What We're Hearing Report

Community Safety and Well-being Strategy

2023

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Land Acknowledgement

The City of Edmonton acknowledges the traditional land on which we reside, is in Treaty Six Territory. We would like to thank the diverse Indigenous Peoples whose ancestors' footsteps have marked this territory for centuries, such as nêhiyaw (Nay-hee-yow), Dene (Deh-neyh), Anishinaabe (Ah-nish-in-ah-bay), Nakota Isga (Na-koh-tah ee-ska), and Niitsitapi (Nit-si-tahp-ee) peoples. We also acknowledge this as the Métis' (May-tea) homeland and the home of one of the largest communities of Inuit south of the 60th parallel. It is a welcoming place for all peoples who come from around the world to share Edmonton as a home. Together we call upon all of our collective, honoured traditions and spirits to work in building a great city for today and future generations.

mâmawohkamâtowin – working together – ᒥᒪᐅᐧᐦᑲᑐᐃᐧ
Dawn Marie Marchand, Things to Pass On, 2012

Executive Summary

The Community Safety and Well-being (CSWB) strategy, approved by Edmonton City Council in 2022, sets a visionary framework for all Edmontonians to achieve a sense of purpose, safety, and stability rooted in principles of reconciliation, anti-racism, and the removal of systemic barriers. The CSWB strategy is one means to actively advance the City Plan's transformative priority of Inclusive and Compassionate.

As a community-driven and City-convened initiative, the strategy requires collaborations across diverse organizations, sectors, and individuals with lived experience. In 2023, the City focused on developing and building a Community Collaboration Model (CCM), to facilitate collaboration across sectors and respond to and meet communities' needs.

The City held various engagement formats to gather input on the direction of the CSWB's collaborative framework and the operation of the CCM. This report consolidates feedback from seven group gatherings, numerous one-on-one discussions, and virtual engagements involving over 80 organizations and 169 individuals. These engagements primarily explored the guiding principles of collaboration and the functional design of the CCM.

Public Engagement Objectives

The engagement was done in phases to Advise, Refine and Create to progressively develop and enhance the CSWB strategy.

The Advise phase focused on enhancing our comprehension and engagement regarding the CSWB strategy. Objectives include:

- Increasing our understanding of how the CSWB strategy is perceived by interested and affected parties[1], identifying areas of appeal, confusion, or tension regarding the strategy or its implementation.
- Gaining insights into existing working tables and collaborations to develop an overall map of the CSWB ecosystem.
- Providing interested and affected parties with relevant and updated information on the CSWB work completed to date.
- Creating new connections and nurturing existing connections to advance the CSWB strategy, while recognizing and valuing ongoing community efforts in safety and well-being.

In the Refine phase, objectives were tailored towards honing the strategy and its implementation mechanisms. Objectives include:
- Collecting feedback on areas recommended for City investment to ensure effective resource allocation.
- Seeking perspectives on the willingness and capacity of all parties to work together more effectively and enhance collaboration.

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[1] Refer to page 13 for a discussion on the use of this terminology as an alternative to colonial language such as "stakeholder".

- Designing the structure and functions of the Community Collaboration Model to ensure it effectively supports the strategy's objectives.

The Create objective was dedicated to establishing the foundational elements of the Community Collaboration Model. The objective identified was:
- Developing the Framework, constructing the core functions, principles and structure of the Community Collaboration Model.

Methodology

Engagement methods adopted for the outreach include:
- Group gatherings and individual meetings to directly engage with community members
- Adopting standards, including World Café process guiding principles and existing collaboration mapping to stimulate engagement in group gatherings
- Virtual platforms to facilitate broader participation and input
- Qualitative analysis of discussions to identify recurring principal themes and actionable insights

Full details of the methods used and limitations of the analysis are available in Appendix A.

Key Findings

The engagements highlighted that perceptions of safety and well-being vary significantly across different community groups and are influenced by socio-economic, cultural, and geographical factors. Key issues identified include the need for better mental health support, enhanced public safety measures, and more effective integration of marginalized communities.

Based on organic responses across various parties involved in gatherings, analysis revealed 4 main themes:

WORKING TOGETHER	CLARITY
MEANING	SUPPORTS

Working Together: This theme included feedback around the need for collective approaches, funding, inclusion, jurisdiction, power dynamics, impact assessment, and the role of communities within the CCM.

Clarity: Participants identified the technicalities of key CSWB concepts and emphasized the need for clear, accessible definitions of key concepts, transparent information sharing, role definition amongst the affected parties and consistent measures for evaluating the strategy's effectiveness.

Meaning: This theme highlighted the importance of embedding fundamental human values such as belonging, compassion, and empathy into the CSWB. Meaningful contribution can only be fostered by considering a balanced approach that includes advocacy, ceremony, networking, racial considerations, reconciliation, safety, storytelling, and wellness. While there's an urgency for action, participants acknowledged that allowing time to build trust and developing relationships remained critical success factors.

Support: Participants' discussions emphasized the need to properly equip and support efforts, focusing on themes such as capacity, CSWB pillars, poverty, living/lived experience, resources, tools, and policing. They recognized that community capacity which includes time, bandwidth, and resources as being essential for advancing CSWB work.

Impacts

The engagement process has significantly influenced the CSWB strategy, resulting in modifications to both the operational framework and the approaches to community collaboration.

Language and Approach Shifts: The language of implementing the strategy has shifted from City-led to "City-convened", with communities promoted to an active leadership role. This shift also acknowledges the diverse and pluralistic nature of Edmonton, adopting the use of plural "communities" (instead of "community") to reinforce the diversity of interests, experiences, and expectations of the strategy.

Grant Mechanisms: Community feedback indicated need for early intervention/intervention addressing some specific pillars and for funding capacity to actively pursue new or grow existing collaborations. The 2023 grant streams and criteria reflected this feedback, administration created and sought Council's approval for:
- $4.163 million for two new one-time grant programs: the CSWB Early Intervention/Intervention Grant and CSWB Collaboration Grant,
- $1 million in funding for prevention-based programming, and
- $500,000 in operating funding for Indigenous-led organization

Open Invitation Principle: A more intentional approach has been adopted, with an "open invitation" principle welcoming all interested participants. Details on the purpose and structure of gatherings help participants choose relevant sessions. Those familiar with the CSWB Strategy are encouraged to share invitations within their networks, and targeted engagement strategies are in place for sectors like post-secondary, business, and health.

Community Collaboration Model: The CCM is designed to respond to feedback, building on existing collaborations instead of creating new groups or committees. Its structure and components are flexible, allowing for adjustments based on community needs. The structure of the CCM is based on two new collaboration spaces, coordinated through a centralized secretariat.
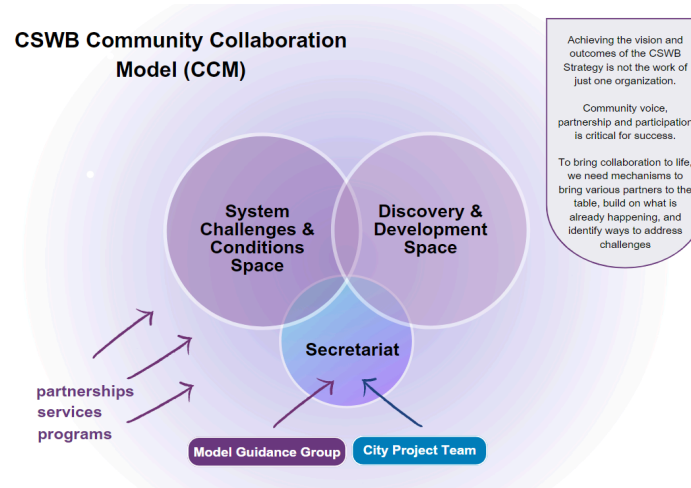
Discovery & Development (D&D) Space: Focuses on the importance of intentional learning, problem-solving, and capacity building informed by lived/living experience.

