

# OTTAWA STREET VIOLENCE & GANG STRATEGY (OSVGS) 2017-2020

## EVALUATION REPORT 2018-2020

Prepared For:  
Crime Prevention Ottawa and OSVGS Steering Committee

Prepared By:  
Melanie Bania, PhD  
Youth Services Bureau of Ottawa  
Partner on the OSVGS Steering Committee

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A NOTE ON EVOLVING LANGUAGE:

Starting in 2018 the Steering Committee of the Ottawa Street Violence and Gang Strategy had been considering the issue of what words most accurately describe the issues being addressed through the Strategy. Moving forward a decision was made to move away from words such as “gang” and to focus on the more accurate descriptions of street violence, drug trade and violence associated with it.

## EXECUTIVE SUMMARY

In the fall of 2017, Crime Prevention Ottawa (CPO) and community partners refreshed their collective approach to addressing street violence activity in the city. The refreshed **Ottawa Street Violence & Gang Strategy (OSVGS)** for 2017-2020 built on successful efforts from years past, and articulated a new set of priorities moving forward, in the areas of Neighbourhood Cohesion, Prevention, Intervention, and Enforcement & Suppression. The refreshed OSVGS 2017-2020 was accompanied by a revised evaluation framework that set out intended impacts and outcome measures in the short-term, medium-term, and longer-term. These common outcome measures were part of an initial attempt at bringing partners together under a “collective impact” approach and process.

This report presents the results of the Ottawa Street Violence & Gang Strategy (OSVGS) evaluation for the calendar years of 2018, 2019, and 2020. It provides an overview of key trends related to street violence over these three years, and captures data provided by services across the city that are aligned with the objectives of the OSVGS. It ends with a set of recommendations for refreshing the OSVGS moving forward.

### Realities on the Ground

One of the common indicators used by OSVGS stakeholders to assess the level of street violence in the city is the number of shootings reported to police. The number of shootings reported to police in 2018 (78 shootings) and in 2019 (72 shootings) were similar to the annual number of reported shootings in Ottawa since 2016. In 2020, forty-five (45) shootings were reported to police in Ottawa, and the drop was largely attributed to the COVID-19 pandemic but more analysis will be required in the longer-term to understand this anomaly. For all three years, the Ottawa Police Service (OPS) reported that the large majority of these shootings were targeted and due to disagreements between individuals (i.e., not random shootings). However, the OPS reported seeing a lot more “crime guns” in Ottawa in 2020 (i.e., guns carried and used illegally). “Crime gun” seizures were up in 2020 to 111 compared to 87 in 2019.

The narrative around street violence in Ottawa in 2018-2020 was about more fluid and less firmly connected groups of young men, mostly between the ages of 20-30 but at times younger, having easier access to firearms purchased online and/or coming in illegally from the United States, committing violent impulsive acts to settle personal conflicts. The narrative also focused on some of the roots of youth violence, in particular the systemic and individual experiences of racism of young Black men in Ottawa, as well as the ongoing tensions between the Ottawa Police and racialized community members and groups in the city.

### Successes

In general, OSVGS partners reported that the strategy was effective at promoting knowledge exchange between organizations and with residents which has improved awareness of and access to available resources and various supports. In fact, this was deemed one of the key successes of the OSVGS over the past 3 years. Partners also report that many mutually beneficial relationships have formed, including through 58 new partnerships established in 2018-2020 and 29 instances of improved partnership working. This includes new and/or smoother cross-agency referral pathways and successful transitions of individuals from custody to the community. Partners have seen an increase in cross-agency referrals, including from police to service organizations, that they feel are

directly correlated with intentional in-person meetings and events where service providers had the opportunity to meet each other and form connections. A Communities Acting Together project was implemented in 2019 to bring residents and service providers together to tackle low-level violence and feelings of safety in neighbourhoods affected by more serious forms of violence.

When it comes to prevention, partners report reaching over 1700 youth in marginalized neighbourhoods to connect them to services, largely in the areas of employment, education/skills development, recreation/sports, housing, and volunteering opportunities. Furthermore, 63% of over 580 youth served through Extra-Judicial Sanctions or Extra-Judicial Measures completed their diversion from the criminal justice system successfully. For its part, the On Point prevention program served 93 youth and at least 30 families in 2018-2020, and an evaluation in 2018 showed that youth who participated in the program had an increase in connection to school, recreational activities, employment; improved relationships with family, guardians and siblings; decreased time spent with anti-social peers and increased structured time. A new initiative relevant to the OSVGS was implemented in 2019 called the Together We Can mentorship program for Black youth and in 2020, the Family Advocacy & Capacity-Building Engagement (FACE) initiative was launched with the Britannia Woods Community House. The new holistic service aims to support siblings, parents and caregivers who have a loved one from the ages of 12-25 involved in street-level violence and/or the justice system.

Partners delivering intensive intervention services report that in 2018-2020, the On Point intervention stream supported over 80 youth and at least 40 families, while 240 young men were served through programming offered during a YSB custody/detention stay and 156 individuals participated in the Time 4 Change (T4C) program. In 2019-2020, T4C reported that 85 individuals in the program remained charge-free. In 2020, a cost-benefit analysis of the T4C program showed that the intervention reduced future violent offenses by 61% and a saving of \$3.37 for the criminal justice system for each \$1.00 spent on the program. Nine (9) out of 10 participants said support from their T4C caseworker helped keep them out of custody and successful participants began engaging in academic environments, employment, improving family relationships, improving life skills and demonstrating meaningful engagement in the community.

As for enforcement activities by the Ottawa Police, organizational changes made it difficult to capture consistent enforcement indicators over 3 years. Perhaps most significantly, OPS reported 757 “gang-related” charges laid in 2018, and 679 such charges laid in 2019, but this statistic was not available for 2020. It will be important for the OSVGS to determine which OPS enforcement statistics are most relevant to this work moving forward. In 2018, a public survey conducted by OPS showed that only 56% of respondents were satisfied with the level of cultural sensitivity of the police and only 43% were satisfied with the sensitivity of police to those with mental health issues. Since 2018, the OPS has put in place a number of new initiatives to address issues of cultural sensitivity and appropriate responses to individuals with mental health issues, such as a Black Youth Listening Circle Symposium. However, these efforts have not featured prominently at the OSVGS Steering Committee, and it will be important for the OSVGS to pay more attention to these important areas moving forward and to consider discussing them more actively and more prominently as part of the OSVGS.

## Challenges

Many systemic challenges that influence street violence persist, namely Anti-Black racism, a lack of permanent affordable housing, the reluctance of employers to hire individuals with criminal records and a lack of safety in general for those transitioning out of criminal activities, which often leads them back to their old habits. Service providers continue to highlight the need for “stabilization” (income, housing, mental health, additional life stressors) amongst clients before they are able to engage in opportunities for longer-term change, but these stabilization supports are lacking.

Partners providing prevention and intervention services continue to experience wariness and/or resistance of individuals at-risk of or involved in street violence activity or families impacted by gun violence to participate in their activities and services. Reasons range from a lack of readiness for change to distrust of institutions to a fear of retaliation or negative repercussions. Once engaged in services, many operational challenges continue when serving those in the justice system. There is inherent instability in their lives, and individuals often move around within the system or back and forth from the system to the community, which makes it challenging to serve them adequately.

Partners further report an ongoing lack of adequate resources - both human and financial – to meet the needs of the community in the areas of the OSVGS. Many programs report an increasing demand for their services across the city, but a lack of sustainable funding for the existing services let alone new ones. Furthermore, despite schools being a critical partner in supporting youth involved in or at-risk of becoming involved in street violence, partners report that building relationships with schools can be challenging. Furthermore, school boards have yet to identify mechanisms for sharing data with the OSVGS.

When it comes to enforcement, police report multiple demands on Police Officers’ time and tensions between the different roles they play, which can hinder meaningful participation by Police Officers in a way that promotes Neighbourhood Cohesion and positive relationship-building with residents. OPS re-introduced Neighbourhood Resource Teams (NRT) late in 2020 and how their activities will intersect with the OSVGS requires further exploration moving forward.

In terms of challenges related to the evaluation of the OSVGS in 2018-2020, most of them relate to the existing willingness and/or capacity of partners to provide meaningful data. In some cases, like PINS, evaluation tools exist but it is difficult to collect information on incidents from Networks spread out across the city. In many other cases, the data that organizations collect and analyze for their own purposes (i.e., to report to funders) do not align well with the evaluation plan for the OSVGS. In other cases such as the OPS’ efforts to increase public trust, information on outcomes is anecdotal and there is no data available on the impacts of these efforts. Increasing capacity for meaningful data collection and sharing will need to be a focus if the OSVGS aims to continue to focus on articulating its collective impact approach.

Finally, in a survey distributed to OSVGS Steering Committee members in early 2021, respondents identified that work is needed to ensure that the OSVGS leadership group is an inclusive space to discuss difficult issues and to engage in dialogue around effective solutions and use of resources. In a large group of representatives from organizations with wide-ranging mandates and interests, power dynamics must be acknowledged and mitigated to ensure the OSVGS stays true to its articulated principles and is as impactful as it can be. Members recommend ensuring that the voices and

experiences of youth, of those most affected by street violence, and of practitioners on the ground are at the centre of OSVGS discussions and decisions.

## Moving Forward

In terms of the content and objectives of the OSVGS moving forward, partners at the Steering Committee table will have to discuss and determine where and how to focus OSVGS activities, including :

- (1) continue with the approach of bringing together and leveraging existing local initiatives and resources, and of adding one or two new small-scale initiatives per year;

*and / or*

- (2) take bolder steps and more direct/visible actions to address the complex issues around street violence including the root causes of poverty, Anti-Black Racism, stable and affordable housing, police-community relations, the equitable distribution of resources to ensure prevention and intervention are as well supported as enforcement efforts, etc.

In order to refresh the OSVGS moving forward, and it is recommended that the Steering Committee:

- a) Engage in inclusive and productive dialogue with its members to identify the overarching approach the strategy will take, the level of commitment and involvement of each partner organization, and how power dynamics will be mitigated to ensure key principles and effective solutions are at the heart of the work.
- b) Build on existing research and local consultations including those conducted by the City of Ottawa Community Safety and Wellbeing Plan and the Anti-Racism Secretariat, as well as neighbourhood or population-based needs assessments by local service organizations.
- c) Conduct new targeted consultations with those most affected by street violence (neighbourhoods, clients, agencies)
- d) Seek to more intentionally align the work of the OSVGS with other existing collaboratives in Ottawa, such as the neighbourhoods involved with the CDF, the Ottawa Child and Youth Initiative (OCYI), and others identified by partners.

Due to the complex social systems within which violence manifests, the complex nature of street violence in Ottawa, and the number of initiatives underway, it is difficult to draw conclusions about the extent to which specific OSVGS activities contribute to specific outcomes. To help shed light on the contributions the OSVGS is making and the impacts it is having, future evaluations should include a number of case studies across the various pillars and partners of the OSVGS. This would provide a closer look at how the mechanisms used within the OSVGS impact a variety of individuals in unique contexts and begin capturing more clearly some cause-and-effect relationships between the activities related to the OSVGS and local trends and outcomes.

## INTRODUCTION

In the fall of 2017, Crime Prevention Ottawa (CPO) and community partners refreshed their collective approach to addressing street violence related activity in the city. The refreshed **Ottawa Street Violence & Gang Strategy (OSVGS)** for 2017-2020 built on successful efforts from years past and articulated a new set of priorities moving forward. The refreshed OSVGS (2017-2020) was accompanied by a revised evaluation framework that set out collective intended impacts and outcome measures in the short-term, medium-term, and longer-term. This represented the OSVGS partners' ongoing attempt at adopting a Collective Impact approach, in recognition that a coordinated and horizontally integrated approach across sectors is required to address the multiple issues related to street violence.

This report begins by quickly recapping the partners and priorities of the OSVGS<sup>1</sup>. It then presents how the OSVGS was evaluated for 2018-2020, including the scope of the evaluation, methodology, key outcomes and indicators. It then presents the findings of the evaluation of the refreshed OSVGS for the calendar years of 2018, 2019 and 2020, outlining key statistics and descriptive results. The report then presents the findings of a survey conducted with the Steering Committee members of the OSVGS in early 2020, to assess the functioning of the Strategy's Steering Committee and explore areas that will need attention moving forward. The report then ends with some overall conclusions for the efforts of the OSVGS in 2018-2020, and makes recommendations on a process for refreshing the Strategy again in 2021.

## OSVGS PRIORITIES & PARTNERS

The Ottawa Street Violence and Gang Strategy (OSVGS) takes a Holistic Approach, which considers the many factors that contribute to street-level violence at the individual, family, peer, school, neighbourhood, and social levels. It is based on the social science literature that highlights good practices in addressing street violence, and on the lived experiences of our communities.

Through this holistic lens, four pillars drive change simultaneously: (1) Neighbourhood Cohesion (NC); (2) Prevention (Prev.); (3) Intervention (Int.); and (4) Enforcement & Suppression (E&S). Table 1 below summarizes the Pillars of the OSVGS.

