

Awareness
vailability
advocacy
access

Safer Futures, Safer Streets

Executive Summary

The Safer Futures, Safer Streets strategy detailed in this document will guide Crime Prevention Ottawa's (CPO) operations and activities in addressing street violence over the next five years. This strategy represents a complete shift in direction for CPO, one that will allow it to move away from a focus on public safety and law enforcement, and towards a focus on public health and wellness for individuals and communities. While a reduction in crime and street violence involving youth remains the overall goal, the guiding principle of this strategy is that empowering and enabling youth to make healthier life choices is the surest path to community safety and a better future for all.

This document was informed by a robust community engagement process that included engagement sessions with community members and other stakeholders, individual interviews with subject-matter experts and an online survey. In addition to providing the insights that led to the development of the Safer Futures, Safer Streets strategy, these consultations represent a commitment by CPO to engage with communities on an ongoing basis, to listen, and to ensure community members are involved in the creation and, where appropriate, the delivery of programs in their neighbourhoods.

During the consultations around this strategy, which were held in late 2022 and early 2023, we heard that communities have a strong desire to strengthen connections with CPO and its network of partners, and for meaningful involvement in the development and delivery of programming. However, it is also clear that there are low levels of trust in the Ottawa Police Service (OPS) in many underserved communities, and that a) while OPS must remain involved, they should not be the primary means of identifying at-risk youth nor should they be at the forefront of program delivery; and b) community members are strongly opposed to what is perceived as police-oriented language. Indeed, many parents in Ottawa perceive Crime Prevention Ottawa's name as a form of systemic oppression, as they see it as a suggestion that their children are nothing more than criminals in waiting. Communities also view CPO's previous four pillars in its street violence strategy of neighbourhood cohesion, prevention, intervention and enforcement as "policing" pillars.

Therefore, the Safer Futures, Safer Streets strategy proposes that CPO, as it settles into its merger with the City's Community Safety and Wellbeing Advisory Committee, be rebranded "Aspire Ottawa." This strategy also introduces a new four-pillar approach -- Awareness, Availability, Advocacy, and Access -- that reflects CPO's shift to a focus on public health, community wellbeing and youth empowerment.

A proposed governance structure for the Safer Futures, Safer Streets steering committee, which would advance these priorities, is included as Appendix 1.

This proposed refresh to the Street Violence Strategy was authored by Hefid Solutions and CTLabs. We thank the hundreds of community members who contributed their voices to this work.

Table of Contents

Executive Summary 2

SAFER FUTURES, SAFER STREETS 6

Vision 6

Mission 6

Values 6

Introduction 7

Research Overview 9

Safer Futures, Safer Streets Strategy – 2023-2028 11

Guiding Principle: Enabling and empowering youth is the surest path to community safety, health and wellness 11

Understanding Youth Street Violence 11

Working towards a better future 13

Desired Outcomes 13

Supporting Pillar 1: AWARENESS 14

Recognizing Today's Reality 14

Working Towards a Better Future 14

Desired Outcomes 15

Transition Strategies 15

Supporting Pillar 2: AVAILABILITY 16

Recognizing Today's Reality 16

Working towards an Improved Future 17

Desired Outcomes 17

Transition Strategies 17

Supporting Pillar 3: ADVOCACY 19

Recognizing Today's Reality 19

Working Towards an Improved Future 19

Desired Outcome 20

Transition strategies 20

Supporting Pillar 4: ACCESS 21

Recognizing Today's Reality 21

Working Towards an Improved Future 22

Desired Outcome 22

Transition Strategies 22

Conclusion 23

APPENDIX 1: Proposed structure for the Safer Futures, Safer Streets steering committee. 24

Introduction: 24

What is a Collective Impact Governance Framework? 24

Proposed Members of the Safer Futures, Safer Streets Steering Committee 26

Roles and Responsibilities 27

Decision-making Process 28

Communication and Information Sharing	28
Conflict Resolution	29
Monitoring/Evaluation	29
Conclusion:	31
APPENDIX 2: Consultation Timeline	32
APPENDIX 3: Methodology	33
APPENDIX 4: Summary of Results of Community Engagements organized under the four pillars of Awareness, Availability, Advocacy and Access	36
Appendix 5: Ideas to advance street violence awareness and prevention	38
Appendix 6: References	39

SAFER FUTURES, SAFER STREETS

Vision

Ottawa is a community in which individuals, families and neighbourhoods are safe and feel safe.

Mission

To engage openly, collaboratively, and continuously with community and community partners on sustainable strategies to empower Youth with positive pathways.

Values

- **Stewardship**
Crime Prevention Ottawa, through the Safer Futures, Safer Streets steering committee, is holistically serving the population by managing people's safety needs. The organization must be perceived as a solution provider, and this value highlights its care aspect hence using a value that embodies the responsible planning and management of security resources.
- **Opportunities**
The whole approach of the Safer Futures, Safer Streets steering committee is geared toward providing opportunities to all kids before it is too late, leading them to reach their potential and removing the barriers that hinder their possibilities in life.
- **Resilience**
Crime Prevention Ottawa works toward building communities to have the ability to better recover from violent or traumatic incidents in their neighbourhood and still retain basic function and structure.

Introduction

Crime Prevention Ottawa (CPO) was founded by the City of Ottawa in 2005 with a mission to enhance community safety through collaborative, evidence-based crime prevention. A small organization with just three staff and a limited discretionary budget, CPO's primary role is to act as a convenor and advocate. While CPO has no authority over the network of agencies and organizations with which it works, its aim is to help these service providers work together to develop coordinated strategies that deliver lasting, measurable impact. Among its goals is to create safer futures for youth and safer streets for all, particularly in the underserved neighbourhoods where street violence has tended to occur.

Since CPO's inception almost 20 years ago, the organization's activities have been driven by public safety and crime reduction priorities. However, our understanding of what underserved communities need has evolved over the last two decades. Accordingly, CPO must now shift its focus to one that prioritizes public health. While public safety and public health are social constructs that on the surface appear to be aligned, the cultures and ideas underpinning them can be quite dissonant: While a public safety approach centres on events and risks; a public health approach centres on the health and wellbeing of individuals and communities. Similarly, whereas public safety prioritizes crime and violence reduction, public health prioritizes safe communities and safe and empowered individuals.

This Safer Futures, Safer Streets strategy provides a blueprint for CPO to implement a wholesale shift in its language, focus and investments away from "crime reduction" and "violence prevention" and towards empowering youth. Given that youth represent the demographic most often involved in street violence, it is crucial for CPO to 1) Work to understand and mitigate the root causes that lead young people, most often in desperation, to turn to street violence; and 2) Empower youth to become confident, trusting citizens so that they can live positive, healthy, safe lives. (Please see Appendix 1 for a proposed structure for the Safer Futures, Safer Streets steering committee referred to throughout this document. The structure is based on a Collective Impact Governance Framework.)

While this strategy builds on the experience and knowledge gleaned through previous iterations of the Ottawa Street Violence and Gang Strategy (OSVGS)¹, Safer Futures, Safer Streets differs significantly in its approach. Our hope is that CPO will embrace much closer, ongoing ties with communities as a way of building trust and enhancing communication.

Moreover, a shift away from a focus on policing activities and towards social wellness – both in CPO's actions and language – would underscore CPO's commitment to the health and wellbeing of communities and individuals, particularly youth. Survey respondents overwhelmingly said violence involving youth can be reduced by investing in social, academic, and employment

¹ The OSVGS is an example of why CPO's language needs to evolve: "Street Violence" is the negative outcome we hope to avoid, and making it the centrepiece of a multi-year strategy like this one is not useful. Additionally, the word "gang" has fallen out of favour; CPO itself has not used the term in a number of years.

programs – not by investing in police, tougher laws, and more prisons. This new focus also aligns with the vision of City of Ottawa’s Community Safety and Wellbeing (CSWB) Plan, of “a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression,” which is important given the merger, announced in 2023, of CPO with the CSWB Advisory Committee.

The extensive community consultations and research that informed this “Safer Futures, Safer Streets” strategy (outlined in the section that follows), have helped define a clear path forward for CPO, beginning with a new name: We heard from many parents in underserved communities in Ottawa who are extremely opposed to the Crime Prevention Ottawa name. They see it as a suggestion that their children are nothing but criminals in the making, and the brand itself has become another form of systemic oppression that shuts out the communities it seeks to serve.