System Challenges & Conditions (SCC) Space: Concentrates on identifying and acting upon systemic changes necessary for effective CSWB implementation.

Secretariat and Centralized Functions: Intentional space shared with community partners to shape how the CCM operates and evolves.

Future Direction

Welcome/Onboarding Sessions
- The CSWB Implementation team initiated its first welcome/onboarding session on February 28, 2024, involving nearly 30 new participants from various supportive organizations in Edmonton.
- These sessions will continue to serve as a platform to regularly engage new interested and affected parties.

Sector Engagement
- Plans are in development to broaden the scope of engagement by extending invitations to more parties within the social services, post-secondary education, and business sectors.

Activating the Community Collaboration Model
- Building on insights from 2023, the team will continue to refine and expand the Community Collaboration Model.
- This includes forming partnerships with established community organizations and enhancing participation in the model's D&D and SCC Spaces, as well as the Secretariat.

Opportunities for Connection and Learning
- The engagements and participants' feedback highlighted the value of in-person interactions for learning and networking.

- In response, the Implementation Team will create spaces to foster these interactions, notably through the D&D Space of the Community Collaboration Model.

Committee or Council Meetings
- There are currently no scheduled presentations for the Community and Public Services Committee or City Council.
- Updates and potential meeting dates will be communicated through a monthly newsletter and website updates, ensuring all parties are kept informed about the ongoing development of CSWB strategy.

Project Summary

In 2020, City Council held five days of non-statutory public hearings on the role of policing in Edmonton's community wellness and safety ecosystem. Council heard from over 140 registered speakers and equity-deserving communities who spoke about their experiences of safety and well-being, racism and discrimination.

The public hearings and resulting *Safer for All Report* highlighted that safety and well-being are uniquely experienced by people and their communities. This includes racialized people, Indigenous and First Nations communities, 2SLGBTQ+ communities and gender diverse identities, unhoused Edmontonians, and persons with disabilities.

To address these challenges and make Edmonton safer for every person, we need a collective community and system-wide approach to address challenges, build on successes and leverage resources. City Council approved this commitment via the *Community Safety and Well-being Strategy* in May 2022.

The Community Safety and Well-being Strategy (CSWB) provides direction through a vision, principles and set of long-term outcomes. Achieving the vision and outcomes will contribute to achieving the City Plan's transformative priority of Inclusive and Compassionate.

"Building strong and lasting community safety in Edmonton will depend on our collective determination to address systemic discrimination.

This will require rebuilding trust, by changing the way things are done."

-Safer for All Report

Vision
Each person making Edmonton home feels a sense of purpose, safety, and stability, curated through connectedness to self, land, culture and each other and rooted in reconciliation, anti-racism, removal of systemic barriers and transformation of thinking, interacting and being.

Principles
- Person Centered: Grounded in personal experience and creating a sense of connection that will empower and uplift individuals.
- Trauma-informed: Creating change with long-term effects in alignment with the Truth and Reconciliation Commission's (TRC) calls to action, anti-racism and trauma-informed work to strengthen resilience.
- Equity-based: Incorporating a GBA+ approach to remove systemic barriers.
- Data-Informed: Utilizing research, analysis, knowledge and insights from Indigenous, Eastern, Western and interdisciplinary perspectives to adapt and evolve our approaches.
- Community-Driven, City-Convened: Collaboration between partners to ensure integration across systems and with supports from the City to convene, plan, coordinate, fund or execute the work.

Outcomes
Anti-Racism
Policies and structures are anti-racist, reconciliatory and support equity and inclusion.

Individuals and communities who have experienced systemic racism and historical trauma are included, valued and respected.

Reconciliation
Edmontonians, Indigenous Peoples, and the City have authentic, interconnected relationships that honour, understand, and collaboratively integrate Indigenous experiences, histories, and cultures.

Safe and Inclusive Spaces
Communities are supported and empowered to lead the cultivation and sustainment of safe, inclusive, vibrant, sustainable and resilient spaces.

Equitable Policies, Procedures
People making Edmonton home have enriched experiences through equitable access to programs, services, and spaces.

Pathways in and Out of Poverty
Edmontonians have the economic, social and cultural resources to have a quality of life that sustains and facilitates full and meaningful participation in the community.

Crime Prevention and Crisis Intervention
All people feel safe and secure throughout the city because crime has been reduced through community-collaboration and culturally appropriate approaches.

Well-Being
Edmontonians have the capacity and opportunity to pursue experiences of connection to self, body, land, arts and culture, community, human development and spirit.

Funding

Since approving CSWB, City Council has made a variety of investments, including redirecting funds from Edmonton Police Services to various community programs and grants, implementing anti-racism and reconciliation commitments, and increasing emergency and preventative responses.

Initiatives include but are not limited to:
- Funding for Community Safety and Well-being grants ($1.594 million in 2022, $4.5 million for early intervention/intervention programming and enhanced social sector collaboration in 2024)
- $1.2 million annually for Anti-Racism Grants (2023-26)
- $1 million in annual, ongoing funding for the Extreme Weather Response to support vulnerable Edmontonians during periods of extreme cold or heat
- $8.11 million for Community Mental Health and Suicide Prevention (over 2022-26)
- $1.6 million to develop a Municipal Drug Poisoning Response
- $4.9 million for the Missing and Murdered Indigenous Women Action Plan
- $7.5 million over 2022 - 2026 for Integrated Call and Dispatch Centre ($1.5 million in 2022 and $2.055 million annually 2023-26)

- $4.5 million for the Truth and Reconciliation Municipal Action Plan (over 2023-26)
- $1 million one-time funding to support prevention-focused programming

Collaboration Model Development and Implementation

To ensure the community-driven principle of the CSWB Strategy is embedded throughout implementation, the City's CSWB Implementation Team began a process in 2023 to bring together various individuals and organizations spanning community and non-profit agencies, grassroots organizations, researchers, faith-based groups, the private sector, other orders of government and beyond. The goal was to develop a defined and structured model to guide collaboration activities at a systems level.

Collaboration is intended to improve the health, capacity and effectiveness of the complex community safety and well-being ecosystem by:

- Enabling stronger priority-setting within sectors, identifying gaps and priorities collectively.
- Addressing long-standing, systemic challenges that cannot be addressed by a single organization or initiative.
- Reducing silos through awareness-building and information-sharing.
- Creating the conditions for creativity and action to occur.

Specific aspects of the process involved:
- Fully developing and validating initial ideas about how a collaboration model will function.
- Developing engagement and formal partnership development where applicable.
- Fully scoping and building relationships with a variety of individuals and organizations.
- Developing approaches, tools, and frameworks to share information and sustain relationships to support effective implementation of the model over coming years.

Public Engagement Approach

Public engagement creates opportunities for people to contribute to City Council and Administration's decision-making about City policies, programs, projects, and services. In some projects, public engagement can include the feedback and perspectives of the general public. For other City initiatives, including CSWB, feedback may be gathered from people who have specialized knowledge and/or expertise in certain aspects of the work. Regardless of who is engaged, public engagement communicates how input is collected and used.

2023 Gatherings

Throughout 2023, the CSWB Implementation Team organized a series of opportunities to convene and listen to those who are interested in and affected by CSWB and who might be involved in implementation and collaboration efforts.

Public Engagement Promises

We value your input on how we maintain, grow and build Edmonton.

We believe engagement leads to better decision making.

We are committed to reaching out to diverse communities in thoughtful and meaningful ways.

We want to understand your perspectives and build trusting relationships with you.

We will show you how you help influence City decisions.