**Table 1.** Four Pillars of the OSVGS

| Pillar                        | Description  |
|-------------------------------|--|
| <b>Neighbourhood Cohesion</b> | Building positive relationships in neighbourhoods affected by street-level violence to reduce fear, strengthen relationships, increase positive social interaction, and increase community capacity to address unacceptable activities.  |
| <b>Prevention</b>             | Taking an inclusive approach to predict, identify, prevent and reduce violence and victimization. Addressing risk factors associated with violence and victimization and increasing protective factors that can help guard against them. Refers specifically to initiatives that positively engage young people with |

<sup>1</sup> Visit <https://www.crimepreventionottawa.ca/en/initiatives/gangq> to review the Refreshed OSVGS from 2017.

|                                      |   |
|--------------------------------------|---|
|                                      | their families, schools, and communities before they become involved in street violence and related activities.   |
| <b>Intervention</b>                  | Engaging youth and adults who are involved or beginning to be involved in street-level violence. This includes supports and resources for youth and adults in correctional institutions and for individuals under court-order conditions. |
| <b>Enforcement &amp; Suppression</b> | Enforcing laws through targeted and sustained policing of street-level violence, prosecution, sentencing, incarceration, and court-ordered community supervision after release.   |

The OSVGS uses a Collective Impact approach where various partners agree to work collectively to address street violence in Ottawa. This approach provides a framework for addressing complex social problems through a common agenda; continuous communication; the coordination and mutual reinforcement of activities; and shared impact measurement<sup>2</sup>. For some partners, their work aligns with a specific pillar of the OSVGS, while for other partners their work relates to more than one pillar.

## The Scope of the OSVGS and Areas of Focus for the Evaluation

Street violence is a complex problem heavily influenced by, and linked to, a number of underlying root causes. This includes poverty, the supply of and demand for illicit drugs (prevalence of the drug trade), housing policies, neighbourhood-level and individual-level trauma, racism, etc. As such, the Strategy recognizes the ecological model of risk and protective factors for street violence at the *individual, family, peer, community, and social/systemic* levels<sup>3</sup>. Some of these risk and protective factors are beyond the control of the Strategy at the local level. ***The Strategy is therefore focused on initiatives and outcomes that are reasonably achievable within the scope of what can be accomplished in local communities.***

The Evaluation of the OSVGS from 2018-2020 seeks to shed light on **three areas** in the local context (see Figure 1):

- (1) the current realities of street violence in Ottawa,**
- (2) the processes, partnerships, services and projects put in place** to address street violence in Ottawa, and
- (3) the outputs (service level data) and outcomes (impacts) of those initiatives** in the short-term and medium-term.

Figure 1. Scope of the Local Evaluation of the OSVGS



<sup>2</sup> Cabaj, M. & Weaver, L. (2016). *Collective Impact 3.0: An Evolving Framework for Community Change*. Community Change Series 2016. Waterloo, ON: Tamarack Institute.

<sup>3</sup> Krug, E.G. et al. (2002). *World Report on Violence and Health*. Geneva: World Health Organization.

## METHODOLOGY

### Common Evaluation Metrics

The OSVGS is tracking short-term and medium-term outcomes for 2018-2020 (see Table 2 below). By affecting change in these areas, the OSVGS intends to influence the longer-term outcomes (ultimate intended impact) listed in Table 2. The outcome measures are numbered for ease of reference only; the numbering sequence does not reflect order of priority. The note in parentheses indicates which pillar(s) of the OSVGS each outcome measure relates to most (*NC=Neighbourhood Cohesion; Prev=Prevention; Int=Intervention; E&S=Enforcement & Suppression; All Pillars=all of the above*).

### Evaluation Approach & Metrics

The evaluation of the OSVGS uses a “Realist” approach where the focus is on determining *what is effective, for whom, under what circumstances, and through what causal mechanisms*<sup>4</sup>. This is a mixed methods evaluation with both quantitative and qualitative data collection methods. This allows numerical representations of outputs and outcomes to be captured, and narrative accounts of successes, challenges, lessons learned, and impact stories to be shared.

Within Socio-Ecological theory, which considers the complex interplay between the individual and broader factors such as family, community, and society, the Realist evaluation approach attempts to make sense of which contexts produce successful or desired outcomes, and which do not. More specifically, the Realist approach explores the contexts within which mechanisms used by partners lead to particular outcomes by establishing a set of evidence-based predictions called Context-Mechanism-Outcome (CMO) configurations and testing them through analyses such as Process Tracing. Process Tracing focuses on causal-process observations to look for clues as to what might explain the outcomes reported by participants.

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<sup>4</sup> Pawson, R. & Tilley, N. (2004). *Realist Evaluation*. Retrieved from: [http://www.communitymatters.com.au/RE\\_chapter.pdf](http://www.communitymatters.com.au/RE_chapter.pdf); Rogers, P. (2014). Overview: Strategies for Causal Attribution. *Methodological Briefs, Impact Evaluation 6*. Italy: UNICEF Office of Research.

Table 2. Common Evaluation Metrics of the Refreshed Ottawa Street Violence and Gang Strategy (OSVGS) for 2017-2020.

| COMMON OUTCOME MEASURES OF THE OSVGS   |   |  |
|--|---|--|
| Short-Term<br>(2017-2019)  | Medium-Term<br>(2018-2020)  | Longer-Term<br>(intended impact)   |
| 1. Existing effective strategies are maintained and sustained (all pillars)  | 6. Increased access to services for those at-risk of engaging in street violence (Prev)   | 15. Relationships of trust between community, police, and service agencies                     |
| 2. New and improved means of communication between community and organizations (all pillars)                       | 7. Enhanced cross-agency collaboration and service coordination (all pillars)   | 16. Improved response to and disruption of street violence in the City of Ottawa               |
| 3. New and improved partnerships between community and organizations (all pillars)                                 | 8. Enhanced trusting relationship between the community, police and other services (NC)   | 17. Reduction in victimization   |
| 4. Increased awareness of available services amongst families, neighbourhoods, and service providers (all pillars) | 9. Increased positive outcomes for youth through effective violence prevention programs, including (Prev):  | 18. Decrease in concerns around the presence of weapons and weapons carrying (knives and guns) |
| 5. Positive and meaningful engagement of youth, families, schools and communities (all pillars)                    | <ul style="list-style-type: none"> <li>- mentors and positive role models youth can relate to;</li> <li>- access to affordable, engaging and well supervised sports, recreation and leisure opportunities in affected neighbourhoods</li> </ul> | 19. Increase in feelings of safety and reduction in fear in neighbourhoods                     |
|  | 10. Increased access to positive lifestyle options for those involved in violence through effective intervention and gang   |  |

|  |  |  |
|--|--|--|
|  | <p>exit programs and strategies, including (Int):</p> <ul style="list-style-type: none"> <li>- tangible employment and entrepreneurship supports and paid employment / training opportunities;</li> <li>- tangible and respectful opportunities for parents and families to be an effective part of positive change</li> </ul> <p>11. Improved consistency of a policing approach based on respect and dignity for residents in affected neighbourhoods (E&amp;S)</p> <p>12. Positive and effective responses of police and other institutions to calls and issues related to low-level violence in affected neighbourhoods (i.e., ensure partners are equipped to provide a high-quality response so that residents in affected neighbourhoods feel heard and supported) (NC)</p> <p>13. Those involved in street violence are prosecuted and convicted (E&amp;S)</p> <p>14. Resources (financial and human) are matched to needs (all pillars)</p> |  |
|--|--|--|

## Data Collection Plan

### Existing Datasets

In early 2018 and again in 2019, consultations were held with OSVGS partners to examine their existing datasets and to identify specific indicators along the common outcome measures of the OSVGS. This allowed each partner the opportunity to look at what data they already collect, and to identify how and where it can contribute to the evaluation of the OSVGS. In a few cases, these consultations also allowed partners to consider, explore and implement new data indicators and refreshed data collection methods for their services.

OSVGS partners agreed to provide CPO with data on their initiatives through an ***OSVGS Evaluation Input Sheet*** tailored to each partner. Each partner agreed to complete their input sheet and share it with CPO at least annually for the preparation of Annual Evaluation Reports through to 2020.

### Review of OSVGS Documentation

Documentation was reviewed related to the OSVGS, and in particular the Minutes of OSVGS Steering Committee Meetings and related presentations. This review provided additional information and context for some of the trends, activities, and data summarized herein.

### Media Review

A review of media was also conducted for written news articles in 2019 from major English and French media outlets in Ottawa, pertaining to street violence and “gang” related activities in the city. This review yielded 16 written articles and helped gain statistics for 2019 and important information on current trends, from a variety of perspectives (police, service providers, families, neighbourhood representatives, businesses, etc.).

## Limitations

Having the many partners of the OSVGS come together in 2017 to identify priorities and to determine how they will contribute to measuring the progress in these areas is a great accomplishment. That said, each partner still collects, analyses, and reports on data separately according to their own mandates, requirements and resources. As an evaluation product, this report provides a cumulative overview of what has occurred, and how partners have contributed – individually and collaboratively – to addressing street violence in Ottawa. As this is not a program evaluation of a specific service, the report cannot speak to the quality of each service, or to how the quality of each service impacts on outcomes.

Additionally, as with all quasi-experimental research, this evaluation stops short of being able to identify clear links between activities and outcomes or impacts (i.e., direct cause and effect). It is not possible to draw absolute conclusions about how the work of each partner, and of their cooperation and collaboration with each other, directly impacts on the incidents and/or levels of street violence in the city. There are too many variables that come into play in “real life” to be able to draw conclusions about direct cause and effect.

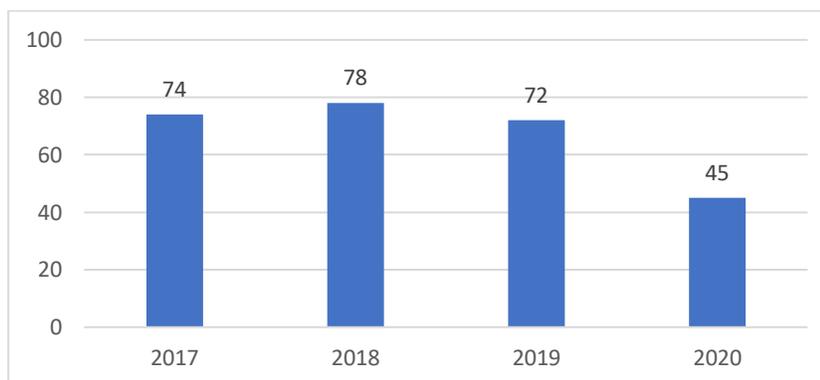
## RESULTS

The following sections highlight the results of the evaluation of the activities related to the OSVGS in 2018 to 2020 inclusively. The first section highlights some of the realities of street violence in Ottawa during these three years, including some key statistics. The second section outlines the results in 2018, 2019, 2020 and cumulatively for those three years along each Common Outcome Measure of the OSVGS identified in 2017. The third section highlights some of the key mechanisms through which the partners of the OSVGS sought to create change, along with some successes and challenges identified by partners. The fourth section presents the findings of a survey conducted with the Steering Committee members of the OSVGS in early 2020 to assess the functioning of the Steering Committee and to explore areas that will need attention moving forward. The report then ends with some overall conclusions for the efforts of the OSVGS in 2018-2020 and makes recommendations on a process for refreshing the Strategy again in 2021.

### Realities of Street Violence in Ottawa 2017-2020

One of the main indicators of street violence – and the one that typically draws the most attention – is the number of shootings in the city. The Figure below shows the number of shootings reported to police in Ottawa from 2017-2020.

Figure 2. Number of Shootings Reported to Police in Ottawa from 2017-2020



Over the years of 2017 to 2019, the number of shootings reported to police in Ottawa were fairly stable with 74 in 2017, 78 in 2018 and 72 in 2019. In 2020, the number significantly dropped, with 45 shootings reported to police. The Ottawa Police Service (OPS) reported that the vast majority of shootings in Ottawa in 2018 to 2020 were targeted and due to a disagreement between individuals (i.e., not random), and often related to the illegal drug trade or personal “beefs”. The Ottawa Police Service (OPS) has attributed the 2020 drop largely to the COVID-19 pandemic and the reduction in all-around public activity during the many months of public health restrictions and lockdowns. Interestingly, many other cities in Canada did not witness these same reductions in 2020, with a similar number of shootings as years past reported in Vancouver, and increases reported in

Edmonton, Calgary, and Toronto<sup>5</sup>. It is too early to tell whether the lower number of shootings in Ottawa in 2020 was an anomaly caused by the pandemic or whether other factors are at play, these trends will have to be monitored closely moving forward.

Despite a stable number of shootings in Ottawa in 2017-2019 and a decrease in 2020, the OPS reported seeing a lot more “crime guns” in Ottawa in 2020 (i.e., guns carried and used illegally). “Crime gun” seizures were up in 2020 to 111 compared to 87 in 2019. It will be interesting to monitor what occurs with shootings in Ottawa moving forward as the health risks associated with COVID-19 subside and with the apparent the number of crime guns in the city increasing. Furthermore, statistics on other forms of street violence, whether it be swarmings, robberies, or knife-related violence, have not been included in the framework to date, and should be considered for inclusion in the evaluation of the OSVGS moving forward.