Therefore, this strategy recommends that Crime Prevention Ottawa be rebranded as “**Aspire Ottawa**,” which represents a more positive expression of the direction in which CPO has been pointing. “**Aspire Ottawa**” suggests a future-focused organization built on a foundation of hope and empowerment, as all of us *aspire* to live in a safe community (Note: The organization’s current name will continue to be used throughout this document for clarity.)

Our research also identified four new priorities to focus on over the next five years. It is clear that the CPO’s previous street violence approach (built around neighbourhood cohesion, prevention, intervention, and enforcement) does not resonate with community members, who see them as “policing” pillars and are inclined to resist them quite viscerally.

This strategy addresses that resistance by shifting to four new community-friendly pillars that align with CPO’s shift to a focus on public health, community wellbeing and youth empowerment: Awareness, Availability, Advocacy and Access:

- Building **AWARENESS** through engaging with the community to provide them with data-informed strategies that have been proven to create safer pathways for youth at risk, leading to safer communities for all.
- Developing strategies that increase the **AVAILABILITY** of funding for community partners to offer appropriate programming to remove barriers that are faced by youth in some communities.
- Undertaking ongoing **ADVOCACY** efforts to build a strong and highly connected network across all neighbourhoods and communities that experience or that are at high risk of experiencing street violence.
- Ensuring **ACCESS** to programming is simple, straightforward, and non-punitive in nature. Access will likely need to be customized by neighbourhood, working with communities, and possibly delivered by community members themselves.

Concentrating our work on these four priority areas over the next five years will support and advance CPO's mission "to engage openly, collaboratively, and continuously with community and community partners on sustainable strategies to empower youth with positive pathways." It will also demonstrate that CPO has listened to community members, acted on their recommendations, and is evolving in ways that will better serve their needs.

Research Overview

Getting direct input from community members was crucial to developing the Safer Futures, Safer Streets plan. CPO worked with Hefid Solutions and CT Labs to develop a comprehensive community engagement strategy to gather insights from community members and individuals affected by violence and safety issues about strategies to reduce street-level violence and crime. The process involved a diverse range of participants and included both in-person and virtual discussions and an online survey. (See Appendix 2 for the consultation timeline.)

- **Community Safety Discussions:** In the context of community safety discussions held in October 2022, a significant number of community members demonstrated their commitment to the topic, with 279 individuals participating in nine targeted engagement sessions. These sessions, conducted in Arabic, Somali, French, and English, were designed to foster inclusivity and encourage the involvement of individuals from a variety of linguistic backgrounds. It is important to note that while specific demographic data was not collected during these sessions, observational estimates indicate the following participant breakdown:
 - Females: Approximately 164
 - Males: Approximately 74
 - Youth: A total of 41, with a near-even split of 19 female youths and 22 male youths attending youth-focused sessions.

(Please note that these numbers are based on perceived gender from participants' names and appearances, which may not accurately reflect their true gender identity. It is recognized that individuals may self-identify differently.)

- **Stakeholder Engagement Sessions:** Three stakeholder engagement sessions with 41 participants were conducted between October 2022 and January 2023 with key stakeholders, including members of the Ottawa Street Violence and Gang Strategy (OSVGS) steering committee and the Ottawa Police Service. This targeted engagement approach emphasized the importance of collaboration between community members, organizations, and law enforcement agencies. It also ensured representation from the various communities most impacted by street violence and crime, including the Middle Eastern community, Arabs, Somalis, the Franco-African community, the Indigenous community, and English-speaking Black Canadians.
- **Individual Interviews:** Eleven individual interviews were conducted in November 2022 with community leaders and experts, including representatives from Carleton University

and the University of Ottawa Department of Criminology and Sociology. This allowed for in-depth discussions and insights from key stakeholders with expertise in the field.

- **Online Survey:** A total of 392 individuals participated in an online survey that was available in French and English between October and December 2022. This provided valuable feedback and perspectives on community safety issues and potential solutions from the wider community.

Demographic Data of Survey Respondents:

Age Range:

- 0.68% were aged 10 to 18
- 10.17% were aged 19 to 28
- 20.68% were aged 29 to 36
- 32.20% were aged 37 to 50
- 25.76% were aged 51 to 65
- 10.51% were over the age of 65

Education Level:

- 0.68% were still high school students
- 2.38% were still in college/university
- 1.36% had less than Grade 12 education
- 5.44% had Grade 12 education
- 52.04% had graduated from college/university
- 35.03% had a graduate/professional degree
- 3.06% specified other forms of education

Racial or Ethnic Group:

- 1.35% identified as East Asian (e.g., Chinese, Japanese, Korean)
- 1.01% identified as South Asian (e.g., Indian, Pakistani, Sri Lankan)
- 12.46% identified as Black African (e.g., Ghanaian, Kenyan, Somali)
- 2.36% identified as Black Caribbean (e.g., Barbadian, Jamaican)
- 1.01% identified as Black North American (e.g., Canadian, American)
- 3.70% identified as First Nations
- 1.35% identified as Indian Caribbean (e.g., Guyanese with origins in India)
- 1.35% identified as Indigenous/Aboriginal not included elsewhere
- 17.85% identified as White European (e.g., English, Italian, Portuguese, Russian)
- 45.12% identified as White North American (e.g., Canadian, American)
- 2.36% identified as having Mixed heritage (e.g., Black-African and White-North American)
- Other racial or ethnic backgrounds comprised 4.71% of the responses

Gender:

- 55.74% identified as female
- 34.12% identified as male
- 3.04% identified as non-binary/non-conforming
- 6.42% preferred not to answer
- 0.68% specified other gender categories

These statistics reflect a diverse group of participants in terms of age, education, race, ethnicity, and gender.

Research data was analyzed using a qualitative-content analysis method called triangulation, which is detailed in Appendix 3. While the community engagement process results are referred to throughout the Strategy section that follows, a full summary of the community engagements, organized under the four new pillars – Awareness, Availability, Advocacy, and Access – can be found in Appendix 4.

Safer Futures, Safer Streets Strategy – 2023-2028

Guiding Principle: Enabling and empowering youth is the surest path to community safety, health and wellness

The Safer Futures, Safer Streets steering committee will drive increased **awareness** of, **availability** of, **advocacy** around, and **access** to age-appropriate, community-based programs proven to enable youth to choose life paths that lead them toward brighter futures and away from involvement in street violence.

Understanding Youth Street Violence

Youth street violence can be defined broadly as the abusive or unjust exercise of power by youth (Rivara, 2002)ⁱ. According to Yonas et al., 2005, this may include verbal threats, physical contact, and often the use of a weapon. Both boys and girls may turn to violence due to romantic relationships, issues of respect, idle time, gangs, cliques, and witnessing violence, but there are some gender differences: Reasons for violence unique to boys include fighting about issues related to money and illicit drugs. Gossip was identified as a reason specific to why girls engage in violence. Youth violence is also perceived as a common problem that impacts the lives of the boys and girls involved.ⁱⁱ In their research about violence and street gangs, Wood and Alleyne (2010) describe the social and psychological determinants of street violence, which include social disorganization, cultural transmission, strain and social bondsⁱⁱⁱ.

To fully understand street violence involving youth, it's necessary to understand the root causes that drive it. These include ecological, socioeconomic, sociocultural and sociopsychological

factors. Enabling youth to stand up against street violence requires a holistic strategy that examines how these factors are linked and how they interact in ways that result in young people turning to violence^{iv}.

A root cause analysis of the current street violence landscape in Ottawa and across Canada demonstrates that:

- Street violence clusters in particular regions, cities, and neighbourhoods.
- Populations with high incidences of street violence are always characterized by poverty, a lack of resources, and other social problems.
- A variety of family and community members can usually foresee the trajectory of an individual toward street violence.
- The population involved in committing street violence is primarily made up of young males.
- The networks of organizations that work in high-violence neighbourhoods – including, but not limited to, CPO, local government, not-for-profit agencies and police – must take responsibility for rebuilding trust with these communities by changing their practices.

It has also been documented that institutional racism against youth of color as well as classism play a role in their overrepresentation in street violence.^v The vast majority of survey respondents also said racism, poverty, and inadequate housing are root causes of violence involving youth.