	Date	Participants	Process
	January - March, 2023 Approx 1. hour each	40 from 16 organisations	One-on-one discussions
	April 12, 2023 2 hours	13 from 13 organisations	Large and small group discussions
	June 8, 2023 6 hours	55 from 39 organisations	Variety of activities
	June 22, 2023 6 hours	50 from 41 organisations	Variety of activities
	July - October, 2023 Approx. 1 hour each	33 from 24 organisations	One-on-one discussions
	August 17, 2023 2 hours	5 from one organisation (MacEwan U)	Information presentation and group discussion
	November 6, 2023 2 hours	18 from one organisation (U of Alberta)	Information presentation and break out discussions
	November 16, 2023 3 hours	10 from 6 organisations	Large and small group discussions
	November 30, 2023 1 hour	23 from 11 organisations	Information presentation and break out discussions

As of mid-2023, the term "stakeholder" has intentionally not been used in the work of CSWB. A review of the term "stakeholder" showed that it has connections to Canada's colonial history, where settlers were historically encouraged to extract timber, minerals, water and fur and to establish farms by marking out the territory they intended to occupy with a series of stakes. They located these stakes on a map and then took the map to the land registry office to register their claim. That claim – referred to as a "stake" – once approved by the colonial government, gave settlers or "stakeholders" exclusive use to the lands. As part of the Implementation Team's, and the City's, commitment to reconciliation, the term "interested and affected parties" has been used.

Among the interested and affected parties that participated in 2023 gatherings, the role and level of involvement varied through the levels of the City's Public Engagement Spectrum depending on the phases of work through the year. With long term projects, it is important to know that the level of involvement of interested and affected parties may change as the project proceeds through various stages, changes and iterations.

The public is consulted by the City to share feedback and perspectives. **ADVISE**

The public is involved by the City to adapt and adjust approaches. **REFINE**

The public collaborates with the City to develop and build solutions. This can include community initiated engagement. **CREATE**

The public is empowered to make decisions directly or on behalf of the City. **DECIDE**

Why We Engaged

Advise

The main objectives of our Advise activities included:
- Increasing our understanding of how well CSWB was understood and appealing to interested and affected parties, as well as understanding areas of confusion or tension about the Strategy or its implementation.
- Gaining an initial understanding of existing working tables and collaborations to develop a map of the CSWB ecosystem.
- Providing updates about CSWB work to date.
- Creating new connections and nurturing existing ones, to further the work of the CSWB Strategy.
- Acknowledging and honouring the work already being done by communities in the areas of CSWB.

Refine

The main objectives of our Refine activities included:
- Collecting feedback on areas recommended for City investment.

- Seeking perspective on willingness and capacity of how interested and affected parties can work together more effectively.
- Finalizing the Community Collaboration model structure and functions.

Create

The main objective of our Create activities included:

- Developing the core functions, principles and structure of the Community Collaboration Model.

Who We Engaged

In 2023, engagement included individuals and organisations primarily from the non-profit sector, including sector leaders, system planners, funders, and service providers. Engagement also included representatives from Edmonton Police Services, Edmonton Public Library and a variety of researchers from University of Alberta and MacEwan University.

The number of organizations and individuals grew over the course of the year, as more organizations heard about the Strategy and became interested in being involved[2]. Recipients of the monthly newsletter that began in August 2023 have been encouraged to share an 'invitation to participate' in their networks to encourage broader awareness and participation.

How We Engaged

One-on-one Meetings

One-on-one meetings were used as a method to engage individuals and organizations at several points in 2023.

In Quarter 1, one-on-one meetings were held with sector leaders and system planners to get initial advice on steps to implement the CSWB Strategy. These discussions also led to a gathering with these organisations, requested by the City Manager in April 2023.

After the June 2023 large group gatherings, additional one-on-one meetings were held with organizations who:

- reached out to request a focused conversation,
- offered support at the June gatherings for additional sense-making of the input, and/or
- were invited organizations but couldn't attend the June gatherings.

In some cases, these one-on-ones were also with organizations who were willing to speak at the summer Community and Public Services Committee and City Council meetings, to support Council's desire for the communities' input on the progress of the CSWB Strategy and upcoming funding priorities.

Additionally, some one-on-one conversations in summer and fall 2023 were with organizations new to the CSWB Strategy and who expressed interest in

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[2] By Q1 2024, there were 80 organizations and 169 individuals external to the City of Edmonton on the regular emailing list.

getting more information and/or providing input on collaboration principles and the Community Collaboration Model.

Group Discussions

Group discussions were used as a method to engage participants and encourage feedback during the April and November 2023 gatherings, and for sessions involving post-secondary researchers. As the number of participants was smaller for these sessions, facilitators and note-takers from the City were on hand to help with the flow of conversations, and to accurately record what was said in the moment.

World Cafes

The World Café process was used at the two larger gatherings in June 2023. It draws on seven principles, and is a simple, flexible and effective way to host dialogue in a large group. The process begins with the first of three or more rounds of conversation for small groups of four to five people seated around a table. Each round is prompted with a question specially crafted for the specific context and desired purpose of the World Café. The questions asked related to participant's intentions and needs regarding the CSWB Strategy, identifying connections between community, the City and the Strategy, and developing ideas for how a Community Collaboration Model could work in practice.

Existing Collaborations Mapping

The Implementation Team was interested in learning more about what collaborations are currently active in Edmonton and working within the scope of CSWB. During the June 8, 2023 gathering, the following graphic was used to frame the conversation, focusing on tighter relationships and high trust, as illustrated below:
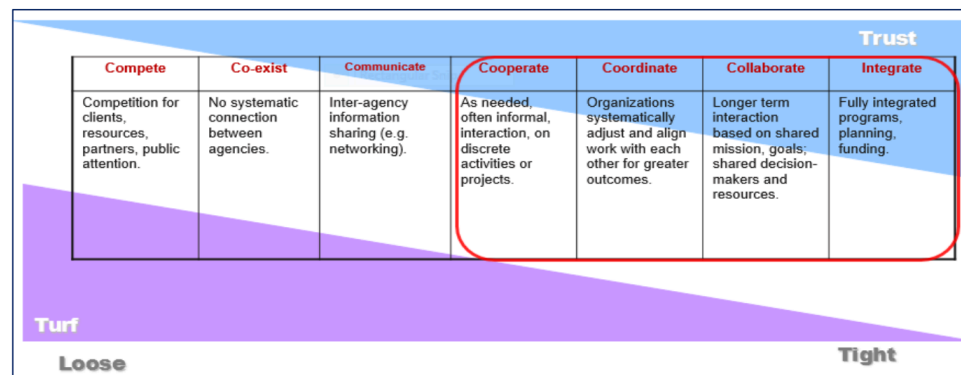
Participants were asked to provide the name, scope of work, geographic range and membership details of the collaborations, and physically map them in relation to each other. They were encouraged to map collaborations to the long-term outcomes of the CSWB Pillars, and indicate where connections already exist between them.

The purpose of this activity was to appreciate and document the scope and magnitude of work that is already happening to address community safety and well-being, and to have created a starting point to visualize the variety and complexity of the collaboration landscape in Edmonton.

Breakout Discussions

Breakout discussions allow participants to take time away from the main group and to talk and collaborate in more depth with a smaller number of people. They create opportunities for increased participation in the topics being discussed overall.

At the June 22 gathering, participants were invited to break out into three smaller groups to have more focused discussions about how to encourage and support collaboration between and amongst the City and communities through a Community Collaboration Model. Breakout discussions were also used for portions of the November 16 workshop and for a larger session involving post-secondary researchers.

Virtual Engagement

In order to reduce barriers to participation, the CSWB Implementation Team used several methodologies including an online forum, information updates in email newsletters and one-on-one virtual meetings to encourage people to provide feedback about the Strategy and its implementation on their own time and at their own pace.