The following trends were highlighted in 2018-2020 by service providers who work closely with neighbourhoods, families, and youth and the Ottawa Police. According to various sources, there appears to be:

- More youth of a younger age (i.e., 13-17) involved in some way or another in street violence including in local shootings (i.e., as victims, perpetrators, witnesses).
- More violent acts being carried out by impulsive young men especially between the ages of around 20-30, related to personal “beefs” and conflicts, even disagreements that appear to be minor in nature.
- People involved in street violence from Toronto coming to Ottawa to conduct business.
- A fluidity in groups of people involved in street violence, with only loose connections and less clear hierarchies, associations, and territoriality than before. Often described as “disorganized, loosely connected cells of individuals willing to commit crime together for mutual benefit”.<sup>5</sup> The Ottawa Police have highlighted how this makes it harder to predict and prevent future violent incidents as individuals are loosely tied and do not abide by the typical “codes” or rules that used to make it easier to predict their next steps.
- Easier access to weapons online, and up to 80% of guns in Ottawa used for crime coming into Canada illegally from the United States.
- A noticeable increase in the number of guns being recovered during traffic stops by the police.
- The use of Airbnb short-term online rentals by those who are gang-involved, with several shootings occurring at these locations.
- A consensus that the illegal drug trade fuels most of the street-level violence in Ottawa.

Other popular discussions in 2018-2020 pertinent to the OSVGS and highlighted by the community and the media revolved around the following:

- The push for or against a handgun ban being implemented in Ottawa, including through a City Councilor’s Motion (2019);

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<sup>5</sup> See:

[Vancouver crime rate steady in 2020 compared to 2019, according to new stats from VPD | CBC News;](#)  
[Violent 2020 almost surpasses last year's gun crime figures | Toronto Sun;](#)  
[Edmonton had more shootings in 2020 than any of the last five years, chief says COVID-19 partly to blame | Edmonton Journal;](#)  
[Domestic violence down, gun violence up in 2020: Calgary police - Calgary | Globalnews.ca](#)

- The proposal for Closed Circuit Television (CCTV) surveillance cameras being installed particularly in the Byward Market shopping/entertainment area (2019);
- The call for increased police patrols including on foot and on bikes in areas affected by violence (2019);
- The return of OPS Neighbourhood Officers through a pilot launched in September 2019;
- The perceived need for a preventative, strong mentoring scheme for young men to provide role models that are ethnoculturally diverse and with whom youth can relate, to help them make good choices (2019);
- Heightened activism around Anti-Black Racism including by the Black Lives Matter movement in response to high-profile police shootings of racialized Black men in the United States – particularly George Floyd in May 2020;
- Acute tensions between racialized communities in Ottawa and the Ottawa Police as a result of the trial of OPS Const. Daniel Montsion in the death of Abdirahman Abdi in 2016 (2019-2020) and especially surrounding the “not guilty” verdict in October 2020.

In summary, the narrative around street violence in Ottawa in 2018-2020 was about more fluid and less firmly connected groups of young men, mostly between the ages of 20-30 but at times younger, having easier access to firearms purchased online and/or coming in illegally from the United States, committing violent impulsive acts to settle personal conflicts. The narrative also focused on some of the roots of youth violence, in particular the systemic and individual experiences of racism of young Black men in Ottawa, as well as the ongoing tensions between the Ottawa Police and racialized community members and groups in the city.

## Partners Involved in the OSVGS

| <b>Network Partners</b> (alphabetically)  |
|---|
| <ul style="list-style-type: none"> <li>• Boys &amp; Girls Club of Ottawa – Youth Outreach Worker (YOW) Program and Ottawa Community Diversion Program</li> <li>• Centre for Resilience and Social Development (formerly Canadian Friends of Somalia)</li> <li>• Children’s Aid Society (CAS) – Ottawa Police Liaison</li> <li>• City of Ottawa</li> <li>• Community Development Framework (CDF)</li> <li>• Crime Prevention Ottawa (CPO)</li> <li>• Elizabeth Fry Society of Ottawa</li> <li>• John Howard Society of Ottawa (JHSO) – Time for Change (T4C) and Choices: School-Based Prevention</li> <li>• LASI World Skills Inc.</li> <li>• Ministry of Children, Community and Social Services (MCCSS)</li> <li>• Ontario Justice Education Network (OJEN) - Youth Police Dialogues</li> <li>• Ottawa Catholic School Board (OCSB)</li> <li>• Ottawa Carleton District School Board (OCDSB)</li> <li>• Ottawa Coalition of Community Houses</li> <li>• Ottawa Community Housing (OCH)</li> <li>• Ottawa Community Immigrant Services Organization (OCISO)</li> </ul> |

- Ottawa Police Service (OPS)
- Ottawa Public Health
- Ottawa Youth Justice Services Network (OYJSN) – Connecting Transitions
- Pinecrest-Queensway Community Health Centre – UNLOC and Together We Can mentoring program for Black youth
- Rideau Rockliffe Community Resource Centre (RRCRC)
- Somali Centre for Family Services
- Youth Services Bureau (YSB) of Ottawa – Youth Justice Services
- Youturn Youth Services – Gang Prevention & Intervention Program (GPIP) / On Point

## Common Outcome Measure Results For 2018-2020

The sections below present the results for 2018, 2019, 2020, and then 2018-2020 combined, based on the Common Outcome Measures of the OSVGS identified in 2017-2018 and their respective indicators. The goal is to represent the activities and outcomes of the OSVGS over the past 3 years. A summary of the OSVGS partners who contributed data over three years is presented in the table in Appendix 2.

## 1. Existing effective strategies are maintained and sustained

In 2018, all eleven (N=11) programs and strategies identified as directly relevant to the OSVGS that had existed since 2017 or prior were maintained. These included the following:

1. Youth Outreach Worker (YOW) Program (Boys & Girls Club of Ottawa)
2. Ottawa Youth Diversion Program (Boys & Girls Club of Ottawa)
3. Community Development Framework (CDF)
4. United Neighbours, Levers of Change (UNLOC) (Pinecrest-Queensway Community Health Centre, PQCHC)
5. Post-Incident Neighbourhood Support Protocol (Rideau Rockliffe Community Resource Centre)
6. Youth Police Dialogues (Ontario Justice Education Network, OJEN)
7. Connecting Transitions for Justice-Involved Youth (Ottawa Youth Justice Services Network, OYJSN)
8. Ottawa Police Service (OPS) community outreach and enforcement activities
9. Youth Justice Services – Detention/Custody/Reintegration (Youth Services Bureau (YSB) of Ottawa)
10. Gang Prevention & Intervention Program (GPIP) / On Point (Youturn – Youth Support Services)
11. Time for Change (T4C) (John Howard Society of Ottawa, JHSO)

Outreach was conducted to new mentoring programs funded by the Ontario Black Youth Action Plan. Initial program development and funding application preparations supported by Crime Prevention Ottawa were undertaken with regards to employment and entrepreneurship programming for targeted clients, with at least three groups of OSVGS partners applying for new federal funds.

In 2019, the United Neighbours (UNLOC) strategy in Pinecrest-Queensway ended due to lack of sustainable funding, and the Youth Police Dialogues by OJEN did not continue (but returned in 2020). Three new initiatives were included in the collective efforts of the OSVGS in 2019: (1) joint patrols coordinated and conducted by Ottawa Community Housing (OCH) and Ottawa Police Service (OPS), (2) Together We Can Mentorship Program for Black Youth (at PQCHC), and (3) the Community Acting Together project of the CDF to address low-level violence in priority neighbourhoods. One federal funding application submitted by OSVGS partners was successful – an expansion of the JHSO Time for Change (T4C) program to a younger age group.

By 2020, 10 out of the original 11 program and strategies from 2017-2018 were maintained - OJEN Youth Police Dialogues returned, and UNLOC did not. Two of the new strategies added in 2019 continued as well - joint patrols by OCH and OPS, and Together We Can Mentorship Program. The expansion of the JHSO Time for Change (T4C) program continued, while the Community Acting Together project of the CDF was considered complete. So, by the end of 2020, there were 12 programs and strategies identified as directly relevant to the OSVGS - 10 that were sustained since 2017 or prior and 2 that were added in 2019 and continued.

## 2. New and improved means of communication between the community/residents and organizations

This outcome captures the amount of new and improved means of communications between community residents and the organizations involved in the OSVGS, for purposes related to the objectives of the OSVGS. This measure centers around the information-sharing activities of organizations with residents. As the table below illustrates, the OSVGS partners who contributed data cited a total of 44 new means of communication with residents in 2018-2020, and 33 instances of improved means of communication with residents in 2018-2020 around issues related to the OSVGS. In 2020, as of early March all OSVGS partners were affected in various ways by the COVID-19 pandemic where the focus became largely on how to maintain services and add any additional supports needed as a result of the challenges agencies and residents were facing. Communication with residents was more challenging as residents and organizations were under strict public health measures to limit in-person contact and suspend gatherings for many months of the year. Direct service providers adjusted their efforts to ensure staff and client safety through strict Infection Prevention and Control (IPAC) measures, including turning to virtual programming where possible and the use of Personal Protective Equipment (PPE) when necessary. Most partners had to focus on meeting their mandates while under these unprecedented and challenging conditions, and for some this meant redeploying resources in different ways. As a result, partners reported fewer new and improved means of communication with residents related to issues relevant to the OSVGS in 2020, as most had to focus mostly on meeting basic needs.

| <b>Means of communication with residents initiated by the organizations involved in the OSVGS for issues relevant to the OSVGS</b> |  |  |
|--|--|--|
| <b>Year</b>  | <b>New means of communication with residents</b>   | <b>Improved means of communication with residents</b>  |
| 2018   | 13 new methods of communication relevant to the OSVGS, including new discussion forums, workshops, tip sheets, websites and toolkits for community residents   | 21 instances of improved communication with the community by enhancing existing presentations, joint trainings, committees, and liaison work through reinvigorated efforts and updated material such as those that are culturally appropriate and responsive to diversity in Ottawa. |
| 2019   | 28 new methods of communication with residents, including 9 new joint community trainings for PINS, 10 new neighbourhood and city-wide performances by CAT and 8 new educational videos modelling positive and safe responses to low-level violence in neighbourhoods (ex: a suspected home- | 12 improved methods of communication with local residents including attending a more diverse range of community meetings and events in a more consistent and/or visible manner to share information and build relationships  |

|       |   |   |
|-------|---|---|
|       | takeover, open market drug dealing, a parent visibly needing support with their youth), and a new resource website (CAT)  |   |
| 2020  | 3 new methods of communication with residents, including 1 virtual presentation by OPS to new Canadian youth as part of PQCHC's LEAD program and 1 OPS training session at the Carlington Community Centre with several neighborhood youth in attendance, 1 Overbrook Community Cares campaign by the Overbrook Safety Project promoted in the neighborhood and through social media; all partners reported less communication around the OSVGS in 2020 due to pivoting to supporting basic needs through the COVID-19 pandemic | OPS reported improved communication with residents in neighborhoods due to "walking the beat" and riding bikes due to the return of an OPS Integrated Neighbourhood Policing Model; all partners reported less communication around the OSVGS in 2020 due to pivoting to supporting basic needs through the COVID-19 pandemic |
| Total | 44  | 33  |

Finally, an important note about the PINS (Post-Incident Neighbourhood Support) Protocol. The PINS was developed as a key method of improving the communication between stakeholders (community residents, businesses, organizations) immediately after a major traumatic incident in a neighbourhood (ex: a shooting). The OSVGS is interested in capturing the number of times the PINS protocol was initiated, the satisfaction of stakeholders with the protocol, and its impacts on community safety. Unfortunately, this data is not available as the RRCRC reports that a PINS Debrief Summary is not being systematically completed by PINS networks, which makes it difficult to know when and how the protocol was activated. However, in 2020, the Ottawa Police reported 81 instances of involvement by Ottawa Police in the Post-Incident Neighbourhood Support (PINS) protocol in various communities throughout Ottawa. Data from Ottawa Community Housing (OCH) who is also a key partner in PINS was not provided. The RRCRC notes the need for regular meetings of PINS network Leads to facilitate the sharing of updates and of important data from each catchment's PINS network. A reliable system for collecting important information about the use of PINS should be developed moving forward to capture how effective service organizations are at debriefing with residents following a critical incident and at putting needed supports in place.