Decreasing the levels of street violence will therefore require systemic solutions. First, solutions must be community-based and community-specific, NOT one-size-fits-all. Second, they must fall within a larger envelope of community safety and wellbeing that addresses housing and food security, education and overall wellness programs that are designed to bring underserved communities towards the “average” population experience in these areas.

In addition, it must be easy for schools, healthcare providers, the police and others to connect individuals and their families with effective, age-appropriate, community-based programs that enable young people to see that healthier life paths are viable choices. While not gender-exclusive, given that young males are most at risk of involvement in street violence, programs and initiatives must be tailored to this population. For any initiative to succeed, organizations like CPO, its network of partners and the police must also work to enhance levels of trust within each community and work with community members to develop solutions.

The overall cost of proactive methods – primarily youth engagement and enablement strategies – has repeatedly been shown to be much lower than the overall cost of doing nothing. When an individual is involved in violence, which then takes them through the criminal justice system (often repeatedly), the costs to society (not to mention the individual’s family and community) are much higher. Creating proactive, place-based, community-specific programs that remove barriers for youth to pursue healthier and safer options reduces costs and improves outcomes for youth.

Working towards a better future

One of the main findings from our consultation process was that community members want to be involved in identifying solutions and to have their voices count. The Safer Futures, Safer Streets Strategy therefore recommends the adoption of a community-based, participatory violence assessment approach that will help us better understand young people who may be at risk of turning to violence. We will work with communities to assess: 1) the nature of the barriers/challenges youth face; 2) recommendations to overcome those barriers/challenges; and 3) their perception of a future with fewer youth involved with street violence. Community participation in this process will also enhance our understanding of the needs specific to each neighbourhood and will result in programming and advocacy that is better informed and takes into account the perspectives of different communities.

For Ottawa to shift to a proactive, community and place-based strategy to engage and enable youth, CPO and its community partners need to lean into their dual roles of convenor and pathfinder. The organization needs to do ongoing research to fully understand the make-up and needs of each individual community in Ottawa. In addition, CPO must engage fully in creating a strong and resilient web of trusted advocates within each community and to support expanding the menu of available community programming that addresses the specific risk profile and challenges each community faces. It also needs to find ways to deliver these programs through a collaborative network of trusted community partners so that each community embraces, values, and supports them.

These aims can be achieved by engaging with communities on an annual basis through interviews, focus groups and participant observation to gain insights into community perspectives. This research can be conducted by community organizations that are part of the Safer Futures and Safer Streets steering committee.

Desired Outcomes

By 2028, the Safer Futures, Safer Streets steering committee:

- Will have worked with partners to develop and deliver evidence-based awareness programs in communities across Ottawa to decrease street violence and build trust within these communities;
- Will have achieved a more granular understanding of local programming needs. Working with their partners, they will map suitable programming with appropriate communities collaboratively. They will have found ways to provide sustainable funding to community service providers to ensure that programming exists continuously for as long as required to have the desired impact.
- Will have advocates within each community that trust in CPO's convener role, and in its willingness and capacity to bring proven solutions into difficult situations and create and/or strengthen trust relationships.

- Will ensure appropriate pathways to access programming that enable individuals and organizations to safely and appropriately identify youth who would benefit from programming without those youths entering the criminal justice system.

The extensive community consultations that led to the development of this document represent a commitment by CPO to move forward in community-centric ways with the ongoing and meaningful engagement of each community. The intent is to involve each community in understanding and defining the specific issues they face, and in the co-creation and implementation of programs to provide youth with pathways to a better future.

Given that the Safer Futures, Safer Streets strategy represents a brand-new direction for CPO, the sections that follow outline transition strategies – developed based on insights gleaned from each community – that will support and solidify this sea change and achieve success in building Awareness, Availability, Advocacy and Access within each community.

As a first step, CPO must work with community partners to define specific, measurable objectives that can reasonably be achieved within five years (along with relevant key performance indicators) as it moves towards fulfilling each of these priorities. At a community-by-community level, the Safer Futures, Safer Streets steering committee will need to engage in open dialogue with community members to ensure buy-in and create a sense of shared responsibility in order to achieve success.

Supporting Pillar 1: AWARENESS

The Safer Futures, Safer Streets steering committee will develop and deliver structured, place-based awareness programs to communities, populations and neighborhoods at risk of or experiencing heightened levels of street violence to empower these communities with greater knowledge of potential solutions.

Recognizing Today's Reality

Community members have a deep interest in the safety and wellbeing of their youth and all fellow community members. They also have a logical understanding of the type of programming that would benefit young people, but are unaware of the programming and strategies that have already been developed and implemented locally and globally. They could be using this knowledge to make very specific demands to the City of Ottawa and community partners for programming to alleviate the ongoing cycle of violence.

Working Towards a Better Future

CPO needs to invest in ways to convene meaningful, ongoing conversations to provide community members with the knowledge and hope they need to become empowered and enabled co-creators of their own paths towards wellness. As it is, the organization occasionally

reaches out to communities, often engaging deeply only during the strategic planning process. However, community members strongly desire ongoing, rich engagement with CPO while bringing other partners (service providers, academics) to the table as needed.

Ottawa's non-English/French-speaking communities, in particular, feel more needs to be done to engage with them. Engagement sessions with Arabic and Somali community members highlighted a general frustration with the City of Ottawa and a sense of exclusion, which leads to resentment. While CPO and others have made some strides towards meeting these communities where they are, it was apparent both that more needs to be done and that community members are willing to build trust by collaborating with CPO.

Desired Outcomes

By 2028, the Safer Futures, Safer Streets steering committee:

- Will be seen as a trusted convenor, nurturing deep, meaningful, ongoing, and trusted relationships with leaders and community members in all neighborhoods and communities in Ottawa. CPO will bring its network of partners to the table whenever a community needs it, which will extend trust relationships by demonstrating value to and respect for communities.
- Will implement a framework for CPO and its partners to provide ongoing awareness sessions to community members and organizations through its network of relationships. This dialogue will empower community members with knowledge of programming and strategies that are proven to lead to safer communities and overall higher levels of wellbeing.
- Will have the means to identify community members who might benefit from services, and understand how to appropriately engage with community organizations to provide wraparound social (rather than policing) services to these individuals. CPO will play the integral role of trusted partner, acting as the information conduit between different parts of the system.

Transition Strategies

- The Safer Futures, Safer Streets steering committee will develop awareness programming to empower communities with knowledge of proven programs in Canada and worldwide. While no external program can be seamlessly dragged and dropped into an Ottawa context as each community faces different challenges, there are always lessons learned and best practices that can be translated into a local context.
- The Safer Futures, Safer Streets steering committee will engage with a broad network of service organizations and academics to compile examples of evidence-informed solutions to challenges faced by youth and communities, as well as a comprehensive menu of programming that can help shift the course of young lives towards more positive outcomes. The steering committee will also explore creative ways to fund

awareness programming so that it can be provided on an ongoing basis to communities across Ottawa.

- Institutional partners will bring programming expertise to bear from regional, national, and international networks. They will share in the delivery of community-centric awareness programs that seek to empower and enable communities that are already deeply invested in creating healthier outcomes.
- The CPO, Community Safety and Wellbeing Advisory Committee, and its institutional partners will work to build trusted relationships with community members so that communities buy in to the idea that enabling and empowering their youth will lead to a safer, healthier future for all.

While an ongoing, permanent awareness campaign against street violence involving youth would be the most effective way to support this pillar, this may not be feasible due to funding constraints. Instead, we urge the Safe Futures, Safer Streets steering committee to identify a month, a week or a day each year that will bear enough symbolic significance to launch an awareness campaign against youth involvement in street violence. Ideally, it would take place during a time of year when street violence typically increases. In line with CPO's new commitment to move forward in community-centric ways, the success of such a campaign would depend on the full involvement of communities, from the conception of the campaign through to its execution.

Ideas sourced from our consultations with community members about how to advance youth street violence awareness and prevention can be found in Appendix 5.

Supporting Pillar 2: AVAILABILITY

The Safer Futures, Safer Streets steering committee will work with our network of funders and partners to develop creative strategies that address our need for financial, human and information resources that will allow us to deliver appropriate, place-based programming to communities in need.

Recognizing Today's Reality

Research shows that proactive, early identification of youth at risk and the provision of appropriate programming is a low-cost, high-reward strategy for communities dealing with crime and street violence. However, in many communities in Ottawa, there is not only a shortage of proven programming that can empower youth to choose a healthier life path, but also a lack of connection between CPO and its partner agencies and the communities that could most benefit from this type of programming.

