and supported initiatives.</li> <li>• Build communications and marketing capacity among not-for-profit agencies in the local community safety and well-being space.</li> </ul>	<ul style="list-style-type: none"> <li>• Partners and stakeholders are informed, engaged, and value the work of REACH.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased online traffic and engagement through web and social media</li> <li>• Media coverage including non-traditional media like blogs and podcasts</li> <li>• Feedback from biennial partner survey</li> </ul>
Community Engagement	<ul style="list-style-type: none"> <li>• Create opportunities for connection and collaboration for not-for-profit agencies in the community safety and well-being space.</li> <li>• Deepen impact for Initiatives and Training through connections for supports, resources and contacts.</li> <li>• Volunteer engagement to support REACH and partner initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Increased connection and capacity in not-for-profit sector</li> <li>• Increased volunteer retention through effective engagement, training and recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance targets for events are met.</li> <li>• 40-50 active volunteers</li> <li>• Number of volunteer hours</li> <li>• Feedback through event surveys</li> <li>• Feedback from biennial partner survey</li> </ul>



	<b>Activities</b>	<b>Outcomes (What we expect to achieve)</b>	<b>Measures</b>
<b>Finance</b>	<ul style="list-style-type: none"> <li>Financial planning and budgeting</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a healthy cash balance to cover immediate expenses and avoid accumulating deficits.</li> <li>Enhanced forecasting processes for future revenue and expenses.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a balanced budget.</li> <li>Maintain administrative costs at/or below 25% of the total budget.</li> <li>Reduce the deficit in unrestricted net assets by 25%.</li> </ul>
	<ul style="list-style-type: none"> <li>Accounting and compliance</li> </ul>	<ul style="list-style-type: none"> <li>Annual returns and reports filed accurately and on time to ensure compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Submit all reports on or before the due date with minimal errors.</li> </ul>
	<ul style="list-style-type: none"> <li>Grant and fund management</li> </ul>	<ul style="list-style-type: none"> <li>Optimization of deferred funds</li> <li>Timely financial reporting to funders</li> </ul>	<ul style="list-style-type: none"> <li>Zero City of Edmonton (COE) deferred contributions at the end of the year.</li> <li>Increase leveraged COE funding by 2.5%.</li> </ul>
	<ul style="list-style-type: none"> <li>Expense oversight and cost control</li> </ul>	<ul style="list-style-type: none"> <li>Prudent expense management and strengthened financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Variance on expenses +/- max 10% within each budget line.</li> </ul>
	<ul style="list-style-type: none"> <li>Financial communication and decision support</li> </ul>	<ul style="list-style-type: none"> <li>Increased internal communication</li> </ul>	<ul style="list-style-type: none"> <li>Monthly financial updates for leadership and project staff.</li> <li>Communicate any new financial policy or procedure changes within month of approval.</li> </ul>
	<ul style="list-style-type: none"> <li>Audit and internal controls</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced financial policies and procedures</li> <li>Risk management plan to mitigate medium-high risk items</li> </ul>	<ul style="list-style-type: none"> <li>External audit completed by April 30 with minimum audit deficiencies and a clean audit statement.</li> </ul>
	<ul style="list-style-type: none"> <li>Management of external IT contractor</li> </ul>	<ul style="list-style-type: none"> <li>Optimize IT infrastructure to reinforce data privacy and compliance with data protection standards.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 100% compliance with data privacy standards and maintain zero major privacy incidents.</li> <li>Ensure reliable data back-ups and ongoing security system updates.</li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>Office management and administration</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen operational risk management to ensure secure, seamless operations and regulatory compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Risk assessment matrix with frequent ongoing updates to keep current.</li> </ul>
	<ul style="list-style-type: none"> <li>Board coordination</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing open communication and support to assist the workings of the REACH volunteer governance board</li> </ul>	<ul style="list-style-type: none"> <li>Board member and advisors feel included, supported and prepared for meetings, retreats and the AGM to ensure informed active participation opportunities.</li> </ul>

	<b>Activities</b>	<b>Outcomes</b> (What we expect to achieve)	<b>Measures</b>
<b>People and Culture</b>	<ul style="list-style-type: none"> <li>• Maintain respectful, legally compliant workplaces where concerns are addressed early and relationships remain constructive.</li> <li>• Attract, retain and develop a skilled workforce with leadership continuity and future readiness.</li> <li>• Ensure policies are current, understood and compliant, reducing organizational risk and supporting safe operations.</li> <li>• Foster an inclusive, psychologically safe workplace where employees feel valued, connected and motivated.</li> <li>• Strengthen clarity of expectations, accountability and continuous improvement in individual and organizational performance.</li> <li>• Talent acquisition and development</li> <li>• Policy development and compliance</li> <li>• Culture and engagement</li> <li>• Performance management</li> </ul>	<ul style="list-style-type: none"> <li>• Provide guidance on workplace issues, support conflict resolution, conduct investigations, and advise leaders on employment practices.</li> <li>• Coordinate recruitment and onboarding, support learning and leadership development, and maintain succession planning processes.</li> <li>• Develop and update policies, provide compliance guidance and training, and monitor adherence to legislative and organizational standards.</li> <li>• Lead engagement initiatives, support inclusion and recognition practices, and gather employee feedback to inform improvements.</li> <li>• Administer performance review processes, support goal setting and coaching, and provide tools and training for effective performance conversations.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff surveys to gauge workplace concerns; grievance trends; employee perception of fairness and respect</li> <li>• Time-to-fill vacancies; retention and turnover rates; internal promotion rates; participation in development programs</li> <li>• Policy review completion rates; compliance audit results; training completion; incident trends</li> <li>• Engagement survey results; participation in initiatives; retention and absenteeism trends; psychological safety indicators</li> <li>• Completion and quality of performance reviews; goal alignment; improvement plan outcomes; leadership feedback</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>• Identify skill gaps through data collection and community engagement.</li> <li>• Provide learning and professional development workshops and webinar opportunities.</li> <li>• Support learning events and conferences.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased leadership skills within non-profit sector</li> <li>• Increased skills, knowledge and capacity in non-profit sector, with a focus on front-line staff</li> </ul>	<ul style="list-style-type: none"> <li>• Number of training sessions and attendance</li> <li>• Feedback from training surveys</li> <li>• Feedback from biennial partner survey</li> </ul>



# REACH

## EDMONTON

Council for Safe  
Communities



For more information about REACH  
Edmonton, please visit our website  
by scanning the QR code or go to:  
[reachedmonton.ca](http://reachedmonton.ca)

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