### 3. New and improved partnerships between the community/residents and organizations

This outcome captures the amount of new and improved partnerships between community residents and the organizations involved in the OSVGS, for purposes related to the objectives of the OSVGS. This measure centers around deliberate partnership working between organizations and residents where the relationship goes beyond information sharing and includes working together to accomplish a goal. As the

table below illustrates, OSVGS partners who contributed data cited a total of 58 new partnerships with residents and 29 improved partnerships with residents in 2018-2020 around issues related to the OSVGS. The number of new or improved partnerships appeared to decrease fairly significantly from 2018 to 2020 however no clear trend or pattern as to why could be identified, except that in 2020 the focus of the OSVGS partners became largely on their response to the COVID-19 pandemic and how to maintain their basic services to clients during that time.

| <b>Partnerships between residents and the organizations involved in the OSVGS for issues relevant to the OSVGS</b> |   |   |
|--|---|---|
| <b>Year</b>  | <b>New partnerships developed</b>   | <b>Improved partnerships</b>  |
| 2018   | 45 new partnerships between residents and organizations including to develop and deliver training, community events, local committees, new referral pathways to services  | 22 instances of improved partnership working between residents and organizations by enhancing joint local committee functions, improving existing joint knowledge exchange events, and joint fundraising  |
| 2019   | 10 new partnerships between residents and organizations including 4 new committees, joint knowledge exchange events, or new referral pathways and 6 new CDF partnerships developed for CAT with Branch Out Theatre, Lotus Community Corner, Aging in Place, Community Mediation Ottawa, Coalition Djiboutienne des Parents Francophones de l'Ontario, and Creative Well Theatre Group | 6 improved partnerships between community residents and organizations including through Youth Active Media, Carlington SWAG (Students Will All Graduate), Options Bytown, and Ottawa Police Services and Ottawa Community Housing joint committees, knowledge exchange events and fundraising     |
| 2020   | 3 new partnerships between residents and organizations including 2 new PINS networks/trainings, OPS working with Athletes Combating Racism to plan for youth tutoring, mentorship, field trips and gym sessions; all partners reported less focus on the OSVGS in 2020 due to pivoting to supporting basic needs through the COVID-19 pandemic  | 1 improved partnership between T4C and the local adult detention centre with a T4C Case Worker onsite 3 evenings per week; all partners reported interruption to regular partnerships and less focus on the OSVGS in 2020 due to pivoting to supporting basic needs through the COVID-19 pandemic |
| <b>Total</b>   | <b>58</b>   | <b>29</b>   |

#### 4. Increased awareness of available services amongst residents, families, neighbourhoods, and service providers

This outcome captures the number of actions taken by OSVGS partners to raise awareness of available services relevant to the objectives of the OSVGS, and the likelihood that those activities lead to increased access to services. As outlined in the table below, 177 actions were taken in 2018-2020 to raise the awareness of residents of the services available to them that are relevant to the OSVGS. Eighty-three (83) actions were taken in 2018-2020 to raise the awareness of other service providers of the options available that are relevant to the OSVGS.

One key initiative to raise awareness amongst service providers is the OYJSN “Connecting Transitions for Justice-Involved Youth” activities that include the Amazing Youth Worker Race (AYWR) and a 1-day training event for front-line workers. In 2018-2019, 98-100% of participants in the AYWR said they learned about at least one new organization; 95% of participants in the AYWR said they will access one of the organizations they visited during the event for their clients when/if needed; 68-70% of returning AYWR participants said they accessed some of the services they learned about at past AYWR events; and 77-78% of front-line workers who attended 1-day training agreed that the event will lead to better communication between service providers in Ottawa. These findings suggest that 7 out of every 10 front-line workers who attended events related to this initiative accessed new services for clients as a result of the information they learned at the events.

As a next step moving forward, the OSVGS should consider how to measure the impact of the raised awareness on actual access to services relevant to the OSVGS, in other words the degree to which activities to raise awareness led to more or better service access for residents who need it most.

| <b>Increased awareness of available services amongst families, neighbourhoods, and service providers</b> |  |  |
|--|--|--|
| <b>Year</b>  | <b>Actions to raise the awareness of <i>residents</i> of available services</b>  | <b>Actions to raise the awareness of <i>service providers</i> of available services</b>                                    |
| 2018   | 79 initiatives including presentations, information sheet and resource booklet distribution, knowledge exchange activities   | 68 initiatives including presentations, information sheet and resource booklet distribution, knowledge exchange activities |
| 2019   | 97 instances where presentations, trainings, information events were given and information sheets, resource booklets, etc. were shared in multiple languages; Community Health and Resource Centres providing counselling/intake services at neighbourhood workshops | 12 presentations, discussion forums, knowledge exchange activities   |

|       |  |  |
|-------|--|--|
| 2020  | 1 large-scale initiative in Overbrook with 109 calls made and 1532 meals delivered to the most marginalized and vulnerable residents that included the opportunity to inform them of/link them to services | 3 initiatives to raise awareness including presentations to Parole Offices on T4C and an online discussion forum with 70 service providers to strengthen support networks for clients during the pandemic. |
| Total | 177  | 83   |

Early in 2021, CPO initiated a feedback survey with the OSVGS Steering Committee and results showed that the 23 respondents:

- Gave a rating of 3.9 out of 5 for how well the OSVGS initiatives have improved organizations' *awareness of services* in the city for those affected by street violence.
- Gave a rating of 3.5 out of 5 for how much the OSVGS initiatives have improved organizations' *access to services* for those affected by street violence.

5. Positive and meaningful engagement of youth, families, schools and communities, including those affected by street violence

All partners of the OSVGS have community engagement as an objective to help fulfill their mandates. This outcome captures engagement activities that are directly relevant to the objectives of the OSVGS, including actively engaging community leaders and residents affected by street violence, and those with lived experience of justice involvement, involvement in the drug and/or sex trade. In 2018-2020, 42 initiatives took place to intentionally engage community leaders, youth and residents affected by and/or involved in street violence in the activities of the OSVGS. Most of these were to build relationships and/or create space for their voices to be heard and carried into the work of the partners of the OSVGS.

| <b>Positive and meaningful engagement of youth, families, schools and communities, including those affected by street violence</b> |  |
|--|--|
| Year   |  |
| 2018   | 15 activities reported including presentations, discussion forums, knowledge exchange events and deliberate connections made with over 420 residents affected by and/or involved in issues relevant to the OSVGS<br><br>The Time 4 Change (T4C) program researched best practices towards having individuals with lived experience involved in some sort of capacity in the program (ex: as peer mentors, staff, etc.) |

|       |  |
|-------|--|
| 2019  | <p>5 large-scale initiatives reported including:</p> <ul style="list-style-type: none"> <li>- large outdoor engagement event for local youth following a public youth violence incident, with over 90 diverse youth attending with service providers and community leaders present to make connections (RRCRC).</li> <li>- A panel of youth and young adults affected by justice involvement and trauma presented their experiences to over 90 service providers from 29 organizations during OYJSN Connecting Transitions 1-day training event</li> <li>- A Black Youth Listening Circle Symposium offered the Ottawa Police an opportunity to have dialogue with the black youth community with insight as to their perception of police and the effects that police activities have on their community</li> <li>- YSB Youth Justice Services conducted a “Voices from Inside” photo and video project for youth in detention and custody to share their experiences and thoughts on their past and their futures</li> <li>- The Community Acting Together (CAT) project delivered several intensive trainings, workshops and theatre performances with a diversity of mainly low-income residents and community/youth leaders in affected neighbourhoods</li> <li>- Crime Prevention Ottawa funded research on weapons carrying among youth, which included a series of youth focus groups to engage them on their experiences</li> </ul> |
| 2020  | 22 initiatives including 21 engagement events hosted by RAJO with over 440 Somali-Canadian participants; An individual previously involved with T4C as a client is a member of a local Advisory Committee for issues relevant to the OSVGS   |
| Total | 42   |

6. Enhanced cross-agency service coordination and collaboration

This outcome captures activities aimed at increasing coordination amongst service providers for issues relevant to the OSVGS, including through joint events, committees, networks, tables, tailored programming, and joint skills development for staff. It also captures initiatives to enhance collaboration amongst service providers for example through joint case management, culturally appropriate programming partnerships, and formal Memorandums of Understanding (MOU) for working together in ways that contribute to the objectives of the OSVGS.

As outlined in the table below, in 2018-2019, OSVGS partners reported 73 instances of enhanced service coordination. One of those initiatives was a 1-day training for frontline workers hosted by the OYJSN “Connecting Transitions for Justice-Involved Youth” subgroup. In 2018, 67% of frontline workers who attended the 1-day training agreed that the event helped them enhance coordination and collaboration across service providers in Ottawa, while that percentage was 74% in 2019. Service coordination proved more difficult in 2020 due to the COVID-19 pandemic and partners did not report any specific activities in this area related to the OSVGS. In 2018-2020, partners reported 5 instances of enhanced

service collaboration, including two important MOUs between the T4C program and the Ottawa Police to facilitate direct referrals and sharing of information at critical periods of intervention for those involved in street violence.

Early in 2021, CPO initiated a feedback survey with the OSVGS Steering Committee and results showed that the 23 respondents gave a rating of 3.5 out of 5 for the extent to which the OSVGS has enhanced cross-agency service coordination and collaboration.

| Enhanced cross-agency service coordination and collaboration |  |   |
|--|--|---|
| Year   | Enhanced service coordination  | Enhanced collaboration  |
| 2018   | 30 instances of enhanced service coordination (joint community events, committees, tailored programming, skills development) | 3 instances of enhanced collaboration amongst services (joint case management, culturally appropriate programming partnerships) |
| 2019   | 43 instances of enhanced service coordination  | 1 instance of enhanced collaboration amongst services (MOU between T4C and OPS for direct referrals)                            |
| 2020   | None report  | 1 - T4C is working on a new MOU with the OPS Neighbourhood Resource Teams to enable critical period referrals to the program    |
| Total  | 73   | 5   |

## 7. Enhanced trusting relationship between the community, police and other security/justice services

This outcome captures activities aimed at enhancing the relationship of trust between the community, the police, and other organizations that residents see as directly related to supporting their safety, such as Ottawa Community Housing (OCH) security in public-housing neighbourhoods. Some of the indicators identified in 2018 are based on data available through the OPS Public Survey conducted every two years. This survey was conducted by OPS in 2018, and results show that:

- 72% of respondents were satisfied with the overall quality of the services provided by Ottawa Police, which represented a 6-point decline from 2015;

- 21% of respondents were satisfied with the performance of Ottawa Police Services at reducing crimes related to gun violence and gang activity, which was down 25 points from 46% in 2015 (for rating performance as “very good” or “good”);
- 64% of respondents report a good level of trust in the Ottawa Police (rating of high or very high), which was in line with previous years;
- twice as many residents in 2018 said that their trust in the OPS declined compared to three years ago (in 2015); those who were significantly more likely to say that their level of trust had declined are residents who identify as gender non-binary, those aged 18-34 years, victims of crime, citizens with disabilities, and those who contacted the police within the past three years to report a crime or an issue.

The survey was not conducted in 2019 (not scheduled) nor in 2020 (postponed due to the COVID-19 pandemic). The OPS reported a number of activities to engage with the community to build positive relationships of trust, including those previously mentioned, as well as OPS involvement in 81 post-incident responses in communities affected by street violence and gang activity, which they report increases trust and satisfaction with their services. OPS also cited their engagement efforts linked to Hoopstars and Ottawa Blues, which include two members of PIVOT. OPS reported that both engagement initiatives have been highly effective in building bridges with the community and OPS feels these initiatives have built more trusting relationships between youth and police.

Data is not available for other services related to security in Ottawa communities. Moving forward, other data sources in this Outcome area should be explored, for example on residents’ satisfaction with safety and security measures in Ottawa Community Housing (OCH), as this was an important theme that emerged from resident consultations for the OSVGS in 2017.

Early in 2021, CPO initiated a feedback survey with the OSVGS Steering Committee and results showed that the 23 respondents gave a rating of 3.2 out of 5 for the extent to which the OSVGS has contributed to building trust between the community, police, and service providers.

#### 8. Increased access to prevention services and positive outcomes for youth who are most at risk of involvement in street violence

This outcome area captures activities aimed at ensuring effective prevention services for youth who are the most vulnerable for involvement in street violence, including by providing access to: various supports such as counselling, life skills training, employment training; mentors and positive role models youth can relate to; and affordable, engaging and well supervised sports, recreation and leisure opportunities in affected neighbourhoods. The indicators intended to capture the number of youth served through these initiatives, their socio-demographics, service completion rates, and pre/post outcomes in risk and protective factors. The table below outlines prevention efforts directly related to the OSVGS in 2018-2020, as provided by the Boys & Girls Club of Ottawa (BGCO) and Youturn Youth Services.

It is important to note that the activities outlined in the table below represent a small portion of the services in Ottawa that could be considered directly relevant to preventing youth involvement in street violence. Other important and targeted initiatives, such as those provided by Ottawa Community Houses, youth serving agencies and Community Health and Resource Centres across the city, should be considered for inclusion in reporting on the OSVGS moving forward if they are targeted and directly relevant to the objectives of the OSVGS.

In addition to the services presented in the table below, in 2018 the OSVGS focused on the following:

- CPO Background Research on youth mentoring: [Youth Mentoring: An Overview of Programs and Initiatives in Ottawa](#) (Nov 2018);
- CPO outreach to newly funded mentoring programs through the Ontario Black Youth Action Plan;
- CPO contracting with the Big Brothers Big Sisters of Ottawa (BBBSO) to lead an Ottawa Community of Practice for mentoring programs.