Public Safety Canada lists a number of existing, internationally proven programs for children and youth as young as five, and up into their mid-20s, that provide opportunities to grow, change, and transition towards healthier lifestyles². The lessons learned and best practices from these different programs could be mapped to the needs of specific communities in Ottawa. As programs like these represent the only statistically proven means of reducing/preventing the incidence of crime and street violence³, the Safer Futures, Safer Streets steering committee must work to make sure this type of programming is made available and tailored to specific community needs in a meaningful way.

Working towards an Improved Future

Given that an extensive menu of proven early-intervention programming already exists, CPO must develop data analytics at a neighborhood level that 1) describe the need(s) and 2) map potential programming to these needs. The organization must also engage with communities to gain acceptance for proposed programming and find trusted community partners to deliver it. In order to accomplish this, CPO will also have to find new pathways to sustainable funding.

Desired Outcomes

By 2028, the Safer Futures, Safer Streets steering committee:

- Will have mapped proven early-intervention programming for youth at risk to neighbourhoods in need.
- Will have engaged trusted leaders and community members within these neighbourhoods.
- Will have identified sustainable sources of funding.
- Will have a mechanism in place to connect specific programs with specific community needs, ensuring the timely availability of appropriate programming.

When more of this programming is made available to communities in need, young people at risk of engaging in activities that lead to street violence will be empowered to move towards healthier life choices, enhancing community safety and wellbeing for all.

Transition Strategies

- The Safer Futures, Safer Streets steering committee will work to create data-driven models to identify risks and need for age-appropriate programming at a neighbourhood-by-neighbourhood, community-by-community level. The organization will prioritize programs by level of need and bring the requirement for new/sustained programming to the Community Safety and Wellbeing Advisory Committee for action.

² <https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/prmsng-mdl-vlm1/index-en.aspx>

³ <https://www.who.int/news-room/fact-sheets/detail/youth-violence>

- The Community Safety and Wellbeing Advisory Committee will work to identify current or new institutional partners that have the capacity to deliver appropriate programming, and that have or are able to create trusted relationships within communities. Where required, the Community Safety and Wellbeing Advisory Committee will engage, as appropriate, with potential funding partners to arrange sustainable funding for programming.
- Institutional partners will work to create strong networks within individual communities. Partners and communities will co-create strategies to fund and deliver – at times using community resources – appropriate programming and training that will lead to positive outcomes for communities in need.
- Community members will work to create open dialogue and trusted relationships both with the CPO governance structure as well as with individual institutional partners to understand what programming partners can offer. This process will validate programming options with the greatest potential to create greater overall community safety, to find ways to involve community members in programming delivery, and to find ways to finance these programs sustainably.

To support this pillar, we propose that the Safer Futures, Safer Streets steering committee develop and promote a one-stop-shop database of all services available for youth in need in the city, with clear geolocation. Suppose we can track which communities and neighbourhoods are searching for which programs. In that case, this will enable us to better target and tailor our promotion of the database using both push (social media) and pull (website) channels, and also reach out to specific communities based on their needs. We are proposing that the following types of programs be included in the database, which would also provide a gap analysis of services currently available/unavailable in the city:

- Youth mental health
- Anger management
- Cultural and community-related programs
- Support with family issues
- Substance use treatment clinics
- Reintegration and youth post-incarceration
- School programs
- Arts-related rehabilitation
- Sport-related rehabilitation
- Financial literacy and support services

The database is meant to be an evergreen resource updated by stakeholders on an ongoing basis.

Supporting Pillar 3: ADVOCACY

The Safer Futures, Safer Streets steering committee will advocate to greatly increase the quality and number of trusted connections with people in high-violence neighbourhoods, so that these communities can gain a greater sense of hope that there are productive and proven paths away from violence and towards community and individual health and wellbeing. This advocacy supports CPO's commitment to collaborate with community members at all stages in finding solutions to reduce street violence involving youth.

Recognizing Today's Reality

Our community engagement process that informed the development of this document indicates that there is a lack of trust* between underserved communities and the Ottawa Police Service (OPS). Many respondents used the following terms to characterize their relations with the OPS: suspicion, distrust, doubt, misgiving, wariness, disbelief, and skeptical. Overall, community members seem worried. They expressed the need to monitor the behaviour of OPS members, partially or entirely. This increases the social, political, and economic cost of each interaction between police and communities.

Many respondents also imply that cooperation and trust behaviours are scarce, evidenced by community members questioning the benevolence, and, in some cases, the integrity of the OPS.

** Our concept of "trust" here builds on Jones and George's (1998) understanding of which trust behaviours correspond to positive actions that are demonstrated through cooperative behaviours. In this context, cooperative behaviours refer to the extent community members communicate openly about their feelings and perceptions about CPO and the OPS and feel personally involved in seeking increased safety and security. In contrast to cooperative behaviours are monitoring behaviours, which refer to the extent that community members feel the need to surveil and/or control CPO's work. When monitoring behaviours are present, trust is usually absent.*

Working Towards an Improved Future

While trust between communities and police is low, members of each community tend to trust one another. They express confidence in each other as members of a social community. They use terms such as confidence, reliance, belief, protection, care, and trusteeship in response to questions related to their own community. The challenge is that OPS has been (or is perceived as being), at the forefront of all conversations with communities around the issues of crime and street violence involving youth. The focus needs to shift away from OPS and towards CPO and the Safer Futures, Safer Streets steering committee.

Through this strategy, the City of Ottawa and all its institutional partners could build on the existing social capital within communities to create new interactions that facilitate collective and collaborative action, but the conversation must be led by an organization other than the OPS. The language used to talk about safety and security must be culturally appropriate and not fall back on outdated policing terminology, which does not speak to communities. CPO's commitment to engaging with and listening to communities and being sensitive to their needs and concerns will help build trust. More face-to-face contact between community and police representatives, facilitated by the Safer Futures, Safer Streets steering committee (and in a context other than a call-for-service), will allow people to get to know each other better on personal terms and, ideally, create more positive fellow-feeling between communities in need and the OPS.

Desired Outcome

- By 2028, there will be high-trust relationships, coupled with ongoing, meaningful dialogue between communities/neighbourhood organizations and the City of Ottawa, CPO and its partners. These conversations will engage and empower community members to work towards solutions to crime and street violence involving youth.

Transition strategies

We propose that the Safer Futures, Safer Streets steering committee should be primarily an advocacy committee that will facilitate understanding between CPO and the communities they serve. CPO and the Safer Futures, Safer Streets steering committee will develop activities to educate communities about safety as a community-driven process. It is, therefore, critical that CPO also be perceived as an entity that can explain how the application of the law contributes to protecting the population. This can only be accomplished by acting proactively in crime prevention and toward building and maintaining trust within each community.

As it stands now, community members mainly encounter crime prevention programming when they (or their community) are alleged to be at fault. The presence of police in a community revolves primarily around law enforcement. This transition in advocacy sees crime prevention/community safety focusing away from OPS and towards CPO and this steering committee. CPO's work with the Safer Futures, Safer Streets steering committee will also help educate decision-makers within the OPS about each community's vulnerabilities and specific cultural matters that might add complexity to protecting that community. This way, community members would see that their backgrounds, journeys and struggles considered in policing decisions. To support this transition:

- The Safer Futures, Safer Streets steering committee will work to build trusted networks in all parts of the system. Although CPO will be essential to creating them, these networks must be resilient even in the absence of CPO leadership. Similarly,

relationships with trusted partners must be resilient enough to last, even when the individual committee members who set them up move on.

- CPO and its partners will work to engage with communities to gain a greater shared understanding of what communities need and can offer, what institutional partners need and can offer, and what essential beliefs are non-negotiable. Institutional partners will also look for ways to engage community members in a meaningful way, and on an ongoing basis, in service delivery.
- Community members will work to extend trusted relationships with CPO, the Safer Futures, Safer Streets steering committee, the Community Safety and Wellbeing Advisory Committee, and institutional partners in pursuit of their shared goals to create safer communities and provide youth with more opportunities. These common goals represent a trusted space that all partners will need to lean into as they seek to build a safer, more inclusive Ottawa.