Engaged Edmonton Page

The Engaged Edmonton pilot page was launched in Fall 2023 to gather input on the CSWB Strategy and offer opportunities to engage organizations in an online and accessible method.
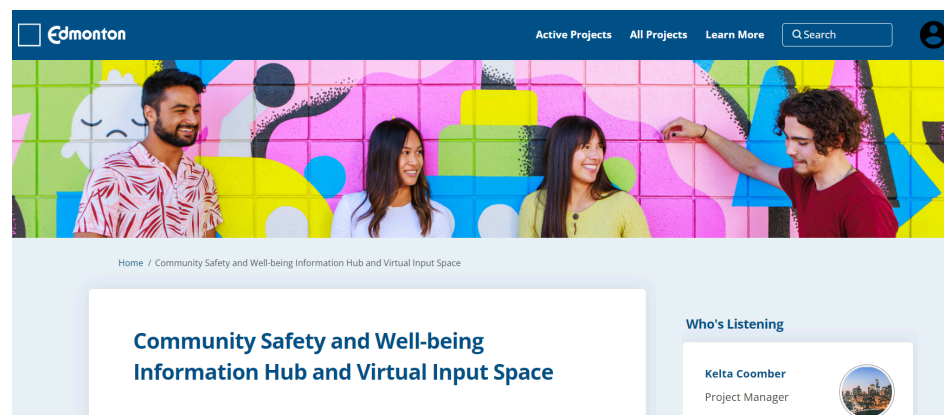
Engaged Edmonton is an online platform the City hosts for many types of online engagement; the platform provides space in an accessible way for people who are interested and affected by a project to learn more about it and contribute to decisions that impact them. The platform has a suite of features to facilitate listening, information sharing, analysis, reporting and relationship management.

As with any Engaged Edmonton page, background information on the CSWB Strategy and prior collaboration activities in 2023 was included as part of an

Information Hub, to ensure people had enough information available to be able to provide informed feedback. The intention of using an Engaged Edmonton page for the CSWB Strategy was to foster ongoing collaboration with community partners and offer an opportunity to share feedback virtually, rather than solely offering in-person opportunities.

Engaged Edmonton pages are typically open to anyone with internet access who signs up to the platform. Given the complex nature of the conversations in 2023, a closed Engaged Edmonton page was used. Invitations to the CSWB Engaged Edmonton page were extended to the more than 70 people and organizations who were contacted about attending a 2023 gathering.

0	Participated in an online tool on the CSWB Engaged Edmonton Page.
8	Asked to be added to the CSWB Engaged Edmonton Page and accessed the Engaged Edmonton platform.
5	Indicated an interest in a virtual option but did not ask to be added to the CSWB Engaged Edmnton page.
5	Asked to be added but did not ever access the Engaged Edmonton platform.

Responses and uptake to the CSWB Engaged Edmonton Page

Those who visit an Engaged Edmonton page are considered to be in one of three groups:
- Aware: People who visited at least one project page; typically this is the project landing page. Seven participants were considered aware.
- Informed: People who interacted with the page; typically this means clicking a link or opening a document. Five participants were considered informed.
- Engaged: Where people have contributed feedback through one of the interactive tools available. No participants were considered engaged.

Public Engagement Results and Summary
Methods and Limitations
Following all gatherings, the feedback received was transcribed as it was said or written by participants in the moment. The data was then 'cleaned' by correcting minor typos, writing out acronyms, etc. Several standard and recognized qualitative data analysis methods were then used to review and analyze all of the feedback participants shared. Full details of the methods used and limitations of the analysis are available in Appendix A.

What We're Hearing
The qualitative analysis resulted in 33 themes that were clustered into four main groups:

WORKING TOGETHER	CLARITY
MEANING	SUPPORTS

It is important to note that these four clusters are not entirely separate, and that there are some connections and overlaps between them. Where some themes could belong in more than one cluster, they were included within the cluster that they were most strongly related to based on participants' feedback.

Several principal themes within each cluster were also identified based on how often that particular theme was described in participant feedback.

"How will collaborative work actually happen?"

The Community Collaboration Model
The themes noted above are reflective of those that emerged naturally out of discussions and therefore indicative of participant priorities. The primary purpose of the 2023 gatherings was to develop a working model for collaboration between and amongst the City and communities that is ready to implement. Thus, independent of the thematic review, most feedback was about how collaboration should work and the functioning of the collaboration model, which is not surprising as most of the gatherings asked participants directly about these topics. Given its emphasis in gatherings, feedback relating to the community collaboration model has been explored in more detail here before exploring the other themes.

Considerations
Commonalities emerged from participants about what is needed in a model for collaboration. These considerations included:
- Being tolerant of failure. Many participants identified that working together differently requires new approaches, and risks always accompany innovation,
- Being trauma informed/trauma focused,
- Convening regular and consistent spaces to build rapport, trust, to keep people engaged and maintain momentum,
- Incorporating living and lived experience, including end users of programs and services, front line staff, and using Human Centered Design principles,
- Being flexible to accommodate changes in communities' capacity, direction and priorities,
- Being sustainable through adequate resourcing and clear documentation so that the work is sufficiently supported, and the history is not lost when there is political and organizational turnover, and
- At all times, a Community Collaboration Model must be able to answer: What's next? Who is doing what? Where are we going?

A Centralized Function

Although not unanimous, many participants identified a need for a central coordinating function or body to coordinate the collaborative work and serve a project management function. Other participants questioned whether such a structure was needed; however alternate structures were not proposed.

Key considerations for a central coordinating function include :

- Rotational in nature, where different individuals and organizations have opportunity to participate,
- Have a shared leadership model, and/or
- Have a shared decision making approach that balances the experience of organizations with political accountabilities.

Spaces in the Model

Many participants recommended focusing the model around tasks or issues, and allowing spaces to emerge around areas of interest, expertise or need. There were also suggestions to proceed with the work in the spaces incrementally. For example, if there were simpler, uncontroversial and achievable actions taken first to build learning and generate a sense of accomplishment before taking on larger, more complex and politically sensitive work.

Learning also emerged as a primary interest for many participants and the idea of learning took many forms. Learning included wanting to know more about what others were doing and working on. Many wanted to know what other organizations had tried, what went well, what didn't go as anticipated or had unintended consequences. There was also a strong desire to foster collective learning as part of this work.

Working Together

Participants provided a tremendous amount of insight that blended into the cluster of *working together* to implement the CSWB Strategy. Nine themes are included in this group, with inclusion, collaboration/collectivity and outcomes/impact identified as the principal themes based on frequency in the feedback.

"Voices are stronger when united!"

WORKING TOGETHER		
Collaboration/ Collectivity	Community Collaboration Model	Communities
Funding	Inclusion	Jurisdiction
Outcomes/ Impact	Power	Process

A key insight that was consistently highlighted was that CSWB work is relational. This includes relationship building, establishing trust and in some

cases, repairing trust. This need for repair was noted both between the City and communities, and within communities themselves, including between organizations.

Once relationships and trust have been established, participants noted that because the scope of CSWB is so wide, resources are limited, and capacity is already stretched, there needs to be:

- A consensus of the objectives and outcomes that will be accomplished through collaboration,
- A prioritization of what the City and interested and affected parties hope to achieve together,
- A clear plan of what this work will involve in practice,
- Coordination of the work, and,
- Genuine, long term commitment to shared goals and objectives.

"We fund interesting projects/ideas instead of investing in cohesive plans".

Participants identified that differences in power will have an impact on the ability of communities to work together. Many viewed power as a function of politics, and all orders of government were seen as having a high degree of power compared to communities. Power through politics was especially seen as impacting community collaboration if City Council's role in the work isn't well understood or communicated. Some also noted different power dynamics in the language of "City-led" versus "City-convened".

Some saw power expressed as a function of access, in the ability to access spaces, conversations and people, as well as the ability to limit or control the access of others. Participants also indicated that they saw power as a function of decision making, where the ability to make decisions, particularly on behalf of others or on behalf of the group as a whole. Some participants expressed concern about whether the City could diverge from decisions made from the collaborative or undo direction. This concern stemmed from imbalances in power between the City and other organizations.