In 2019, the OSVGS also focused on:

- Background Research on the [perspectives of weapons-carrying among youth in Ottawa](#), funded by CPO and conducted by Muslim Family Services;
- A new Toolkit for the Amazing Youth Worker Race (AYWR) that provides step-by-step instructions for planning the race and includes many examples and templates, so the event can be sustained and scaled to other jurisdictions.

In 2020, the Family Advocacy & Capacity-Building Engagement (FACE) initiative was launched with the Britannia Woods Community House. The new holistic service aims to support siblings, parents and caregivers who have a loved one from the ages of 12-25 involved in street-level violence and/or the justice system. Service offerings include the SNAP (Stop Now and Plan) cognitive-behavioural skills development program for children to help with impulse control and good decision-making, Homework Clubs, sport and recreation activities, mentorship, summer camps, access to food security, and parenting social groups. FACE seeks to increase the protective factors of children and families who have a member of their household engaged in street violence.

| Increased access to prevention services and positive outcomes for youth who are most at risk of involvement in street violence |  |  |  |
|--|--|--|--|
| Year   | Boys & Girls Club of Ottawa<br>- YOW Program | Boys & Girls Club of Ottawa<br>– Diversion (includes Extra-Judicial Sanctions and Extra-Judicial Measures) | Youturn – On Point (prevention stream) |

|      |  |   |   |
|------|--|---|---|
| 2018 | <ul style="list-style-type: none"> <li>- 466 youth interacted with a YOW</li> <li>- 222 youth referred to services by a YOW</li> <li>- 41 youth and families received intensive Enhanced YOW supports</li> <li>- YOWs conducted 299 follow-ups total</li> </ul>  | <ul style="list-style-type: none"> <li>- 170 youth cases opened: 19 never started (13%), 24 still active as of Dec. 31 2018</li> <li>- of the 146 youth supported and closed: <ul style="list-style-type: none"> <li>- 98 closed and completed successfully (67%)</li> <li>- 15 closed and partially successful (10%)</li> <li>- 4 closed non-compliant (10%)</li> <li>- Data not available (13%)</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>- 28 youth served (9 female; 19 male) with 420 hours of direct intensive service to youth and their families</li> <li>- annual evaluation showed decrease in criminogenic risk factors and increase in protective factors from the time youth enter and exit the program; increase in connection to school, recreational activities, employment; improved relationships with family, guardians and siblings; decreased time spent with anti-social peers, and increased structured time</li> </ul> |
| 2019 | <ul style="list-style-type: none"> <li>- 981 youth interacted with a YOW including 820 new youth in 2019</li> <li>- 614 youth had at least 1 follow up interaction with a YOW</li> <li>- 353 youth referred to services</li> <li>- 637 referrals made to services</li> <li>- 353 activities/groups/events conducted</li> <li>- 6636 estimated youth attending activities/groups/events</li> <li>- 61 new youth accessing Enhanced YOW for Syrian youth and families requiring intensive support</li> </ul> | <ul style="list-style-type: none"> <li>- 206 youth cases opened</li> <li>- of the 190 youth supported and closed: <ul style="list-style-type: none"> <li>- 125 closed and completed successfully (66%)</li> <li>- 14 closed and partially successful (7%)</li> <li>- 17 closed non-compliant (9%)</li> <li>- 27 did not show despite repeated attempts (14%)</li> <li>- 4 left jurisdiction (2%)</li> <li>- 3 closed at the request of the referring agency (likely for receiving new charges)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>- 30 youth served with 556 hours of direct intensive service to youth and their families</li> <li>- 14 families receiving prevention programming</li> <li>- Outcome data not available</li> </ul>  |
| 2020 | <ul style="list-style-type: none"> <li>- 1320 youth interacted with a YOW including 420 new youth; 128 family interactions including with 56 new families</li> <li>- 135 youth referred to services</li> </ul>   | <ul style="list-style-type: none"> <li>- 213 youth cases opened</li> <li>- 69% closed and completed successfully</li> <li>- 11% closed and partially successful</li> <li>- 11% closed non-compliant</li> </ul>  | <ul style="list-style-type: none"> <li>- 35 youth served with 336 hours of direct intensive service to youth and their families</li> </ul>  |

|              |  |  |  |
|--------------|--|--|--|
|              | <ul style="list-style-type: none"> <li>- 174 referrals made to services</li> <li>- 351 activities/groups/events conducted</li> <li>- 8868 estimated youth attending activities/groups/events</li> <li>- 57 youth accessing Enhanced/Clinical YOW for Syrian youth requiring intensive support</li> </ul> | <ul style="list-style-type: none"> <li>- 12% other (refused service, moved away, etc.)</li> </ul>  | <ul style="list-style-type: none"> <li>- 16 families receiving prevention programming</li> <li>- Outcome data not available</li> </ul>   |
| <b>Total</b> | <ul style="list-style-type: none"> <li>- Over 1700 individual youth interacted with a YOW</li> <li>- 710 youth were referred to services</li> <li>- 159 youth and their families accessed Enhanced/Clinical YOW for Syrian youth requiring intensive support</li> </ul>                                  | <ul style="list-style-type: none"> <li>- 589 youth accessed Diversion (EJM and EJS) services</li> <li>- 370 (63%) closed and completed successfully</li> <li>- 52 (9%) closed and partially successful</li> <li>- 44 (8%) closed non-compliant</li> <li>- 123 (20%) other (refused service, moved away, etc.)</li> </ul> | <ul style="list-style-type: none"> <li>- 93 youth served and at least 30 families served</li> <li>- 1312 hours of direct service</li> <li>- outcome evaluation in 2018 showed increase in connection to school, recreational activities, employment; improved relationships with family, guardians and siblings; decreased time spent with anti-social peers, and increased structured time</li> </ul> |

The table above shows that the YOW program served over 1700 youth and at least 710 of those youth were referred to services to help meet their needs. For the YOW program, in 2020 the BGCO provided data on the youth’s involvement in services based on the Stages of Change model. BGCO reported the following:

- 108 participants achieved the “precontemplation” stage of change at least once on any issue
- 212 participants achieved the “contemplation” stage of change at least once on any issue
- 136 participants achieved the “preparation” stage at least once on any issue
- 103 participants achieved the “action” stage at least once on any issue
- 173 participants achieved the “maintenance” at least once on any issue

The issues being addressed and the number of youth in contact with a YOW who were focusing on these issues in 2020 are presented in the table below. It shows that the top 5 issues that youth in contact with a YOW focused on in 2020 are employment, education/skills development, recreation/sports, housing, and volunteering opportunities.

| Issue | # Youth | # Interactions with Service |
|-------|---------|-----------------------------|
|-------|---------|-----------------------------|

|                             |     |     |
|-----------------------------|-----|-----|
| Employment                  | 242 | 813 |
| Education/Skill Development | 195 | 689 |
| Recreation/Sports           | 132 | 470 |
| Housing                     | 124 | 491 |
| Volunteering                | 82  | 342 |
| Family Relations            | 54  | 280 |
| Healthy Relationships       | 49  | 239 |
| Mental Health               | 44  | 187 |
| Justice System Involvement  | 32  | 149 |
| Physical Health             | 20  | 113 |
| Safety from Violence        | 18  | 101 |
| Parental Support            | 17  | 129 |
| Income Support              | 16  | 68  |
| Addictions                  | 16  | 92  |
| Food Security               | 9   | 46  |
| Immigration and Citizenship | 4   | 5   |
| Arts/Culture                | 3   | 31  |
| Personal Identification     | 1   | 1   |

For the BGCO Diversion services which include both Extra-Judicial Sanctions (EJS) and Extra-Judicial Measures (EJM) , 63% of over 580 youth served completed a Diversion service successfully. For its part, the On Point prevention program served 93 youth and at least 30 families providing a total of 1312 hours of direct service in 2018-2020. An evaluation of On Point in 2018 showed that youth who participated in the program had an increase in connection to school, recreational activities, employment; improved relationships with family, guardians and siblings; decreased time spent with anti-social peers and increased structured time.

Finally, demographics and neighbourhood-based data are not readily available and would require agencies to conduct separate analyses from what they already perform (i.e., for reporting to funders) that they do not have the capacity for without added time or resources. Furthermore, pre/post outcome data is only available in those instances where a service receives additional funding for a program evaluation, which is often a one-time and short-term project. Access to adequate and sustainable human, technical and financial resources to assess client outcomes on an ongoing basis is lacking and hinders the ability to report on the effectiveness of prevention initiatives related to the OSVGS.

**9. Increased access to intervention services, and positive outcomes for, those involved in street violence activity**

This outcome area captures activities aimed at ensuring effective intervention for youth who are involved in street violence, including by providing: positive lifestyle options; tangible employment and entrepreneurship supports and paid employment / training opportunities; tangible and respectful opportunities for parents and families to be an effective part of positive change. The indicators intended to capture the number of individuals served through partners’ initiatives, their socio-demographics, service completion rates, and pre/post outcomes in risk and protective factors. The table below outlines prevention efforts directly related to the OSVGS in 2018-2020 as provided by the On Point intervention stream, the YSB Youth Justice Services, and the JHS T4C program.

| <b>Increased access to intervention services, and positive outcomes for, those involved in street violence activity</b> |  |   |   |
|---|--|---|---|
| <b>Year</b>   | <b>Youturn – GPIP/On Point<br/>(intervention stream)</b>   | <b>YSB Youth Justice Services –<br/>Detention/Custody/<br/>Community Reintegration</b>  | <b>John Howard Society of Ottawa - Time<br/>4 Change (T4C)</b>  |
| 2018  | Not available  | Not available   | 44 males aged 19-38 actively engaged  |
| 2019  | 45 youth served<br>249 hours of direct service<br>21 families receiving intervention programming | 131 individual young men aged 12-20 years in open custody/detention or secure custody/detention and with access to various programs including community transition/reintegration supports | 61 individuals actively engaged   |
| 2020  | 38 youth served<br>556 hours of direct service<br>19 families receiving intervention             | 109 individual young men aged 12-20 years in open custody/detention or secure custody/detention and with access to various programs including community transition/reintegration supports | 51 individuals actively engaged<br>Age of participants:<br>16-18 years = 1<br>18-24 years = 20<br>25-34 years = 23<br>35-44 years = 7 |

|       |                                   |                  |                        |
|-------|-----------------------------------|------------------|------------------------|
|       |                                   |                  | 45-55 years = 1        |
| Total | 83 youth served (and 40 families) | 240 youth served | 156 individuals served |

The table above shows that in 2018-2020, the On Point intervention stream supported over 80 youth and at least 40 families, while 240 young men were served through programming offered during a YSB custody/detention stay and 156 individuals participated in T4C. Further data provided by the T4C program identifies the key types of services being offered to participants, presented below in the order of how many individuals involved with T4C accessed these services in 2018-2020:

- Connected to Housing Resources
- Connections to Employment Resources
- Connected to Education & Training Resources
- Family Support & Resources
- Safety Planning
- Healthy Relationships and Peer Influences
- Substance Use Support
- Connected to Specialized Counselling/ Health Resources
- Independent Living Skills
- Connected to Pro-Social Leisure Activity
- Connected to Other Community Resources such as Immigration/ Legal Services, Victim Services

Furthermore, in 2019-2020, T4C reported that 85 individuals in the program remained charge-free. In 2020, a [cost-benefit analysis of the T4C program](#) (Moss, 2020) was published with support from CPO. Looking at participants who were active in T4C from April 2018 to March 2019, the aim was to compare the monetary benefits of the program to the cost of the program, focused specifically on the cost-benefit to the taxpayer in savings to the criminal justice system (CJS). Results show that:

- T4C participants received 55% less new charges overall than would be expected without intervention – the reduction for new violent offences was 61%.
- T4C saved the criminal justice system an estimated total of \$1,072,048 between March 2018 and April 2019, a saving of \$3.37 for each \$1.00 spent.
- The average annual cost per participant was \$6,921 which is significantly lower than the costs of administering criminal justice.
- Of the 5 participants who did receive new charges, only 1 was a violent crime, and all 5 participants remained in the programming seeking to change their lifestyle.

- 9 out of 10 participants said support from their T4C caseworker helped keep them out of custody.

Similarly to prevention, detailed demographics and neighbourhood-based data are not readily available for intervention services and would require agencies to conduct separate analyses from what they already perform (i.e., for reporting to funders) that they do not have the capacity for without added time or resources. Furthermore, pre/post outcome data is only available in those instances where a service receives additional funding for a program evaluation, which is often a one-time and short-term project. Access to adequate and sustainable human, technical and financial resources to assess client outcomes on an ongoing basis is lacking and hinders the ability to report on the effectiveness of intervention initiatives related to the OSVGS.