The advocacy pillar will help build bridges between communities and law enforcement, thus increasing their willingness to participate and collaborate with the OPS towards community protection and wellbeing.

One of the key aspects of this transformation in this segment that transpires from the data collection is to increase the credibility, social capital and perception of transparency from the community.

Supporting Pillar 4: ACCESS

The Safer Futures, Safer Streets steering committee will work to increase access to programming by strengthening communication among those who can identify youth who might benefit from additional resources, their families, and individuals and organizations who can offer programming to enable those youth to choose a healthier life path, while respecting the privacy of individuals throughout the process.

Recognizing Today's Reality

There are usually many warning signs when a young person becomes involved in high-risk activities and lifestyles that can lead to street violence. Often, many different members of a community will have seen these signs and grown steadily more concerned that an individual is making unsafe, unhealthy choices.

In Ottawa, at present, there is no way for a concerned community member to identify a young person who might benefit from a learning program – other than by reporting them to the

police. Given the low levels of trust between underserved communities and the OPS, this is often not a viable option.

Working Towards an Improved Future

As the Safer Futures, Safer Streets steering committee engages with communities to help create and deliver place-based programming, this will, ideally, reduce the stigma associated with attending one of these programs. When programs designed to empower youth and create better futures for are driven by communities, rather than by law enforcement, youth are less likely to feel they are being punished or shamed when they attend them. Over time, privacy legislation will, hopefully, form less of a barrier to accessing these programs.

While the OPS will inevitably continue to be one of the community organizations that is able to identify youth who would benefit from additional programming or resources, they should not be at the forefront of the process.

Desired Outcome

- By 2028, the Safer Futures, Safer Streets steering committee will have developed accepted methods for healthcare workers, schools, police, families and other community members to identify youth at risk in a non-judgmental, non-punitive way to ensure they have access to appropriate programs.

Transition Strategies

- The Safer Futures, Safer Streets steering committee will work to create clear identification pathways that are trusted and that respect privacy legislation.
- The Community Safety and Wellbeing Advisory Committee will work to enable jurisdictional approvals for the strategies developed by CPO in collaboration with the Safer Futures, Safer Streets steering committee, and communities themselves.
- The Safer Futures, Safer Streets steering committee will work to create open and trusted lines of communication with neighbourhoods/communities, to give new and current programming the best chance of being accepted, trusted, and supported in local communities. They will engage local community members in the delivery of programs whenever it's possible and appropriate.
- Community members will work to break the stigma related to these programs and find ways to deliver wrap-around programs and services to youth in need and their families. Communities express a strong desire to participate in and promote programs related to community safety and wellbeing in their own environments.

Conclusion

While CPO and The Safer Futures, Safer Streets Steering Committee have much work to do over the next five years, the shift in focus for CPO outlined in this document represents an important and necessary step in making sure the organization remains relevant and is seen as working as a trusted partner with, rather than in opposition to, communities across Ottawa. A move away from language and priorities that are seen as police-focused, and a strong commitment to engaging with communities on an ongoing basis in the co-creation and delivery of programs, will reinvigorate CPO's purpose as it settles into its merger with the City's Community Safety and Wellbeing Advisory Committee.

The new, community-friendly four-pillar approach – built around Awareness, Availability, Advocacy and Access – provides a blueprint that will help CPO, through the Safer Futures, Safer Streets steering committee, strengthen its relationship with communities, enable and empower youth to make healthier choices, and work towards a vision of a city where individuals, families and neighbourhoods feel safe.

APPENDIX 1: Proposed structure for the Safer Futures, Safer Streets steering committee.

Introduction:

Crime Prevention Ottawa and its Safer Futures, Safer Streets steering committee are committed to creating a safer and more resilient community in Ottawa. When it comes to street violence, CPO works with community partners, government agencies, and residents through a collective impact approach. This governance document outlines the roles and responsibilities of the CPO Community Safety and Wellbeing Advisory Committee, staff, steering committee, and community members in supporting the Safer Futures, Safer Streets initiative and implementing the four pillars of Awareness, Availability, Advocacy, and Access. This proposed governance model is the mechanism that will be used by the Safer Futures, Safer Streets steering committee and management to translate the elements of the strategic framework into practices, procedures, and responsibilities within the governance infrastructure. It is developed based on a common agenda, shared measurement systems, mutually reinforcing activities and continuous communication.

What is a Collective Impact Governance Framework?

A collective impact approach to governance is a collaborative and community-driven approach to addressing complex social issues. It involves bringing together diverse stakeholders, including community members, government agencies, nonprofits, and other organizations, to work towards a common goal.

Under a collective impact framework, stakeholders work together to identify the root causes of a particular issue, develop a shared vision and set of goals, and coordinate their efforts towards achieving those goals. This approach emphasizes the importance of communication, collaboration, and data-driven decision-making, and seeks to build strong relationships and trust among stakeholders. In this way, organizations and communities can leverage their collective resources, expertise, and influence to create sustainable, long-term solutions to complex problems. By working together towards a common goal, stakeholders can achieve greater impact and make significant progress towards creating positive social change.

The Safer Futures, Safer Streets initiative will benefit from a collective impact approach in a number of ways:

- **Coordinated efforts:** By working in partnership with a diverse group of stakeholders, CPO will coordinate its efforts with those of other organizations to achieve greater impact. This can help to avoid duplication of efforts, ensure that resources are used effectively, and increase the reach and scope of CPO's programs and initiatives.

- **Common agenda/shared vision and goals:** Through a collective impact approach, Safer Futures, Safer Streets will work to develop a shared vision and set of goals for creating a safer and more resilient community in Ottawa. This will help ensure that all stakeholders are working towards common goals and build consensus around the most effective strategies and approaches to achieving those goals. This means ensuring all partners have a common understanding of the safety issue and that activities and programs complement each other. CPO will work with the Community Safety and Wellbeing Advisory Committee to create a working group to draft a collaborative plan to help define outcomes, determine how decisions will be made and to sketch out a timeline for deliverables so that all members have a shared understanding of the roles and responsibilities of team members, the flow of information, and how they interact with each other based on each member's skills and preferences.
- **Increased community engagement:** A collective impact approach emphasizes the importance of community engagement and involvement in decision-making. By working collaboratively with community members and other stakeholders, CPO will ensure that its programs and initiatives are responsive to the needs and concerns of the community and are more likely to be effective in addressing the root causes of crime.
- **Data-driven decision-making:** A collective impact approach places a strong emphasis on data collection, analysis, and evaluation. By using data to inform decision-making, CPO and its partners can better understand the root causes of crime and recidivism and can develop more effective strategies for addressing those causes.
- **Shared measurements:** Collecting data and measuring results consistently using the same short list of indicators at the community level and across all participating organizations ensures that all efforts remain aligned. Action and community engagement from CPO will also enable the participants and the Community Safety and Wellbeing Advisory Committee to hold each other accountable and learn from each other's successes and failures.
- **Mutually reinforcing activities:** CPO will encourage each Safer Futures, Safer Streets steering committee member to undertake the specific set of activities at which they excel in a way that supports and is coordinated with the actions of other members.
- **Work to build resident leadership and power:** With collective impact, Safer Futures, Safer Streets will work with the community in a sustainable approach that fosters: (1) building community ownership; (2) institutionalizing changes; (3) adopting policy changes; and (4) finding resources by employing community organizing as an intentional strategy and as part of all operational processes.
- **Continuous communication:** Multiply channels to communicate with stakeholders both at the upstream level with institutions and organizations, but also downstream with

individuals who might be able to influence them. Maintain open lines of communication with frequent consultations with community stakeholders. Build trust by demonstrating that their perspectives will be taken into consideration. CPO will serve as a centralized communication source for information shared among collaborative partners and stakeholders who are not members of the Safer Futures, Safer Streets steering committee.

- **Supporting infrastructure:** CPO needs a flexible organization and agile operating model that requires specific skills and resources that will enable it to provide "overall strategic direction, facilitating dialogue between partners, managing data collection and analysis, handling communications, coordinating community outreach, and mobilizing funding." Coordination among different stakeholders takes time and energy and might require a position such as a community liaison. It may also be necessary to add an engagement officer to the executive team to reflect CPO's commitment to involve more community organizations in its planning and operations.
- **Collaborative leadership:** The Safer Futures, Safer Streets steering committee will adopt a collaborative leadership approach to help to distinguish the unique characteristics and practices of participant organizations. CPO will be securing and providing the expertise and resources required to sustain the collaboration and implement action plans.