Regardless of how power was expressed, participants recommended incorporating safeguards to equitably distribute power that allows collaboration between the City and communities to be implemented and executed. Examples of safeguards include, a high degree of accountability and transparency, clear and fair roles, and an inclusive process.

Principal Theme: Inclusion
When participants highlighted inclusion in their feedback, it was related to the action of including many perspectives, an overall state of inclusion, or the more personal experience of being included within a group or structure. These ideas came up often when reflecting on how the City and community can collaborate together. Inclusion also referred to the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as members of racialized and equity-deserving groups. Many targeted questions emerged when discussing inclusion, and these included:

- Who gets to be in the [collaboration model] group(s)?
- Who is out?
- How do we decide this?

"Very few people representing communities we were talking about were in the room. It's about transparency, sharing of power. Trust is so big. I heard a lot of people discuss that - how do you as a City show as a role. It's ok for the City to lead - not a problem. It's about HOW you lead. Humility, ask questions, listen to others."

Although some participants perceived that a variety of perspectives were well represented in the 2023 gatherings, others had a different experience. Some stated that there was a lack of representation from Black, Indigenous and People of Colour (BIPOC), and 2SLGBTQIA+[3] communities. Participants also shared that part of CSWB work involves acknowledging intersectionality, which is the interconnected nature of social categories like race, class, ability and/or gender that are seen to create overlapping systems of discrimination or disadvantage. Acknowledging the reality of intersectionality can be achieved by creating opportunities that hold space for its complexity.

A common thread throughout the feedback received relating to inclusion was about belonging and the need to create a sense of belonging by including both the people accessing support, programs and services related to the CSWB Strategy, and the parties involved in implementing and advancing the Strategy.

Principal Theme: Collaboration/Collectivity
There was very strong support for collaboration and working collectively, as expressed in the idea of "strength in numbers". Many participants identified important benefits that working collectively brings, which include:
- learning from each other,
- leveraging assets, offering mutual support, and
- uniting through collective action and impact.

Some noted there is history between organizations working in the area of CSWB that needs acknowledgement, care and attention. Some noted that some are unwilling to work together as a result of past situations, and there is a need for healing relationships among some organizations.

"Respecting expertise and mandates (if somebody else already does it well, work with them)."

Many had questions about how collaboration and working collectivity would play out in practice. Some offered advice such as:
- respecting the expertise and mandates that already exist,
- if the work is already happening and being done well, join forces rather than creating something new that duplicates work, and
- move beyond information sharing to joint planning and strategizing.

Feedback also included that collaboration needs to be adequately funded. Suggestions included:
- setting up funding for a collaboration coordinator,
- funding for a research position to bring together available data and information
- funding to work together to identify needs in communities

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[3] Terminology for sexual orientation and gender identity evolves continuously to encompass diverse identities and experiences. In this report, the 2SLGBTQIA+ acronym represents gender, sexual and/or romantic minority identities, with the (+) symbolizing all identities, expressions and experiences not explicitly named. For more information, please refer to the 2SLGBTQIA+ glossary by the Government of Canada

Principal Theme: Outcomes and Impacts

Some participants identified that there are challenges inherent in considering the outcomes and impacts of CSWB work. Some offered that they've experienced trying to do this work before, and that even if outcomes are shared, how different groups and people want or are able to reach these outcomes differs - which makes prioritizing and coordination challenging.

It was noted that there are tensions between a long-term vision and outcomes, and short-term decisions or changes in direction that are politically motivated. Many noted that much of the work of CSWB is preventive and that it aims to prevent adverse outcomes from happening in the first place. Participants observed that it's therefore difficult to clearly show what the outcomes and impacts are when the nature of the work is preventing something worse from happening had the intervention(s) not occurred.

Others approached this theme from a positive perspective and noted that a collective drive towards results, even if results are unanticipated, also have value in learning, improving and optimizing. Lastly, there was a strong desire to talk about and recognize the wins and share successes in this work, especially when the work of CSWB itself can be so challenging.

Clarity

Ideas and feedback shared across the 2023 Gatherings also clustered around the idea of clarity, and there was a strong desire for this work to be easy to understand and accessible. Eight themes are included in this group, with roles and definitions/concepts identified as the principal themes based on frequency in the feedback.

CLARITY		
Accountability/ Transparency	City of Edmonton	Definitions/ Concepts
Information Sharing	Measurement/ Evaluation	Roles
Succession Planning		Trust

Participants wanted and needed to have clarity around the more tangible parts of the CSWB Strategy, including what concepts are being used and how they are defined, as well as clear and understandable ways of measuring and evaluating the work of implementing the CSWB Strategy through a Community Collaboration Model.

The cluster of clarity also connects with the cluster of working together, and this was seen through participants identifying that relationships need to

precede collaboration. Participants indicated that to foster the relationships needed to work effectively together, these relationships need to be founded on the qualities of accountability and transparency. Accountability is generally accepted as the willingness to accept responsibility for one's own actions, and transparency is where activities and decisions are done in an open way so that everyone can understand what happened, and have the assurance that what has been done is fair, honest and representative of communities.

Participants further identified that accountability and transparency supports trust. Trust is often shown through mutual commitment and having the assurance that people can rely on each other. These characteristics were seen as being fundamental to creating and nurturing the relationships that are needed to advance collaboration. Participants were clear that they are expecting a high degree of accountability, transparency and trust, both between participants and between the City of Edmonton and participants, to accomplish the goals and outcomes of the CSWB Strategy.

"How is community input and knowledge being used and how is that being shared back?".

Clarity through timely, regular and comprehensive information sharing was stressed as an essential part of CSWB work. Related to this feedback, participants also said that there needs to be an action and information sharing record. They indicated that having a sense of the history of CSWB and the work that has been done over time is a necessary part of collaborative work, and suggested that CSWB work also needs to include ways of retaining information and knowledge through political and organizational changes.

Principal Theme: Roles

Participants very clearly communicated that they want to have a better understanding of the way, or by what means, CSWB implementation work will happen. This included the specific roles that everyone will play, including the City of Edmonton, the expectations associated with these roles including time commitments and decision-making ability, as well as the scope of responsibilities that accompany the different roles that may be activated in CSWB work. Participants identified that well-defined roles and responsibilities are necessary to:

"Who is doing what, so we can do it better together?"

"What's next, what do I need to do?"

- Clearly demonstrate how the City and community partners will work together, and
- Establish the expectations of all parties involved in a Strategy that is City-convened and Community Driven.

Principal Theme: Definitions and Concepts

Some participants noted that the language used in the CSWB Strategy is highly technical and this makes the terms and concepts more inaccessible. Others similarly recommended avoiding jargon and buzzwords to support collaboration work. Participants noted that the terms and concepts in the CSWB strategy, like safety, community and well-being have multiple meanings to different people and groups and in different contexts, and there was a desire to make sure there is a common understanding of key terms to guide the work.

Many participants additionally noted that it was important to not only understand how the definitions and concepts of CSWB were created, but who was responsible for this work and the processes that were followed while doing so. Many saw connections between clear definitions and concepts, and being able to accurately measure and evaluate them as the work progresses.

Meaning

Themes within the cluster of meaning focus on the importance of finding purpose or significance in the work. Nine themes are included in this group.

"How do we define? When we talk about safety & well-being, how do we narrow it down?"

MEANING		
Advocacy	Ceremony/ Ritual	Networking/ Connection
Pace	Race	Reconciliation
Safety	Storytelling	Wellness/ Wellbeing

"That one's story has a place in Edmonton and the region is important to individual and community well-being - and often overlooked, not represented, not present or accessible."