#### 10. Improved consistency of a policing approach based on respect and dignity for residents in affected neighbourhoods

This outcome was identified to capture residents' perceptions and satisfaction with various types of contact with police service, with data based on the OPS Public Survey on Policing Services that is conducted every two years. The results of the survey for 2018 show that:

- 73% of respondents were satisfied with the reliability of police when needed
- 64% of respondents were satisfied with the treatment of individuals
- 56% of respondents were satisfied with the level of cultural sensitivity
- 43% of respondents were satisfied with the sensitivity to those with mental health issues

The 2018 survey revealed that a majority of respondents were satisfied with the reliability of police (73%) and with the treatment of individuals in general (64%). However, only about half of respondents were satisfied with the level of cultural sensitivity of the police (56%) and less than half of respondents were satisfied with the sensitivity of police to those with mental health issues (43%). The survey was not planned for 2019 and was not conducted in 2020 due to be postponed because of the COVID-19 pandemic. Since 2018, the OPS has put in place a number of new initiatives to address issues of cultural sensitivity and appropriate responses to individuals with mental health issues, but these have not featured prominently at the OSVGS Steering Committee. Concerns surrounding the police's treatment of racialized residents and of those with mental health issues were prominent in the 2017 consultations for the OSVGS at the time. It will be important for the OSVGS to continue to pay attention to these important areas moving forward and consider discussing them more actively and more prominently as part of the OSVGS.

## 11. Positive and effective responses of police and other institutions to calls and issues related to low-level violence in affected neighbourhoods

This outcome was chosen to capture the extent to which partners are equipped to provide a high-quality response so that residents in neighbourhoods affected by street violence feel heard and supported. The only indicator available is based on data from the OPS Public Survey on Policing Services that is conducted every two years. The results of the OPS survey for 2018 show that:

- 3% of respondents were concerned with the “presence of drugs/dealers” in their neighbourhood;
- 26% of respondents were concerned with the “presence of street gangs”; and
- 40% of respondents were concerned with “youth crime”.

Based on the OPS survey in 2018, residents of Ottawa appear to be most concerned with the level of “youth crime” in the city and the ability of organizations to address this issue. The OPS survey was not planned for 2019 and was not conducted in 2020 due to be postponed because of the COVID-19 pandemic. It will be important for the OSVGS to continue to pay attention to this area moving forward as residents’ concerns with these issues and with the response of local institutions was a prominent theme during the 2017 consultations for the OSVGS.

## 12. Those involved in street violence are prosecuted and convicted (effective enforcement)

This outcome was chosen to capture the enforcement activities of the Ottawa Police that are directly related to the issues of guns, gangs and street violence. In 2018, OPS statistics were provided based on activities of PIVOT and of the Guns and Gangs Unit. In 2019, the Guns and Gangs Unit was merged into and no longer distinguished from PIVOT, and OPS statistics were provided based on activities of PIVOT. In October of 2020, PIVOT members transitioned over to the newly launched Neighbourhood Resource Teams (NRT), and OPS reported that statistics that were previously available that related specifically to issues of guns and gangs were no longer available as they were capture amongst the activities of the NRT in general, not just those related to guns and gang activity. The statistics provided by OPS for this outcome are presented in the table below.

| <b>Enforcement Activity</b> | <b>PIVOT &amp; Guns and Gangs Unit (2018)</b> | <b>PIVOT (2019)</b> | <b>PIVOT &amp; NRT (2020)</b> |
|-----------------------------|---|---------------------|-------------------------------|
| Breaches                    | 114   | not available       | not available                 |
| Traffic stops               | 37  | 282                 | not available                 |

|                           |               |      |               |
|---------------------------|---------------|------|---------------|
| Gang-related charges laid | 757           | 679  | not available |
| Proactive calls           | not available | 1946 | not available |
| compliance checks         | not available | 17   | not available |
| Tickets                   | not available | 160  | not available |
| warrants executed         | not available | 20   | not available |
| persons charged           | not available | 156  | not available |
| guns seized               | not available | 87   | 111           |

Since the indicators and availability of enforcement data is not consistent over the three years of 2018-2020, it is difficult to identify and assess trends. Perhaps the most pertinent information is that over 750 gang-related charges were laid in 2018 and almost 680 gang-related charges were laid in 2019. Moving forward, it will be important for the OPS to identify which enforcement statistics are best representative of the objectives of the OSVGS and whether those can be provided for inclusion in the evaluation of the OSVGS. Furthermore, in 2018 indicators were identified around intervention and enforcement activities related to what are identified as “Problem Addresses”, however data was not available surrounding this issue.

### 13. Resources (financial and human) are matched to needs

Partners did not provide data for the Resource categories identified. If information on the resources dedicated to efforts related to the OSVGS is of interest, partner engagement in this area to garner commitment to reporting will be needed.

## Summary of Successes in 2018-2020

In terms of the objectives of the OSVGS, the evaluation for 2018-2020 revealed the following successes:

- Partners strongly feel that many new opportunities were created to improve two-way communication between local organizations and the community which improved relationships and furthered engagement around issues related to the OSVGS, particularly with youth and a diversity of residents. This included conscious efforts to translate materials for residents and families involved in engagement and outreach initiatives into various languages and to have more diverse staff representing organizations during outreach activities.
- Partners also strongly feel that the OSVGS promoted knowledge exchange between organizations which has improved service providers' awareness of and access to available resources for clients as well as eligibility criteria for various supports.
- Mutually beneficial relationships have formed, including cross-organizational referrals and successful transitions of individuals from custody to the community. Increases in referrals between service providers (including from Ottawa Police Youth Section) appeared correlated with intentional in-person meetings and events where service providers had the opportunity to meet each other and form connections.
- In terms of outcomes, partners delivering prevention services report that youth participants are better connected with recreation and community activities including education, employment and familial relationships and spend less time with anti-social peers.
- Partners delivering intensive intervention services reported successful community re-integrations and exit from gang and street violence activities in some cases. Successful participants began engaging in academic environments, employment, improving family relationships, improving life skills and demonstrating meaningful engagement in the community.
- New initiatives were implemented in 2019 that are relevant to the OSVGS, including the Together We Can mentorship program for Black youth, and the Communities Acting Together project to tackle low-level violence and feelings of safety in neighbourhoods affected by more serious forms of violence.
- Representatives from the Ottawa Police report that successful and mutually beneficial partnerships with community partners in 2019 highlight that an open mind for working in collaboration with agencies outside the police is an important aspect to effective work moving forward. Additionally, they highlight that in a context where residents are often afraid and/or unwilling to provide information to police, considering all information from the community valuable - no matter how minor it appears - is in fact valuable. By not dismissing the information from community groups it provides them with a space and platform that will only strengthen police-community relationships. OPS representatives also reported that the Black Youth Listening

Circle Symposium highlighted that the police have a long way to go in terms of building trust with racialized youth and communities in Ottawa.

In terms of the evaluation of the OSVGS in 2018-2020, it was successful at bringing preliminary information together in one place, which has not been done to this extent before. The evaluation of the OSVGS in 2018-2020 provides a “birds eye view” of some of the main initiatives linked to the OSVGS, their service level outputs and in some cases their impacts on reducing street violence.

## Summary of Challenges in 2018-2020

In terms of the objectives of the OSVGS, the evaluation for 2018-2020 revealed the following challenges:

- Many systemic challenges persist, namely Anti-Black racism, a lack of permanent affordable housing, the reluctance of employers to hire individuals with criminal records and a lack of safety in general for those transitioning out of criminal activities, which often leads them back to their old habits. Service providers continue to highlight the need for “stabilization” (income, housing, mental health, additional life stressors) amongst clients before they are able to engage in opportunities for longer-term change, but these stabilization supports are lacking.
- Partners providing prevention and intervention services continue to experience wariness and/or resistance of individuals at-risk of or involved in street violence activity or families impacted by gun violence to participate in their activities and services. Reasons range from a lack of readiness for change to distrust of institutions to a fear of retaliation or negative repercussions.
- Once engaged in services, many operational challenges continue when serving those in the justice system. There is inherent instability in their lives, and individuals often move around within the system or back and forth from the system to the community, which makes it challenging to serve them adequately.
- Partners report that the service landscape is constantly changing, making it challenging to maintain ongoing awareness and communication regarding what is offered, to whom and by whom. This leads to a lack of awareness - on the part of both individuals in communities and service providers themselves - of the services available to support positive transitions.
- Partners report an ongoing lack of adequate resources - both human and financial – to meet the needs of the community in the areas of the OSVGS. For example, the Youth Outreach Worker program (YOW) was reduced from 7 Full-Time Equivalent (FTE) staff to 6.5 FTE in 2019 due to budget constraints. YOWs still managed to meet with more youth but carrying heavier caseloads can come at a cost to time and quality of service. Many other programs report an increasing demand for their services across the city, but a lack of sustainable funding for the existing services let alone new ones.
- Despite schools being a critical partner in supporting youth involved in or at-risk of becoming involved in street violence, partners report that building relationships with schools can be

challenging. Furthermore, school boards have yet to identify mechanisms for sharing data with the OSVGS.

- Data sources on residents' perceptions and satisfaction with various types of contact with police, as well as the relationship of trust between the community, the police, and other organizations should be explored further, as these were important themes that emerged from resident consultations for the OSVGS in 2017.
- Because of multiple demands on Police Officers' time and the different roles they play, meaningful participation by Police Officers who patrol marginalized neighbourhoods in a way that promotes Neighbourhood Cohesion and positive relationship-building with residents was a challenge identified by partners in 2018. OPS re-introduced Neighbourhood Resource Teams (NRT) late in 2020 and how their activities intersect with the OSVGS requires further exploration moving forward.
- As of March 2020, the COVID-19 pandemic drastically changed OSVGS partner priorities as they had to shift their focus to meeting their own individual mandates and to supporting the basic needs of residents during this public health crisis. Engagement efforts and services to clients were interrupted for long periods of time, and/or had to go fully virtual. Organizations redeployed many essential staff to where they were needed most during the crisis. The pandemic caused disruption to the objectives of the OSVGS in the sense that partners' attention and energy largely went elsewhere. However, it also gave some partners the time to reflect on the future of the OSVGS beyond 2020 and what its priorities should be.

In terms of challenges related to the evaluation of the OSVGS in 2018-2020, most of them relate to the existing willingness and/or capacity of partners to provide meaningful data. In some cases, like PINS, evaluation tools exist but it is difficult to collect information on incidents from Networks spread out across the city. In many other cases, the data that organizations collect and analyze for their own purposes (i.e., to report to funders) do not align well with the evaluation plan for the OSVGS. In other cases such as the OPS' efforts to increase public trust, information on outcomes is anecdotal and there is no data available on the impacts of these efforts.

## Recommendations Moving Forward

### OSVGS Objectives

In terms of the content and objectives of the OSVGS, by 2020 the discussion at the Steering Committee table had largely turned to where and how partners should be spending their energies on OSVGS activities moving forward. Two different approaches were being discussed:

- (1) continue with the approach of bringing together and leveraging existing local initiatives and resources, and of adding one or two new small-scale initiatives per year;

*and / or*

- (2) take bolder steps and more direct/visible actions to address the complex issues around street violence including the root causes of poverty, Anti-Black Racism, stable and affordable housing, police-community relations, the equitable distribution of resources to ensure prevention and intervention are as well supported as enforcement efforts, etc.

The tension between these two approaches will need to be addressed by OSVGS partners moving forward and priorities will need to be clearly established and articulated.

The language used to describe the realities on the ground and the strategy's areas of focus will also need to be reviewed. There is a sense at the Steering Committee that although the word "gang" may be relevant to some organizations, it may not accurately depict the realities of street violence issues in Ottawa and the connotations of the term "gang" may be doing more harm than good. It will be important moving forward to clearly articulate what is meant by "gang" in the current Ottawa context, and in what contexts this term is accurate and/or productive to use or not.

Furthermore, a number of large-scale consultations have taken place in Ottawa in the last few years. The content of these must be reviewed and assessed for their relevance and synergies with the OSVGS moving forward so efforts can be combined and duplication can be avoided. These include but are not limited to extensive consultations for:

- the [Community Safety and Wellbeing Plan](#) as mandated to municipalities by the province of Ontario in 2018. A "What we Heard" report summarizing feedback obtained during the consultations is expected in the spring of 2021 with a final report with recommendations in June 2021.
- the [Anti-Racism and Ethnocultural Relations Initiatives](#) of the City of Ottawa, including an Action Plan to be revealed in the spring of 2021.

Community partners also often conduct their own localized needs assessments or feedback exercises for their service planning. A scan of these should be completed for 2018-2020 and key points carried forward into the refresh of the OSVGS.

## OSVGS Evaluation

In terms of the evaluation of the OSVGS moving forward, key considerations include:

- How to measure the impact of the raised awareness on actual access to services relevant to the OSVGS, in other words the degree to which activities to raise awareness led to more or better service access for residents who need it most.
- If and how to include other important and targeted prevention initiatives, such as those provided by schools, youth serving organizations and Ottawa Community Houses and Community Health and Resource Centres across the city, if they are directly relevant to the objectives of the OSVGS.
- How to support prevention and intervention initiatives with their capacity to evaluate the individual-level outcomes and impacts of their services, and in a way that allows them to contribute to the collective impact evaluation of the OSVGS.