Overall, a collective impact approach will help the Safer Futures, Safer Streets steering committee to achieve its mission of creating a safer and more resilient community in Ottawa by leveraging the resources, expertise, and influence of a diverse group of stakeholders.

Proposed Members of the Safer Futures, Safer Streets Steering Committee

- CPO Executive Director
- CPO Community Engagement Coordinator
- Sub-Committee Heads
- Steering Committee Members

A collection of sub-committees organized around the following broad categories, would lead planning, guide governance, and monitor the performance of the organization in their areas of responsibility:

Governance and policies committee: This committee will review the City's security laws and regulations and propose changes and/or new by-laws or amendments to existing ones to improve them. This committee could also advocate for the City's authorities to lobby higher-level governing bodies to change or improve regulations.

Risk and accountability committee: This committee will identify and address all risks related to organizational, reputational, and legal issues.

Communication and community engagement: This committee will develop processes inviting community members into the decision-making strategy to assess, plan, implement, and evaluate proposed solutions to security issues in Ottawa that affect their daily lives and environments. The committee will ensure that community members are regularly consulted and that they know and understand activities and programs that originate with CPO.

Health and wellbeing committee: This committee will ensure the community knows and uses health and social resources. It will also advocate for an increase in resources in this area.

Research and Evidence-based Committee: This committee will design and implement research to harness evidence-based data on community information needs, perceptions, and reality related to security.

Roles and Responsibilities

Crime Prevention Ottawa Community Safety and Wellbeing Advisory Committee :

- Provides strategic direction and guidance to CPO on its mission, goals, and outcomes.
- Approves CPO's annual work plan and budget.
- Monitors and evaluates the progress of CPO's activities and outcomes.
- Facilitates collaboration and coordination among CPO's partners and stakeholders.
- Supports fundraising efforts to ensure the sustainability of CPO's programs and services.
- Represents the diverse perspectives and needs of the community.

Crime Prevention Ottawa Staff:

- Coordinate Safer Futures, Safer Streets steering committee.
- Provide regular updates to the steering committee, and community members on CPO's activities and outcomes.
- Provide information and support to assist steering committee members in keeping their skills and knowledge up to date and to help them perform effectively. The Executive Director and team will ensure that the following are made available:
 - Accurate, timely, and clear information in the form of reports, briefings, workshops etc.
 - A clear understanding of the Safer Ontario Act under which CPO is operating.
 - Opportunities, from time to time, for steering committee members to meet the Community Safety and Wellbeing Advisory Committee and members of the community and to visit various sites within the City.
 - Activities to develop the steering committee as a team, such as training days and strategy implementation sessions.

Safer Futures, Safer Streets Steering Committee:

- Implements programs aimed at addressing root causes of crime in the community.
- Shares community concerns and feedback on Safer Futures, Safer Streets programs and with CPO staff.
- Promotes the mission and activities of CPO within their organizations and communities.
- Participates in the evaluation of CPO's activities and outcomes.
- Represents the diverse perspectives and needs of the community.
- Participates in sub-committees and actively contributes to build safer futures for youth and safer streets.

Community Members:

- Participate in CPO's activities and initiatives, including community engagement and awareness campaigns.
- Provide feedback and input on CPO's programs and services.
- Identify and share community concerns related to crime and safety with CPO.
- Help promote CPO's mission and activities within their communities.
- Participate in the evaluation of CPO's activities and outcomes.
- Represent the diverse perspectives and needs of the community.

Decision-making Process

- The steering committee and subcommittees will make decisions by consensus or by a majority vote.
- Community members will provide input and feedback to the Community Safety and Wellbeing Advisory Committee and steering committee and will participate in decision making as appropriate.

Communication and Information Sharing

- CPO staff, the Safer Futures, Safer Streets steering committee, and community members will communicate regularly through email, phone, virtual or in-person meetings.
- CPO will provide regular updates to the Community Safety and Wellbeing Advisory Committee, steering committee, and community members on its activities and outcomes.
- CPO staff and the steering committee will share relevant information and resources with each other and with the community as appropriate.

Conflict Resolution

- The Community Safety and Wellbeing Advisory Committee will work to resolve any conflicts that arise between CPO and its partners and stakeholders.
- In case of conflicts between community members and CPO, the Safer Futures, Safer Streets steering committee will facilitate a resolution process.

Monitoring/Evaluation

- The steering committee will conduct an annual evaluation of Safer Futures, Safer Streets.
- Community members will participate in the evaluation process and provide feedback on Safer Futures, Safer Streets activities and outcomes.
- It is recommended that an external evaluator assess Safer Futures, Safer Streets at the end of three years to determine the effectiveness of its programs and actions as well as the validity and reliability of its process, with close attention to its relationships with the communities. Monitoring and evaluation should be built into each CPO-funded project on an ongoing basis.
- A proposed evaluation framework is included below.

Evaluation Framework

Purpose of Evaluation

The evaluation aims to assess the effectiveness and impact of Safer Futures Safer Streets collective impact strategy in achieving its mission of creating a safer and more resilient community in Ottawa, with a specific focus on the four pillars of Awareness, Availability, Advocacy, and Access. The evaluation will examine the governance processes, collaboration among stakeholders, and the outcomes and progress made in each pillar.

Evaluation Questions

Governance Processes:

- How effectively has the governance structure supported the implementation of initiatives related to each pillar (Awareness, Availability, Advocacy, and Access)?
- To what extent have the governance processes facilitated collaboration, coordination, and decision-making among stakeholders specifically focused on each pillar?
- How well has the governance structure supported the allocation of resources and the alignment of efforts towards achieving outcomes related to each pillar?

Collaboration and Coordination:

- How effectively have stakeholders collaborated to raise awareness about crime prevention measures and the importance of each pillar within the community?
- To what extent have partnerships and collaborations been established to increase the availability of resources, programs, and services related to each pillar?
- How well has the collective impact approach facilitated advocacy efforts and policy changes aimed at addressing root causes of crime and improving access to crime prevention measures?

Outcomes and Impact:

- What progress has been made in increasing awareness among the community about crime prevention measures and the importance of each pillar?
- To what extent have the availability and accessibility of crime prevention programs, services, and resources improved within the community?
- How has the collective impact approach influenced advocacy efforts, policy changes, and systemic improvements related to crime prevention and access to resources?

Data Collection Methods

Document Review:

- Review relevant documents, such as program reports, awareness campaigns, policy documents, and accessibility initiatives,
- to gather information on the implementation and outcomes related to each pillar.

Surveys and Interviews:

- Conduct surveys and interviews with stakeholders, including Community Safety and Wellbeing Advisory Committee members, staff, steering committee members, program participants, and community members, to gather their perspectives on the effectiveness and impact of each pillar.
- Seek feedback on the strengths, weaknesses, and areas for improvement specific to each pillar.

Data Analysis:

- Analyze quantitative data on the reach, engagement, and outcomes of programs, awareness campaigns, and accessibility initiatives associated with each pillar.
- Conduct qualitative data analysis to identify key themes, success stories, and challenges related to each pillar.

Reporting and Utilization of Findings

- Prepare a comprehensive evaluation report including findings, analysis, recommendations specific to each pillar, and overarching insights about the collective impact governance strategy.

- Share the evaluation report with the Community Safety and Wellbeing Advisory Committee, staff, steering committee, and community members.
- Use the findings and recommendations to inform decision-making, guide programmatic improvements, refine the collective impact governance strategy and prioritize future actions.