Participants identified that creating and experiencing meaning from the work of CSWB involves putting fundamental human needs, experiences and processes at the center of it. These ideas were highlighted when participants spoke of the need to connect the CSWB Strategy and its implementation to higher orders of being human, such as the need to be a part of something bigger than ourselves, and being able to meaningfully contribute to the world around us.

Many participants connected the value of meaning-making to the motivation necessary for continuing to work on the intense challenges that are currently being faced by some of the most vulnerable people in society. Meaning was further evident in comments which noted that CSWB needs to contribute to the greater human experience of belonging, working authentically, and reconciliation. The feedback also connected the work of CSWB to core human values such as compassion, empathy and the worthiness of all people.

"Language of evaluation shouldn't be stuck with numbers. Let's bring values into what we do: - Storytelling - Values - Impacts."

Finally, pace emerged as a key feature of creating meaning in this work. There was a strong desire to move to action, however it was also noted that building trust and relationships takes time, and that allowing time and space for these to grow is necessary for CSWB work.

Supports

A key topic that consistently emerged across all gatherings and conversations, is that in order to foster the systemic changes identified in the CSWB Strategy and implement the actions needed, the work needs to be equipped and supported accordingly. Seven themes are identified in this group.

SUPPORTS		
Capacity	CSWB Pillars	Lived/ Living Experience
Police/Policing	Poverty	Resources
Tools		

"What if every organization has a part-time community collaborator to build relationships across community organizations to create fluidity and efficiency in leveraging resources?"

Participants noted that community's capacity is a fundamental consideration to advance CSWB work. The concept of capacity was experienced as being made up of several elements including:

- Time, where many participants noted that while there was strong interest in being involved in collaborating, the time available to do so is limited for many already overstretched organizations.
- Bandwidth, where people identified that there are limits to how much information can be processed, attended to and remembered at once, which poses a challenge when CSWB work is so complex.
- Resourcing, where the capacity to accomplish work is a function of the resources to do so. There was also a connection to funding, and a caveat that typical funding and reporting requirements also impede organizations' capacity to strategize and implement due to resource requirements.

Many noted that collaboration work needs to be flexible to the unpredictable nature of work in communities, and that capacity can change as a result. Participants suggested organizing work to accommodate for unpredictable and changing capacity by allowing fluidity in participation. Others hoped to see capacity improve through capacity building opportunities, like occasions for training that could be offered through the collaborative work of CSWB.

"There's trauma/ feelings/ emotions that need to be addressed & considered. It's not about kid gloves in talking about tables, governance, challenges with collaboration… in a truly trauma-informed service delivery approach, it's about bolstering feelings about belonging, autonomy and self-determination. Think about how as you shape the next phases, how to operationalize community driven action & make it not like the City is talking about the strategy, but everybody is".

Many participants voiced that living and lived experience should support and frame the collaborative work of CSWB Strategy implementation, and this could happen by:

- Making sure the work is accountable to the vulnerable populations being served,
- Being open to and planning for people with living and lived experience to co-lead collaborative work, which also disperses power to the people most affected by CSWB work, and
- Ensuring those with living and lived experience are included without adverse effects, such as being re-traumatized, tokenism or a lack of impact of those with lived and living experience to the CSWB Strategy implementation.

Policing was also seen as a key support in the work of CSWB. This was demonstrated through feedback that Police need to be included in CSWB conversations, because enforcement can be understood both as a method for maintaining an inequitable current state, and a lever to create systemic

change to advance the CSWB Strategy. For a practical example, the symptoms of poverty can be viewed as social issues requiring support, rather than criminal activity needing enforcement and punishment. The impacts of police/policing on vulnerable populations who are disproportionately subject to challenges to CSWB was identified as a function of political will.

What We Did and What We Changed

Revised Language

While the originally approved CSWB Strategy used the language of "City led" to describe connecting with communities and organizations, it became clear this language and approach did not resonate for some organizations and community members. Real advancement of the Strategy requires the community to take a leadership role, with the City providing the necessary space and support to allow conversations, collaboration, and change activities. Reflecting this feedback, the language of implementing the strategy has shifted to "City-convened" with communities promoted to the active leadership role.

Feedback reflected that the term "community" gives a false impression that there is or could be one single community voice and it is preferable to use the plural "communities" to reinforce the diversity of interests, experiences, and expectations of the strategy. As a result, the Implementation Team has adopted the use of the plural "communities" in our communications.

Our Approach to Connecting and Inviting

Care and attention was put into ensuring there was a broad outreach, while still maintaining gathering sizes in which people could meaningfully provide their feedback, connect with their colleagues, and learn from each other. However, based on feedback about inclusion, including the diversity needed to tackle the complexity of CSWB work - the Implementation Team opted to:

- Adopt an "open invitation" approach that anyone who wants to and has capacity to attend is welcome. We began to provide more detailed information about the purpose and structure of gatherings to help participants decide what gatherings might resonate for them,
- Leverage existing networks and relationships of interested and affected parties by encouraging those already connected to the CSWB Strategy to forward information and invitations to their connections, and
- Implement targeted strategies for engagement for specific sectors, including post secondary, business, health and health sectors.

2023 CSWB Grants

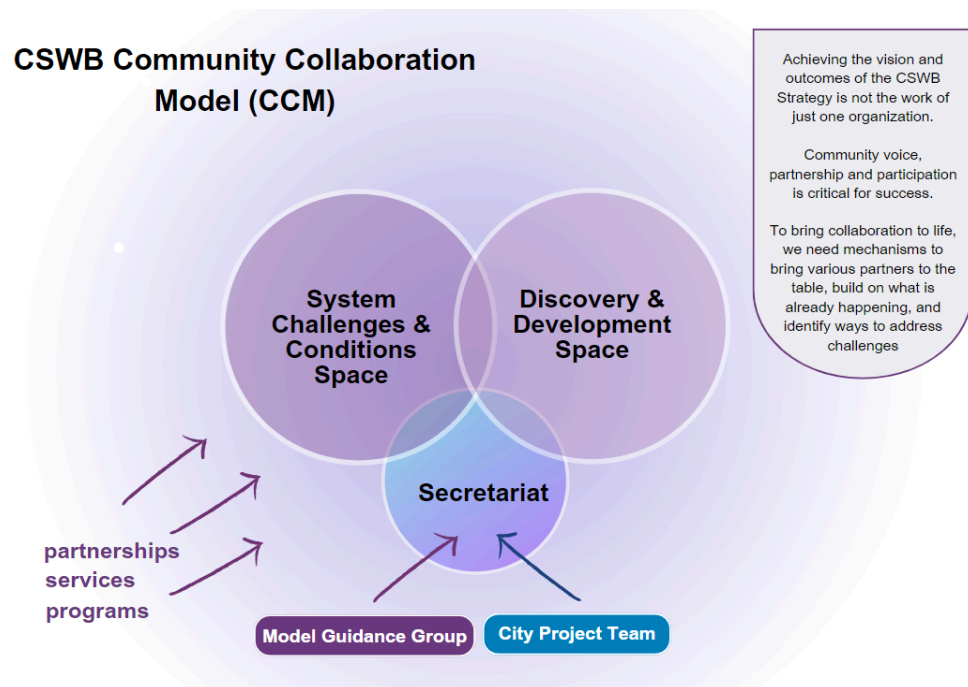The focus of the Fall 2023 CSWB grants was developed based on direct input from community partners at CSWB gatherings. Partners identified gaps in available funding to establish and/or expand collaborative partnerships, administer targeted prevention, and intervention programming in a variety of topic areas and implement stable operating funding. As a result of this feedback, Administration created and sought Council's approval for:

- $4.163 million for two new one-time grant programs: the CSWB Early Intervention/Intervention Grant and CSWB Collaboration Grant,
- $1 million in funding for prevention-based programming, and
- $500,000 in operating funding for Indigenous-led organizations.