- Support PINS with the development of a mechanism to consistently collect data on when the protocol is activated across the city, and partners’ and residents’ feedback on the process and its outcomes.
- Support Ottawa Community Housing (OCH) to identify mechanisms through which to share data with the OSVGS.
- Support OPS to identify which enforcement statistics are best representative of the objectives of the OSVGS and whether those can be provided for inclusion on a consistent basis in the evaluation of the OSVGS. Furthermore, in 2018 indicators were identified around intervention and enforcement activities related to what are identified as “Problem Addresses”, however data was not available surrounding this issue.
- Partners did not provide data for the Resource categories identified. If information on the resources dedicated to efforts related to the OSVGS is of interest, partner engagement in this area to garner commitment to reporting will be needed.
- Develop case studies across the various pillars and partners of the OSVGS to provide a closer look at how the mechanisms used within the OSVGS impact a variety of individuals in unique contexts. Develop ways to begin to capture more clearly some of the cause-and-effect relationships between the activities related to the OSVGS and local trends and outcomes. This may require the OSVGS to select a few key outcomes and indicators that best represent the intended impact of the strategy, and to focus time and effort on developing both quantitative and qualitative data points on those key outcomes.

### OSVGS Governance & Leadership

With the existing guiding documents for the OSVGS in 2018-2020 coming to an end, and a refresh needed in 2021, CPO distributed a feedback survey to members of the OSVGS Steering Committee as a starting point. The survey sought to gain feedback on the purpose, relevance, value, work plan and dynamics of the existing Steering Committee. Twenty-three (23) responses were received and some of the key findings were:

- Respondents rated the current relevance of the stated purpose of the committee to be a 3.5 out of 5 (note the current stated purpose of the Steering Committee is: *“to lead the development, buy-in and implementation of the Ottawa Street Violence and Gang Strategy and to champion and coordinate the delivery of the work plan”*).
- Respondents rated the value of having a collective impact approach for addressing street violence a 4.2 out of 5.
- Respondents felt the Steering Committee adhered to and promoted the principles of the OSVGS at the following rates (in ascending order of agreement):

| OSVGS Principle                     | Agreement rating out of 5 |
|-------------------------------------|---------------------------|
| Youth engagement                    | 3.1                       |
| Family engagement                   | 3.2                       |
| Increased investment in prevention  | 3.3                       |
| Youth centred                       | 3.3                       |
| Evidence-based and results-focused  | 3.7                       |
| Collaboration & information sharing | 4.2                       |

Recommendations on how to improve the adherence to principles and to add value to the table were to:

- Revisit the strategy guiding principles more often at meetings to keep them at the forefront
- Focus more on prevention for youth who are most vulnerable to involvement in street violence, rather than intervention and enforcement
- Include more input from frontline workers and programs
- Be more culturally-responsive in each of these areas
- Be open to discussing the dynamics of larger institutions (i.e., police, schools, children’s aid) and how these can at times perpetuate the reasons why youth turn to street violence
- Be open to different and more innovative approaches
- Promote our work more visibly and effectively
- Establish more unity at the Steering Committee

When it comes to the functions and dynamics at the Steering Committee, findings show that the 23 respondents gave a rating of:

- 2.9 out of 5 for the extent to which the Steering Committee has effectively mitigated power differences at the table to allow for meaningful discussions.
- 2.9 out of 5 for the extent to which Steering Committee members feel they can bring important issues to the table without fear of exclusion or reprisal.
- 2.9 out of 5 for the extent to which the Steering Committee members are trying to collectively hold each other accountable to the principles and goals of the OSVGS.
- 3 out of 5 for the extent to which the Steering Committee members feel they can discuss important and difficult issues at the table.
- 3.1 out of 5 for the extent to which the Steering Committee has led to more frequent safe and meaningful communication between participating organizations.
- 3.2 out of 5 for the extent to which there is discussion at the Steering Committee that leads to meaningful decision-making and change.

Recommendations on how to improve communication and dynamics at the Steering Committee in a way that creates meaningful change on the ground include:

- Place the community and youth experience at the centre of discussions.
- Align the OSVGS goals and language more closely with the experiences of youth and residents.
- Create more space for the voices of frontline service providers, including those working on targeted prevention and “gang exit” with clients, to balance the strong narrative that comes from the enforcement perspective.

- Acknowledge power dynamics and differences at the table and work to make all activities of the OSVGS inclusive spaces where the focus is on collaborative solutions.

Some key questions remain and should be considered moving forward. These include:

- What is the commitment level of those at the Steering Committee table? What and how can they contribute, in concrete ways?
- Why do certain members feel they cannot speak up?
- How can the power dynamics at the table be mitigated to ensure the focus is on the objectives of the strategy and meaningful solutions to issues on the ground?
- How can the members at the table add value in ways that positively influences they own individual mandates and collective work of the OSVGS?
- How does the work of the OSVGS align with other existing collaboratives in Ottawa, such as the Ottawa Child and Youth Initiative (OCYI)?

## CONCLUSIONS

As an ongoing attempt at a collective impact approach, the evaluation of the OSVGS for 2018-2020 provides a snapshot of the activities, service level outputs and preliminary outcomes associated with OSVGS partner activities in a way that was not previously available. OSVGS partners indicate new and ongoing activities in the key areas of (1) building awareness; (2) formal information-sharing; (3) training, education and mutual support; (4) dialogue between partners (including community members and service providers); (5) tailored prevention and intervention services for those affected by street violence; and (6) enforcement by police. The evaluation reveals that the strategy has made significant gains in these areas, and that much work remains to be done.

Some data indicators are still under development, and this report has helped to highlight where further work and coordination is needed for the OSVGS moving forward. This involves more information from School Boards, and potentially about the neighbourhood-level engagement, prevention and intervention activities underway every day in Community Houses, youth serving agencies and Community Health and Resource Centres that are directly relevant to the outcomes of the OSVGS.

The OSVGS will need to be refreshed moving forward, and it is recommended that the Steering Committee:

- a) Engage in inclusive and productive dialogue with its members to identify the overarching approach the strategy will take, the level of commitment and involvement of each partner organization, and how power dynamics will be mitigated to ensure effective solutions are at the heart of the work.
- b) Build on existing research and local consultations including those conducted by the City of Ottawa Community Safety and Wellbeing Plan and the Anti-Racism Secretariat, as well as neighbourhood or population-based needs assessments by local service organizations.
- c) Conduct new targeted consultations with those most affected by street violence (neighbourhoods, clients, agencies)
- d) Seek to more intentionally align the work of the OSVGS with other existing collaboratives in Ottawa, such as the neighbourhoods involved with the CDF, the Ottawa Child and Youth Initiative (OCYI), and others identified by partners.

Due to the complex social systems within which violence manifests, the complex nature of street violence in Ottawa, and the number of initiatives underway, it is difficult to draw conclusions about the extent to which specific OSVGS activities contributed to specific outcomes. The evaluation in 2018-2020 was successful in bring some preliminary information together in one place but cannot draw cause and effect conclusions between the activities of the OSVGS and the realities of individuals and dynamics on the ground. To help shed light on the contributions the OSVGS is making and the impacts it is having, future evaluations should include a number of case studies across the various pillars and partners of the OSVGS. This would provide a closer look at how the mechanisms used within the OSVGS impact a variety of individuals in unique contexts. The development of a set of Context-Mechanism-Outcome (CMO) configurations relevant to the OSVGS could also be the next steps in the evaluation of the strategy to begin capturing more clearly some cause-and-effect relationships between the activities related to the OSVGS and local trends and outcomes.

**APPENDIX 1. Common Outcome Measures, Indicators and Data Collection Plan Outlined in the Refreshed Ottawa Street Violence and Gang Strategy (OSVGS) 2017-2020, and agreed upon by the OSVGS Steering Committee in 2018.**

| <b>DATA COLLECTION PLAN (2018-2020)</b>  |  |   |   |   |                           |
|--|--|---|---|---|---------------------------|
| <b>Common Outcome Measure</b>  | <b>Related Indicators</b>  | <b>Source of Data</b>   | <b>Data Collection Method</b>                                       | <b>Data Collection Timeline</b>         | <b>Reporting Timeline</b> |
| <b>Short-Term Outcomes (2017-2018)</b>   |  |   |   |   |                           |
| 1. Existing effective strategies are maintained and sustained                  | <ul style="list-style-type: none"> <li>- number of programs/strategies from 2017 that continue</li> <li>- number of programs/strategies initiated in 2018-2020 that continue</li> <li>- factors related to sustainability (successes, challenges, lessons learned)</li> </ul>                                | From 2017:<br>LASI/SCFS; RRCRC; PQCHC (UNLOC); OJEN; BGCO; City of Ottawa; OYJSN (AYWR & CT); JHSO (T4C); Youturn (GPIP); OPS<br><br>Moving forward | OSVGS Input Sheet   | Biannually                              | Annually and over 3 years |
| 2. New and improved means of communication between community and organizations | <ul style="list-style-type: none"> <li>- number and nature of <i>improved</i> means of communication between community and OSVGS partners</li> <li>- number and nature of <i>new</i> means of communication between community and organizations</li> <li>- successes, challenges, lessons learned</li> </ul> | All OSVGS Partners  | OSVGS Input Sheet   | Biannually                              | Annually and over 3 years |
|  |  | Residents in affected neighbourhoods  | Focus groups  | Late 2020                               | Over 3 years              |
|  | <ul style="list-style-type: none"> <li>- number of times the Post-Incident Neighbourhood Protocol is initiated, total and per neighbourhood</li> <li>- level of satisfaction of residents and service providers with the</li> </ul>  | RRCRC   | Post-survey of participants in Post-Incident Neighbourhood Protocol | Following every protocol implementation | Annually and over 3 years |

| DATA COLLECTION PLAN (2018-2020)   |   |  |  |                          |                           |
|--|---|--|--|--------------------------|---------------------------|
| Common Outcome Measure   | Related Indicators  | Source of Data   | Data Collection Method                   | Data Collection Timeline | Reporting Timeline        |
|  | <p>communication between stakeholders immediately after a major traumatic incident</p> <p>- successes, challenges, lessons learned</p>  |  |  |                          |                           |
| 3. New and improved partnerships between community and organizations                                 | <p>- number and nature of <i>improved</i> partnerships between community and OSVGS partners</p> <p>- number and nature of <i>new</i> partnerships between community and organizations</p> <p>- successes, challenges, lessons learned</p> | All OSVGS Partners                                       | OSVGS Input Sheet<br>Partnership mapping | Biannually               | Annually and over 3 years |
|  |   | Residents in affected neighbourhoods                     | Focus groups                             | Late 2020                | Over 3 years              |
| 4. Increased awareness of available services amongst families, neighbourhoods, and service providers | <p>- raised awareness of residents of available services</p> <p>- successes, challenges, lessons learned</p>  | All OSVGS Partners                                       | OSVGS Input Sheet                        | Biannually               | Annually and over 3 years |
|  |   | Community Leadership Network for Families project (SCFS) | OSVGS Input Sheet                        | Biannually               | Annually and over 3 years |
|  |   | Residents in affected neighbourhoods                     | Focus groups                             | Late 2020                | Over 3 years              |
|  | - raised awareness of service providers of available services   | All OSVGS Partners                                       | OSVGS Input Sheet                        | Biannually               | Annually and over 3 years |

| <b>DATA COLLECTION PLAN (2018-2020)</b>  |  |  |  |                                 |                           |
|--|--|--|--|---------------------------------|---------------------------|
| <b>Common Outcome Measure</b>  | <b>Related Indicators</b>  | <b>Source of Data</b>                      | <b>Data Collection Method</b>          | <b>Data Collection Timeline</b> | <b>Reporting Timeline</b> |
|  | - successes, challenges, lessons learned   | OYJSN (AYWRace and Connecting Transitions) | Post-surveys of participants in events | Following every event hosted    | Annually and over 3 years |
| 5. Positive and meaningful engagement of youth, families, schools and communities                                  | <ul style="list-style-type: none"> <li>- number and nature of initiatives and activities relevant to the OSVGS</li> <li>- number and demographics of those involved, including community leaders and residents</li> <li>- number of people involved with lived experience including young men and those with lived experience of drug use or the sex trade</li> <li>- TBD</li> <li>- successes, challenges, lessons learned</li> </ul> | All OSVGS Partners                         | OSVGS Input Sheet                      | Biannually                      | Annually and over 3 years |
| <b>Medium-Term Outcomes (2018-2020)</b>  |  |  |  |                                 |                           |
| 6. Increased access to services for those at-risk of engaging in street violence and/or gang activity (prevention) | <ul style="list-style-type: none"> <li>- number and demographics of youth who interacted with a YOW, by neighbourhood and total</li> <li>- number of youth who were referred to services by a YOW, by neighbourhood and total</li> <li>- number of youth and families who received intensive support services, by neighbourhood and total</li> </ul>   | BGCO (YOW)                                 | OSVGS Input Sheet                      | Biannually                      | Annually and over 3 years |