Timelines and Responsibilities

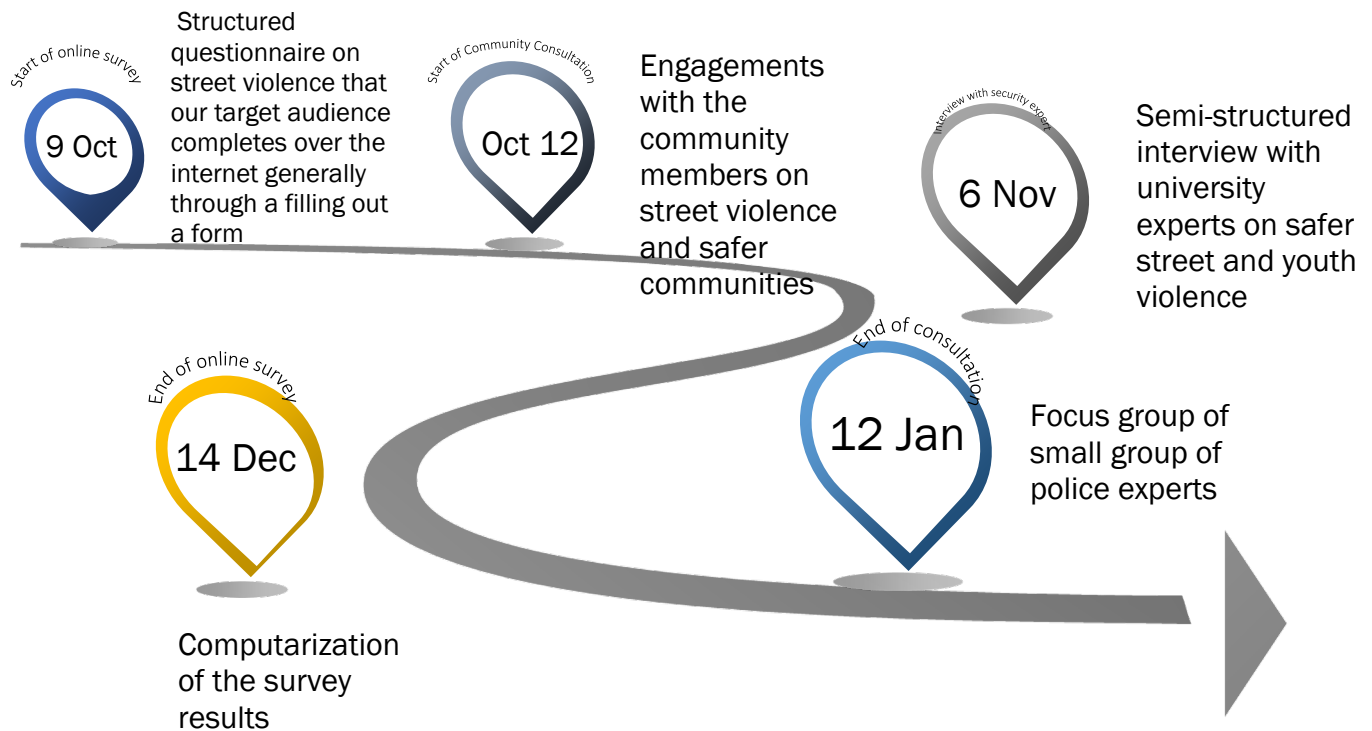
- Clearly define timelines for data collection, analysis, and reporting, ensuring alignment with the evaluation of the collective impact strategy.
- Assign responsibilities to specific individuals or teams for each stage of the evaluation process concerning the overall strategy and each pillar to ensure accountability and timely completion.

By implementing this extended evaluation framework, Safer Futures, Safer Streets steering committee can gain valuable insights into the effectiveness of its Safer Futures Safer Streets collective impact strategy and the impact of its efforts across the four pillars of Awareness, Availability, Advocacy, and Access. This will help inform decision-making, strengthen collaborations, and drive continuous improvement towards creating a safer and more resilient Ottawa community.

Conclusion:

This governance document outlines the roles and responsibilities of the CPO Community Safety and Wellbeing Advisory Committee, staff, steering committee, and community members in supporting Safer Futures, Safer Streets and implementing the four pillars of Awareness, Availability, Advocacy, and Access. By working collaboratively and utilizing a collective impact approach CPO and its institutional partners can make significant progress towards creating a safer and more resilient community in Ottawa. This governance document provides a framework for effective collaboration and communication and ensures all stakeholders work towards a common goal. The Safer Futures, Safer Streets steering committee remains committed to working with the community to achieve its mission and make Ottawa safer for all residents.

APPENDIX 2: Consultation Timeline



APPENDIX 3: Methodology

The methodology used for this report was triangulation. Triangulation refers to the use of multiple methods or data sources in qualitative research to develop a comprehensive understanding of phenomena (Patton, 1999)¹. Triangulation has also been viewed as a qualitative research strategy to test validity through converging information from different sources (Polit & Beck, 2012)¹. Data source triangulation involves collecting data from different types of people, including individuals, groups, families, and communities, to gain multiple perspectives and validate findings.

Coding

We identified which themes came up most frequently in the data and created a hierarchical coding frame to organize and analyze the data under each of these themes. A coding frame represents the organizational structure of the themes in a report.

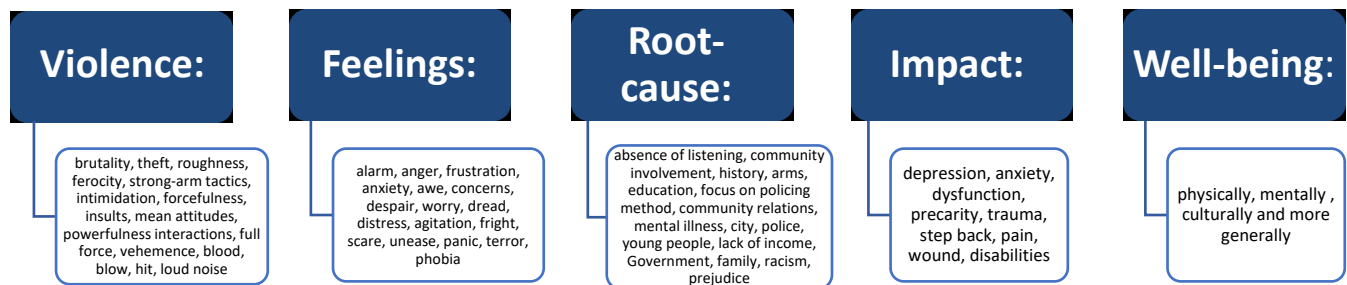
There are two types of coding frames: hierarchical and flat coding frames. Hierarchical coding frames help you organize codes based on how they relate. For example, we organized the codes based on participants' feelings and responses regarding street violence involving youth within the City. A flat coding frame assigns the same level of specificity and importance to each code. While this might feel like an easier and faster method for manual coding, it can be difficult to organize and navigate the themes and concepts as one creates more and more codes. A flat coding frame also makes it hard to figure out which themes are most important, which can slow down decision-making.

Minimizing bias

Manually coding qualitative data this way means that the coder's cognitive biases can influence the coding process. For this study, we minimized bias by being consistent with our definition of key concepts (violence, wellbeing, youth, and street) and in the process of choosing codes. We checked for definitional drifts across the entire dataset and kept notes with descriptions of how the codes vary across the results.

The Coding Categories

For the coding categories, the following words were found in the data, and they were arranged in five main categories:



Analysing the Data

The next step was to continue reading the data and deciding how to organize the responses analytically. This involved unpacking themes without having any prior expectations about what they should be.

After all the data was coded, it was time to run queries in order to look for insights. For example, questions like the following were asked:

- Which are the most used codes or themes?
- How did people respond via different formats?
- Were there any differences in views based on the submission type?
- Which issues are of most concern to different demographic segments?
- Are there any relationships between issues?
- Are people concerned with one issue more likely to be affected with another?

Deductive (or concept-driven) coding means beginning with a predefined set of codes and assigning those codes to the new qualitative data. They may come from previous research, or the researcher may already know what themes they are interested in analyzing. For this study, we used two predetermined codes related to street violence. The deductive approach can save time and help guarantee that areas of interest are coded. However, one needs to be careful of bias; when one starts with predefined codes, one may be biased about the answers.

Inductive (or open) coding, on the other hand, starts from scratch and creates codes based on the qualitative data collected. All codes arise directly from participants' responses. Inductive coding is an iterative process that takes longer and is more thorough than deductive coding. It also gives you a more complete, unbiased look at the themes emerging from your data. First, we broke the data set into smaller samples, and then each sample was read line-by-line and codes were created to cover the whole sample.

Then, we read the next sample and applied the codes created for the first sample. We noted where codes did not match or where additional codes were needed. We created new codes based on the second sample. Then, we went back and recoded all responses again. We repeated this process until the entire dataset had been coded. If a new code was added, an

existing code was split into two, or the description of a code was revised, we made sure to review how this change would affect the coding of all responses. Otherwise, the same responses given at different points in the survey could end up with different codes.