The Community Collaboration Model

Reflecting the feedback on the capacity of interested and affected parties, the CCM has been designed to build from existing CSWB collaboratives, initiatives and programs rather than creating an entirely new set of committees or organizing bodies.

Reflecting the need to demonstrate flexibility and responsiveness to changing circumstances, the structure is explicitly intended to evolve and adapt as participants in the model learn together. The current model for community collaboration, based on feedback from communities, is below:

CSWB Community Collaboration Model (CCM)

System Challenges & Conditions Space

Discovery & Development Space

Secretariat

partnerships
services
programs

Model Guidance Group

City Project Team

Achieving the vision and outcomes of the CSWB Strategy is not the work of just one organization.

Community voice, partnership and participation is critical for success.

To bring collaboration to life, we need mechanisms to bring various partners to the table, build on what is already happening, and identify ways to address challenges

Responding to participant feedback about regular space to convene, build trust, encourage momentum and engage participants, two 'new' spaces in the CCM, Systems Challenges & Conditions (SCC), and Discovery and Development (D&D) were created. These will be activated through the use of multiple partnerships with organizations and collaboratives and employ a shared leadership approach.

The functions of the SCC and D&D spaces also reflect the feedback received. For example, the SCC space is set up to focus on larger system needs like data and advocating for change. It is also focused around topics or issues like youth, mental health, and immigration. Depending on the level of interest, needs of the community or available resources, the focus and scale of the activities in the SCC space can be adjusted to respond.

The D&D Space reflects participants' strong interests in active learning that connects to action and system change. All of the D&D space activities will offer opportunities for collective learning, aligned with participant feedback. The D&D space also presents the most direct way to incorporate lived and living experience, such as end users of programs and services, front line staff, and employing Human Centred Design ideas, through learning opportunities such as design workshops, prototyping sessions, and lived experience engagement.

Many participants identified the need for a centralized coordinating function; the CCM design responds with a Secretariat that will provide administrative, reporting, information coordination, hosting/convening, evaluatory and communications support. The Secretariat has a shared structure, with both representatives from the City of Edmonton and community organizations.

The feedback about rotational participation and diverse participation has been reflected in three ways so community organizations and existing collaboratives can participate as partners.

- There are plans for community partner organizations to participate in the Secretariat, where those interested in governance and successful collaboration functions can offer expertise and guidance, and respond to the feedback for the model and its functions to evolve in response to community needs.
- An invitation will be available in the form of strategic partnerships with topic-based or issue-focused collaboratives, or coordinating bodies in the System Conditions and Challenges space. This aims to channel existing system change work in diverse domains and offer a new forum to collaborate across sectors and topics, unify advocacy efforts, and amplify change actions.
- A variety of opportunities to participate will be offered through the D&D space, which could range from convening a gathering, collaboration with the City or CSWB ecosystem organizations on a learning opportunity.

What Happens Next

Welcome/Onboarding Sessions

On February 28, 2024, the CSWB Implementation team held its first Welcome/Onboarding to the Strategy session with almost 30 new participants representing a range of organizations that support and advance CSWB work in Edmonton. Welcome/Onboarding opportunities will be an ongoing way to regularly and warmly invite new participants in.

There are Sector plans being developed to support a clear strategy for broadening invitations, including expanding reach within the social services and post-secondary sectors, and outreach with the business sector

Opportunities to Connect, Learn, Network and Collaborate

One of the most commonly heard feedback highlighted the inherent value of being in the same space together at the same time, to learn from each other and to get updated about the work of others.

Based on this feedback, the Implementation Team will be convening spaces for this networking, relationship building and learning to occur, including the D&D Space of the Community Collaboration Model.

Activating The Community Collaboration Model

Consistent with the 2023 input on collaboration needs and the model, the Implementation Team will be actively developing and formalizing the Community Collaboration Model by forming partnerships based on existing community organizations and collaboratives, and inviting active participation in the D&D and SCC Spaces and in the Secretariat.

Future Committee or Council Meetings

At this time, there are no dates that the CSWB Implementation Team is currently scheduled to present before the Community and Public Services Committee or City Council. The Implementation Team will communicate any future opportunities via our monthly newsletter. You are also welcome to stay informed here about Edmonton's Community Safety and Well Being Strategy.

Want More Information?

For questions or more information, please contact Wesley Andreas, Senior Partnership Strategist for CSWB Collaboration Implementation, at wesley.andreas@edmonton.ca.

Appendix A: Methods and Limitations

Principal Themes

33 themes ultimately emerged from the 40 codes observed in the feedback provided in 2023. Highlighting principal themes can help make sense of a large volume of data by showing the *priority* of the themes for participants, as determined by the feedback they provided. The principal themes were identified by evaluating:

1. The scope and type of variation; the amount of difference seen across feedback within each theme, and
2. An assessment of the importance of the theme for participants based on how often they described it in their feedback.

Following all gatherings, the feedback received was transcribed as it was said or written by participants in the moment, and then the data was cleaned. This includes correcting minor typos, writing out acronyms, etc. The following qualitative data analysis methods were then used to review all of the feedback participants shared:

Grounded theory (emergent) coding	Codes (or the names given to patterns) were developed as they emerged from a review of the data.
Framework analysis (structured) coding	Some themes were suggested by the City's CSWB Implementation Team and were also incorporated into the development of the codes to analyze the data from the Gatherings.
Descriptive/In-Vivo Coding	Some codes are literal descriptions taken from the feedback. For example, comments that mentioned poverty were coded as "Poverty".
Thematic Coding	Some codes were developed to show broader patterns and categories.
Line by Line Coding	Each comment was recorded as a separate line of data, which was then analyzed.

Limitations

- Data Collection Methods: Different methods were used across multiple gatherings with unique participants, and all comments were analyzed according to one, consistent methodology.
- Definitions: As many participants identified that the terms and definitions in the CSWB Strategy were not entirely understood or agreed upon, the definitions of the codes were drawn from standardized dictionaries (Merriam Webster/Oxford).

- Manual Analysis: assistive software was not available and all analysis was completed manually.
- Scope: due to limited resources, the results of the analysis presented has been limited to large, overall themes that were seen in the data across the 40+ codes used.

Codes and Coding

As part of best practices in qualitative data analysis, the feedback received from the 2023 gatherings was first coded. Coding is the way that feedback, collected through various ways like one-on-ones, World Cafes or small group discussions are broken up into smaller pieces, like individual sentences or a short paragraph. A name, label – or what is called a "code" is then applied to each of these smaller pieces. Some smaller pieces of data may be so complex that more than one code is applied to it at one time. Then, all the pieces that have been labeled with the same code are collected to see what patterns can be found. 40 codes were used to analyze the feedback that was received in 2023.

Code	Definition
Accountability/ Transparency	An obligation or willingness to accept responsibility or to account for one's actions, and/or where activities are done in an open way without secrets, so that people can better understand what was done, and have the assurance that what has been done or decided is fair and honest
Advocacy	Actions that speak in favor of, recommends, or argues for a cause, supports or defends, or pleads on behalf of others.
Anti-racism	A range of ideas and actions which are meant to counter racial prejudice, systemic racism, and the oppression of specific racial groups.
Capacity	The current state of the skills, instincts, abilities, processes and resources available, or the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.
Community Collaboration Model	How the City will work with community partners, organizations and leaders to achieve the CSWB Strategy over the coming years.
Ceremony/ Ritual	Ritual observances and procedures, or where higher meaning is created by doing something in which the same actions are done in the same way every time.
City of	Comments that specifically relate to the City as an

Edmonton	organization and/or its work/programs/policies/services.
City/ Community Alignment	Comments that relate to the positioning of the City's work, and this being in agreement/alliance with - and or complementary to - the community's work. It also relates to how the City and Community can work together to advance the CSWB strategy
Collaboration/ Collectivity	Making decisions and implementing them together; the action of working collectively to produce or create something together for a common purpose and outcome(s), or comments related to the experience or feeling of sharing goals, objectives, responsibilities, experiences, activities.
Community	A group of people living in the same place or having a particular characteristic in common - or a feeling of fellowship with others, as a result of sharing common attitudes, interests, and goals.
CSWB Pillars	Comments that directly relate to, or specifically reference the CSWB Pillar(s).
Definitions/ Concepts	The definition of terms or understanding of concepts related to the CSWB strategy and implementation
External Alignment	Considerations about alignments related to CSWB in the community, including strategies, programs, services, initiatives, etc.
Fast/Faster	Comments related to CSWB processes needing to be fast and/or needing to speed up.
Funding	The act of or need for providing financial resources to implement actions that respond to a need, or facilitate programs/services/projects.
Inclusion	The action, state of including, or of being included within a group or structure. It also refers to the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or intellectual disabilities and members of other minority groups.
Information Sharing	The process of knowledge sharing, and communicating.
Internal Alignment	The City's internal process/policies/procedures that relate to CSWB, and internal agreement and alliance between this work.