| DATA COLLECTION PLAN (2018-2020) |  |  |  |                          |                           |
|----------------------------------|--|--|--|--------------------------|---------------------------|
| Common Outcome Measure           | Related Indicators   | Source of Data   | Data Collection Method                                   | Data Collection Timeline | Reporting Timeline        |
|                                  | - number of youth and families who received YOW follow-ups, by neighbourhood and total   |  |  |                          |                           |
|                                  | - number of youth who enrolled in diversion<br>- number of youth who completed diversion successfully  | BGCO (Diversion)   | OSVGS Input Sheet  | Biannually               | Annually and over 3 years |
|                                  | - number and demographics of individuals and families accessing prevention services (# served)<br>- nature and intensity of services provided (# hours direct service)<br>- number and demographics of individuals and families receiving programming<br>- successes, challenges, lessons learned<br>- illustrative case studies | Youturn (JHSO) – GPIIP<br><i>(including JH Ontario evaluation)</i> | OSVGS Input Sheet<br><br>Most Significant Change stories | Biannually               | Annually and over 3 years |
|                                  | New initiatives TBD  | Providers and Recipients of new initiatives                        | TBD  | TBD                      | TBD                       |

| DATA COLLECTION PLAN (2018-2020)   |  |  |  |                                |                           |
|--|--|--|--|--------------------------------|---------------------------|
| Common Outcome Measure   | Related Indicators   | Source of Data   | Data Collection Method   | Data Collection Timeline       | Reporting Timeline        |
| 7. Enhanced cross-agency service coordination and collaboration                    | <ul style="list-style-type: none"> <li>- number and nature of <i>enhanced service coordination</i> with other agencies</li> <li>- number and nature of <i>enhanced collaboration</i> with other agencies</li> <li>- successes, challenges, lessons learned</li> </ul>  | <p>All OSVGS Partners</p> <p>Ottawa Youth Justice Services Network (OYJSN)</p> | <p>OSVGS Input Sheet</p> <p>Partnership mapping</p> <p>Most Significant Change stories</p>   | Biannually                     | Annually and over 3 years |
|  | <ul style="list-style-type: none"> <li>- perceptions and experiences of service users and residents</li> </ul>   | Service users and residents in affected neighbourhoods                         | Individual interviews<br>Focus groups  | Late 2020                      | Over 3 years              |
| 8. Enhanced trusting relationship between the community, police and other services | <ul style="list-style-type: none"> <li>- resident level of satisfaction with police service, at the neighbourhood level and city level</li> <li>- % residents satisfied with various types of contact with police service, at the neighbourhood level and city level</li> <li>- resident perception of quality of police service, at the neighbourhood level and city level</li> <li>- resident degree of confidence in police service, at the neighbourhood level and city level</li> </ul> | OPS  | Secondary analysis of Public Survey on Policing Services, neighbourhood level and city level   | 2018<br>2021                   | Over 3 years              |
|  |  | OJEN   | <p>Participatory survey of youth participants</p> <p>Observations of volunteers and partners</p> <p>Post-surveys of adult allies</p> | Following every session/series | Annually and over 3 years |

| DATA COLLECTION PLAN (2018-2020)  |   |  |  |                          |                           |
|---|---|--|--|--------------------------|---------------------------|
| Common Outcome Measure  | Related Indicators  | Source of Data   | Data Collection Method                                   | Data Collection Timeline | Reporting Timeline        |
|   | - resident perception of performance of police service at reducing crimes related to guns and gangs<br><br>- resident level of trust in police and other justice services<br><br>- successes, challenges, lessons learned         | Residents in affected neighbourhoods                                       | Individual interviews<br><br>Focus groups                | Late 2020                | Over 3 years              |
|   | - TBD   | OCH<br>CDF   | OSVGS Input Sheet  | Biannually               | Annually and over 3 years |
|   | New initiatives TBD   | Providers and Recipients of new initiatives                                | TBD  | TBD                      | TBD                       |
| 9. Increased positive outcomes for youth who are most at risk of involvement in violence and gang activity:<br><br>• effective gang <b>prevention</b> programs, including:<br><br>mentors and positive role models youth can relate to; access to affordable, | - TBD   | Youturn (JHSO) – GPIP<br><i>(including JH Ontario evaluation)</i>          | OSVGS Input Sheet  | Biannually               | Annually and over 3 years |
|   | - number and demographics of individuals and families accessing prevention services (# served)<br><br>- nature and intensity of prevention services provided (# hours direct service; detention/ custody/ reintegration supports) | YSB<br>-Youth Justice Services<br>-Community Services/<br>Youth Engagement | OSVGS Input Sheet<br><br>Most Significant Change stories | Biannually               | Annually and over 3 years |

| DATA COLLECTION PLAN (2018-2020)   |   |  |  |                          |                           |
|--|---|--|--|--------------------------|---------------------------|
| Common Outcome Measure   | Related Indicators  | Source of Data   | Data Collection Method                                   | Data Collection Timeline | Reporting Timeline        |
| engaging and well supervised sports, recreation and leisure opportunities in affected neighbourhoods;  | - number and demographics of individuals and families receiving prevention programming<br>- successes, challenges, lessons learned<br>- illustrative case studies   |  |  |                          |                           |
|  | New initiatives TBD   | Providers and Recipients of new initiatives                | TBD  | TBD                      | TBD                       |
| <p>10. Increased access to, and impacts of, positive lifestyle options for those involved in violence:</p> <ul style="list-style-type: none"> <li>• effective <b>intervention</b> and gang exit programs and strategies, including: tangible employment and entrepreneurship supports and paid employment / training opportunities; tangible and respectful opportunities for parents and families to be an effective part of positive change</li> </ul> | <p>- number and demographics of individuals and families impacted by street level violence accessing specialized services (# served)</p> <p>- nature and intensity of specialized services provided</p> <p>- outcomes in key strength and need areas</p> <p>- successes, challenges, lessons learned</p> <p>- illustrative case studies</p> | John Howard Society of Ottawa (Time 4 Change)              | OSVGS Input Sheet<br><br>Most Significant Change stories | Biannually               | Annually and over 3 years |
|  |   | Youturn – GPIP<br><i>(including JH Ontario evaluation)</i> |  |                          |                           |
|  |   | YSB Youth Justice  |  |                          |                           |
|  |   | Providers and Recipients of new initiatives                | TBD  | TBD                      | TBD                       |

| <b>DATA COLLECTION PLAN (2018-2020)</b>  |   |                                      |  |                                 |                           |
|--|---|--------------------------------------|--|---------------------------------|---------------------------|
| <b>Common Outcome Measure</b>  | <b>Related Indicators</b>   | <b>Source of Data</b>                | <b>Data Collection Method</b>  | <b>Data Collection Timeline</b> | <b>Reporting Timeline</b> |
| 11. Improved consistency of a policing approach based on respect and dignity for residents in affected neighbourhoods  | - % satisfied with various types of contact with police service, at the neighbourhood level and city level  | OPS                                  | Secondary analysis of Public Survey on Policing Services, neighbourhood level and city level | 2018<br>2021                    | Over 3 years              |
|  | - perceptions and experiences of residents in affected neighbourhoods   | Residents in affected neighbourhoods | Individual interviews<br>Focus groups  | Late 2020                       | Over 3 years              |
| 12. Positive and effective responses of police and other institutions to calls and issues related to low-level violence in affected neighbourhoods (i.e., ensure partners are equipped to provide a high-quality response so that residents in affected neighbourhoods feel heard and supported) | - % satisfied with various types of contact with police service, at the neighbourhood level and city level<br><br>- % of respondents concerned with “street gangs”, “presence of drugs/dealers”, and “youth crime”, at the neighbourhood level and city level | OPS                                  | Secondary analysis of Public Survey on Policing Services, neighbourhood level and city level | 2018<br>2021                    | Over 3 years              |
|  | - TBD   | OCH                                  | OSVGS Input Sheet  | Biannually                      | Annually and over 3 years |
|  | - TBD   | CDF                                  | OSVGS Input Sheet  | Biannually                      | Annually and over 3 years |
|  | - perceptions and experiences of residents in affected neighbourhoods   | Residents in affected neighbourhoods | Individual interviews<br>Focus groups  | Late 2020                       | Over 3 years              |

| DATA COLLECTION PLAN (2018-2020)   |  |  |                        |                          |                           |
|--|--|--|------------------------|--------------------------|---------------------------|
| Common Outcome Measure   | Related Indicators   | Source of Data   | Data Collection Method | Data Collection Timeline | Reporting Timeline        |
| 13. Those involved in street violence and gang activity are prosecuted and convicted (effective enforcement) | <ul style="list-style-type: none"> <li>- DART enforcement statistics (Compliance Checks; Public Presentations; Crime Prevention / Intervention; Proactive Policing; Traffic Stop; Warrants; Arrests; CDSA Charges; CC Charges; Breaches; Drug Occurrences (Seized / Possession); Tickets)</li> <li>- number of problem addresses identified and dealt with, repeat calls, etc.</li> <li>- other relevant enforcement statistics</li> <li>- successes, challenges, lessons learned</li> </ul> | OPS  | OSVGS Input Sheet      | Biannually               | Annually and over 3 years |
| 14. Resources (financial and human) are matched to needs   | <ul style="list-style-type: none"> <li>- funds applied for, attracted, deployed;</li> <li>- financial and human resources allotted;</li> <li>- equity across neighbourhoods / availability of services where they are needed;</li> <li>- intensity and quality of services match needs;</li> <li>- successes, challenges, lessons learned</li> </ul>   | <p>All OSVGS Partners</p> <p>Explore others such as: ONS, United Way, City of Ottawa</p> | OSVGS Input Sheet      | Biannually               | Annually and over 3 years |

| <b>DATA COLLECTION PLAN (2018-2020)</b>  |                           |                       |                               |                                 |                           |
|--|---------------------------|-----------------------|-------------------------------|---------------------------------|---------------------------|
| <b>Common Outcome Measure</b>  | <b>Related Indicators</b> | <b>Source of Data</b> | <b>Data Collection Method</b> | <b>Data Collection Timeline</b> | <b>Reporting Timeline</b> |
| <b>Longer-Term Outcomes (Intended Impact) – Indirect Influence</b>                               |                           |                       |                               |                                 |                           |
| 15. Relationships of trust between community, police, and service agencies                       |                           |                       |                               |                                 |                           |
| 16. Improved response to and disruption of gang-related activities and street violence in Ottawa |                           |                       |                               |                                 |                           |
| 17. Reduction in victimization   |                           |                       |                               |                                 |                           |
| 18. Decrease in concerns around the presence of weapons and weapons carrying (knives and guns)   |                           |                       |                               |                                 |                           |
| 19. Increase in feelings of safety and reduction in fear in neighbourhoods                       |                           |                       |                               |                                 |                           |

**APPENDIX 2. List of OSVGS Partners Who Provided Data By Year (2018 to 2020)**

| OSVGS Partner Organization   | Provided Data<br>2018 | Provided Data<br>2019 | Provided Data<br>2020 |
|--|-----------------------|-----------------------|-----------------------|
| Boys & Girls Club of Ottawa – Youth Outreach Worker (YOW) Program and Ottawa Community Diversion Program | √                     | √                     | √                     |
| Canadian Friends of Somalia<br>renamed Centre for Resilience and Social Development in 2020              | -                     | √                     | √                     |
| Children’s Aid Society (CAS) – Ottawa Police Liaison   | -                     |                       |                       |
| City of Ottawa – Employment and other services   | -                     |                       |                       |
| Community Development Framework (CDF)  | √                     | √                     | none to report        |
| Crime Prevention Ottawa (CPO)  | √                     | √                     | √                     |
| Elizabeth Fry Society of Ottawa  | -                     |                       |                       |
| John Howard Society of Ottawa (JHSO) – Time for Change (T4C)   | √                     | √                     | √                     |
| LASI World Skills Inc.   | -                     |                       |                       |
| Ministry of Children, Community and Social Services (MCCSS)  | -                     |                       |                       |
| Ontario Justice Education Network (OJEN) - Youth Police Dialogues  | √                     | N/A                   | none to report        |
| Ottawa Catholic School Board (OCSB)  | -                     |                       |                       |
| Ottawa Carleton District School Board (OCDSB)  | -                     |                       |                       |
| Ottawa Coalition of Community Houses   | -                     |                       |                       |
| Ottawa Community Housing (OCH)   |                       | √                     |                       |
| Ottawa Community Immigrant Services Organization (OCISO)   |                       | √                     |                       |
| Ottawa Police Service (OPS)  | √                     | √                     | √                     |
| Ottawa Public Health (OPH)   | -                     |                       |                       |
| Ottawa Youth Justice Services Network (OYJSN) – Connecting Transitions                                   | √                     | √                     | none to report        |

|   |           |   |   |
|---|-----------|---|---|
| Pinecrest-Queensway Community Health Centre – UNLOC and Together We Can mentoring program for Black youth | √ (UNLOC) | √ | - |
| Rideau Rockliffe Community Resource Centre (RRCRC)  | √         | √ | √ |
| Somali Centre for Family Services   | √         |   |   |
| Youth Services Bureau (YSB) of Ottawa – Youth Justice Services  |           | √ | √ |
| Youturn Youth Services – Gang Prevention & Intervention Program (GPIP) / On Point                         | √         | √ | √ |

√ = provided data

- = did not provide data

none to report = reported there was no relevant data for that year