APPENDIX 4: Summary of Results of Community Engagements organized under the four pillars of Awareness, Availability, Advocacy and Access

These points reflect community perspectives on areas where Crime Prevention Ottawa may need to improve or address challenges within the four pillars of Awareness, Availability, Advocacy, and Access. Listening to and addressing these concerns will be crucial in strengthening CPO's efforts to create safer streets and safer futures for the community.

1. Awareness:

- **Communication:** Some community members feel that CPO lacks effective communication strategies to disseminate information about crime prevention programs and initiatives.
- **Cultural Sensitivity:** There is a perception that CPO could improve its understanding and responsiveness to the diverse cultural backgrounds within the community.
- **Visibility:** Some community members believe that CPO's presence and visibility in the community could be enhanced to ensure that people are aware of available resources and services.
- **Targeted Outreach:** Community feedback suggests that CPO may need to do more targeted outreach to reach vulnerable or marginalized populations who may not have easy access to awareness campaigns.
- **Awareness:** Lack of awareness about the services and resources provided by CPO in the community was a constant feature.
- **Promotion:** Limited promotion and outreach efforts to inform the community about CPO's initiatives and programs.

2. Availability:

- **Resource Allocation:** Concerns have been raised regarding the allocation of resources for crime prevention programs, with some feeling that more resources are needed to make services more widely available.
- **Geographic Coverage:** Some community members believe that CPO's programs and services could be more evenly distributed across different neighborhoods to ensure equitable access. In other words, there's limited availability of programs and resources in certain neighborhoods, leading to unequal access to crime prevention services.
- **Timing:** Feedback suggests that the timing of certain programs may not always align with the community's needs, and more flexibility could be beneficial.
- **Language Accessibility:** Ensuring services are available in multiple languages is seen as crucial to reach all segments of the community effectively.
- **Training Needs:** Inadequate availability of training and workshops for community members to enhance their knowledge and skills in crime prevention.
- **Specialized Programs:** Lack of availability of specialized programs targeting specific populations, such as youth or marginalized communities

3. Advocacy:

- **Representation:** Some community members feel that CPO needs to strengthen its advocacy efforts to represent the interests of underrepresented or marginalized groups. Insufficient representation and engagement of community members in decision-making processes related to crime prevention.
- **Collaboration:** There is a desire for increased collaboration with community-based organizations and advocacy groups to amplify the collective voice in addressing root causes of crime. There is a sense of inadequate collaboration and partnerships with other organizations and stakeholders involved in crime prevention efforts. Also CPO lacks of strong advocacy and support for crime prevention initiatives at the community level.
- **Promotion:** Concerns around limited promotion and outreach efforts to inform the community about CPO's initiatives and programs.
- **Policy Influence:** Concerns about CPO's ability to influence policy changes effectively have been raised, and the community seeks more proactive advocacy on policy issues.
- **Transparency:** Some community members would like to see greater transparency in CPO's advocacy work to ensure they are aware of ongoing efforts and outcomes.
- Inadequate collaboration and partnerships with other organizations and stakeholders involved in crime prevention efforts.

4. Access:

- **Equity:** There is a perceived lack of equity in terms of access to CPO's resources and services, with some feeling that certain communities may face barriers to access.
- **Physical Accessibility:** Accessibility issues, such as the location of program centres and physical infrastructure, have been highlighted as areas where improvements are needed. Stated differently, there is sense of limited accessibility to CPO's services and resources, particularly for individuals with physical disabilities or language barriers.
- **Information Accessibility:** Concerns have been raised regarding the accessibility of information about available resources, with some community members suggesting the need for simplified and user-friendly information dissemination. Lack of easy access to information and resources through online platforms or mobile applications.
- **Support Systems:** Some community members feel that CPO could enhance support systems to help individuals navigate the process of accessing services, particularly for newcomers or those in crisis situations. Inadequate accessibility to support systems for victims of crime, such as counseling services or legal assistance.

Appendix 5: Ideas to advance street violence awareness and prevention

Community-sourced ideas to advance youth street violence awareness and prevention

Schools	Post theme-based activities on school website that students can do from home. Ask educators to start lessons this week by sharing some of the best practice activities against street violence as well as success stories of youth walking away from violence. Develop a cheat sheet about how to best respond.
Service organizations (including social services)	<p>Invite volunteers to be part of the campaign and follow up with a facilitated virtual community forum on violence prevention barriers and solutions for different communities.</p> <p>Host a virtual youth violence prevention conference and invite all stakeholders from the community. Schedule opportunities for youth to present and lead circle discussions. Give Youth a platform to reach out to other Youth, community agencies, first responders, politicians, and parents to develop an action plan for preventing violence community-wide.</p> <p>Promote the campaign in their newsletters.</p>
Parents	Work with parents' associations to take part in the campaign by engaging with their kids and amplifying the campaign key messages. Promote the idea of a trusted adult who could mentor youth and volunteer to help improve their resilience towards street violence.
Different levels of government	<p>Inform constituents about the campaign and publicly recognize the campaign with an official proclamation in a public place or in a place with significance.</p> <p>Record a speech or podcast and highlight the many ways the community is getting involved in the campaign.</p>
Businesses	<p>Identify businesses that are willing to promote the campaign in their shops or on signage/billboards.</p> <p>Ask businesses to donate books or other resources and professional development funds to local schools to support their efforts in violence prevention. Partner with business associations such as the ByWard Market District Authority and the Ottawa Chamber of Commerce.</p> <p>Involve businesses in giving prizes to youth who engage in positive ways with their community.</p>
Faith-based	Involve faith communities by having them host events and, more importantly, communicating about it.
Youth	Involve youth in playful and experiential ways throughout the campaign.
Health professionals	Distribute research-based anger management strategies and host Mindfulness seminars for community youth.

Media	<p>Publish an op-ed on street violence in local media. Provide interviews to local and ethnic media during the identified awareness week/month. This can be done by CPO members as well as the OPS.</p> <p>Publish students' Letters-to-the-Editor about proactive ways they are preventing violence, describing the support they need from the broader community.</p>
Senior citizens	Use storytelling to involve senior citizens in sharing testimonials during the awareness week. Pair seniors with youth during the week for coaching on safe behaviors
Law enforcement	Encourage law enforcement staff and officers to become mentors and volunteer time in schools to deliver violence prevention presentations during the awareness week.

Appendix 6: References

ⁱ Rivara, F. P. (2002). Understanding and preventing violence in children and adolescents. *Archives of Pediatrics & Adolescent Medicine*, 156(8), 746-747.

ⁱⁱ Yonas, M.A., O'Campo, P., Burke, J.G. et al. Urban youth violence: Do definitions and reasons for violence vary by gender?. *J Urban Health* 82, 543–551 (2005). <https://doi.org/10.1093/jurban/jti077>

ⁱⁱⁱ Jane Wood, Emma Alleyne, Street gang theory and research: Where are we now and where do we go from here?, *Aggression and Violent Behavior*, Volume 15, Issue 2, 2010.

^{iv} James Diego Vigil, *Annual Review of Anthropology*. Vol. 32 (2003), pp. 225-242

Jones, G.R., & George, J.M. (1998). The experience and evolution of trust: Implications for cooperation and teamwork. *Academy of Management Review*, 23, 531-546.

^v Holley, L. C., & VanVleet, R. K. (2006). Racism and classism in the youth justice system: Perspectives of youth and staff. *Journal of Poverty*, 10(1), 45-67.

Perera, J. (2020). How Black Working-Class Youth are Criminalised and Excluded in the English School System. Institute of Race Relations. <https://irr.org.uk/wp-content/uploads/2020/09/How-Black-Working-Class-Youth-are-Criminalised-and-Excluded-in-the-English-School-System.pdf>.

Coldevin Gary (2001), "Participatory communication and adult learning for rural development", *The Journal of International Communication*, 7:2, 51-69, DOI: 10.1080/13216597.2001.9751909 b

Fuglsang, L., & Jagd, S. (2015). Making sense of institutional trust in organizations: Bridging institutional context and trust. *Organization*, 22(1), 23-39.

Walker, Gregg (2007), "Public Participation as Participatory Communication in Environmental Policy Decision-Making: From Concepts to Structured Conversations", *Environmental communication*, Vol1. Issue 1. PP 91-110 - <https://doi.org/10.1080/17524030701334342>