Intervention	Action taken to improve a situation, condition or circumstance.
Jurisdiction	The scope of authority to hear, decide issues and influence change.
Lived/ Living Experience	The need/importance of including living/lived experience with a circumstance/status (poverty, addictions, mental health), lived/living experience of accessing programs and services related to this experience, and the lived/living experience of front-line workers to capture where people and programs/services connect.
Measurement/ Evaluation	Comments that relate to the process of how numbers are assigned to objects and phenomena, and/or the making of a judgment about the amount, number, or value of something; an assessment.
Networking/ Connection	The process of making human connections and building relationships, and/or comments identifying that a group, organization, thing, or idea is linked or associated with something else
Outcomes/ Impacts	Consequences of something (ie: an action, policy, program, intervention, prevention etc.) and/or where something is described as having an effect on something else.
Police/ Policing	The civil force of a national or local government, responsible for the prevention and detection of crime and the maintenance of public order.
Poverty	When people are lacking, 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.
Power	The ability to influence this project, the project team, City Administration and/or City Council. Power can relatedly be understood as the extent to which a person or organization is able to persuade or coerce others into making decisions, and following certain courses of action.
Prevention	The action of stopping something from happening or arising
Process	A series of actions or steps that need to be taken in order to achieve a particular end.
Racism	Negative treatment on the basis of race, or comments that highlight the negative experiences of racialized

	people.
Reconciliation	Having authentic, interconnected relationships that honor, understand and collaboratively integrate Indigenous experiences, histories, and cultures.
Resources	Monetary support, materials, staffing or other assets that exist or are needed in relation to CSWB and the strategy implementation.
Roles	The function assumed or part played by a person or thing in a particular situation, or where an organization shares its own role in CSWB
Safety	The condition of being protected from or unlikely to cause danger, risk, or injury.
Slow/ Slower	Comments related to CSWB processes needing to be slow, that its nature is long term or that processes need to slow down.
Storytelling	Comments relating to - or highlight the need for - vivid descriptions of ideas, beliefs, personal experiences, and life- lessons through recounting experiences that evoke powerful emotions and insights.
Succession Planning	Knowledge/capacity loss when people leave organizations (micro), or organizational losses when policies, funding, or government direction changes (macro).
Tools	An object, theory, paradigm etc. to consider or use to help CSWB implementation.
Trust	An assured reliance on the character, ability, strength, or truth of someone or something.
Wellness/ Well-being	The general idea of holistic integration of positive physical, cultural, mental and spiritual states,

Refining Codes into Themes

In certain cases, some codes were found to be so similar, that several could be refined into a single theme. The process of refining some codes into themes is outlined below:

Codes	Theme	Rationale
Intervention Prevention	**Intervention**: Actions that align with the project team's spectrum, which includes early intervention and prevention,	Prevention was observed to be a form of intervention and it made greater sense to include prevention within the theme of intervention

	through to crisis responses.	and align with the spectrum of intervention used by the project team,
Community

External Alignment | **Communities:** comments that speak to the unique needs, characteristics or attributes of communities, as well as how communities related to CSWB interact and connect. | The term "Communities" has been adopted by the project team, and The codes of external alignment and community were found to overlap. These codes were condensed into one theme, called "Communities" to align with the project team's shift in language. |
| Slow/Slower

Fast/Faster | **Pace:**
The speed at which something moves,or the rate of change, actions or progress. | These codes were observed to be better described by the theme of pace. |
| City of Edmonton

Internal Alignment

City/ Community Alignment | **City of Edmonton:** Comments that related to the City, its internal operations and how it connects and aligns with the CSWB-related work with communities. | The content of these codes were observed to be similar enough to collapse under one theme. |
| Anti-racism | **Race:** Comments relating to race, including negative experiences on the basis of race (racism) and ways to address and redress racism (anti-racism). | There was limited feedback regarding race and as such, these comments could be merged to represent the larger theme of being race-related. |

All other codes were evaluated as unique themes, and were brought forward in the final 33 themes as shown below:

Accountability/ Transparency	Advocacy	Capacity	Ceremony/ Ritual
City of Edmonton	Collaboration/ Collectivity	Community Collaboration Model	Communities
CSWB Pillars	Definitions/ Concepts	Funding	Inclusion
Information Sharing	Intervention	Jurisdiction	Lived/Living Experience
Measurement/ Evaluation	Networking/ Connection	Outcomes/ Impacts	Police/Policing
Poverty	Power	Process	Race
Reconciliation	Resources	Roles	Safety
Storytelling	Succession Planning	Tools	Trust
Wellness/Wellbeing			

Appendix B: 2023 Interested and Affected Parties

Includes participating and invited organizations on the monthly CSWB newsletter list, as at the end of 2023.

Aboriginal Counselling Services
Action for Healthy Communities
Africa Centre
Alberta Council of Women's Shelters
ASSIST Community Services
Bent Arrow
Boys & Girls Clubs Big Brothers Big Sisters
Bissell Centre
Boyle Street Community Services
C5
Canadian Mental Health Association - Edmonton
Catholic Social Services
Centre for Race and Culture
Civida
Community University Partnership (University of Alberta)
Cornerstone Counselling
e4c
Edmonton 2 Spirit Society
Edmonton Arts Council
Edmonton Chamber of Voluntary Organizations
Edmonton Community Foundation
Edmonton Federation of Community Leagues
Edmonton Heritage Council
Edmonton John Howard Society
Edmonton Mennonite Centre for Newcomers
Edmonton Multicultural Coalition
Edmonton Police Service
Edmonton Public Library
Edmonton Seniors Coordinating Council
Edmonton Social Planning Council
Edmonton Sports Council
Elizabeth Fry
End Poverty Edmonton
Family Futures Resource Network
Francophonie Albertaine Plurielle
Fyrefly Institute for Gender and Sexual Diversity (University of Alberta)
George Spady
Health Cities
HomeEd
Homeward Trust Edmonton
Hope Mission
iHuman Youth Society
Imagine Institute
Inclusion Alberta
Institute for the Advancement of Aboriginal Women

Islamic Family
Jasper Place Wellness Centre
John Humphrey Centre for Peace and Human Rights
Macewan University - multiple faculties and programs
MAPS Alberta
Multicultural Family Resource Society
Multicultural Health Brokers
Mustard Seed
Native Counselling Services of Alberta
Niginan Housing Ventures
Policy Wise
Pride Centre of Edmonton
Radius Health
REACH
Ribbon Rouge Foundation
Sage Seniors Association
Sexual Assault Centre of Edmonton
Skills Society
Terra Centre
The Family Centre
The Salvation Army
Today Centre
United Way
University of Alberta - multiple faculties and programs
Youth Empowerment and Support Services
YMCA of Northern Alberta
YWCA Edmonton