No Community Left Behind

Canada

SOUTH-EAST OTTAWA CENTRE FOR A HEALTHY COMMUNITY / CENTRE DU SUD-EST D'OTTAWA POUR UNE COMMUNAUTÉ EN SANTÉ

South East Ottawa Centre for a Healthy Community

Introduction

The purpose of *No Community Left Behind* is to implement a comprehensive approach towards social development and crime prevention. Banff Avenue Community in South East Ottawa was selected for piloting this approach for addressing the roots of the problems, reduce and prevent crime and improve community members' overall quality of life.

Banff Avenue community is an Ottawa Community Housing (OCH) Project with 120 units. It is one of the five OCH projects which SEOCHC is covering in its catchment area. Drug dealing, youth drug use, violent crime, gang activities, vandalism, safety and security concerns, antisocial behavior and youth hanging around late at night were the main crime issues identified by the community members, community houses and Ottawa Police Service.

SEOCHC developed the *No Community Left Behind* initiative to address the risk factors which are contributing to these crime issues. The main risk factors include: poverty; drug use; unemployment; lack of trust and communication between residents and police and general distress in families, many new to Canada and headed by a single mother.

Several victimization issues were also identified by partners including: single mothers fearful of the system and their child's well-being; a general sense of hopelessness that individuals cannot make change in the community; intimidation and threats by gang members to silence residents; a general sense in the broader community that these neighborhoods are havens for criminal activity and that all people living there participate in crime.

The pilot phase of the *No Community Left Behind* (NCLB) focused on addressing some main protective factors, such as community engagement; support to parents; parental supervision; social support; positive adult and youth role models; positive relationships between community and Ottawa Police Service; collaborative

Contents

Banff Community House: One of the partners for the Project and the community where the pilot phase of the No community Left Behind (NCLB) is being implemented.

and integrated program planning.

Program activities started in July 2005. Successful implementation is still underway. Practical implementation of the proposed plan revealed that the project went through a process consisting of five, clearly defined phases. These phases are:

- **Phase 1:** Organizing and convening a Steering Committee.
- **Phase 2:** Conducting a community needs assessment of the designated neighborhood.
- **Phase 3:** Selecting priorities and strategies to address neighborhood problems and unmet needs in the respective neighborhoods. Developing an Implementation plan.
- **Phase 4:** Implementation.
- **Phase 5:** Evaluation.

Similarly the project has clearly defined core components. Social mobilization is the over-arching component which helps in law enforcement, prevention and empowerment, community policing and neighborhood restoration.

From the beginning of the project, every phase and component was carefully planned. Activities, outcomes, success indicators, sources of information were identified in a project planning and evaluation matrix. The following report is divided into different sections according to the five phases of the project.

Phase One: Organizing a Steering Committee

Banff Community Park

The Steering Committee has met eight times during the past 11 months.

The objective to form a Steering Committee was to ensure collaboration among agencies, organizations and community members and maximize the chance of *No Community Left Behind* strategy's success.

Progress

This collaboration is now reflected in the membership of the Steering Committee, which includes the following service providers:

- Ottawa Police Services;
- Banff Community House;
- Ottawa Community Housing;
- United Way;
- Boys and Girls Club;
- Youth Services Bureau;
- Ottawa South Legal Clinic;
- City of Ottawa;
- Business Sector;
- City Councilor;
- Confederation Court Community House;
- Russell Heights Community House;
- Tenants' Associations.

The Steering Committee has met eight times during the past 11 months. Minutes of all meetings are properly recorded and documented. *(See Annex 1)* Participation level is high. Partnerships and collaboration are gradually building up with the experience of planning and working together in the same community.

Consultative meetings are taking place in the sub-committees, which report back to the main body for approval of various plans or amendments to the already approved strategic plan.

Community is represented on the Steering Committee. Besides the elected members of the Tenants' Association, other residents and residents from the neighboring communities have opportunities to join and speak to the Steering Committee.

Members of the Steering committee also join the community on various occasion via informal meetings, such as the weekly Community Dinners.

The Steering Committee provides a structure for building partners' commitment to the *No Community Left Behind* initiative, identifying areas of greatest community need, coordinating programs and services for local community members and ensuring everyone's involvement in working toward the same goals.

The most basic objective is to avoid wasting resources in undertaking isolated projects which, despite good intentions, are not sustainable because these are not integrated with other initiatives for maximum impact.

Phase Two: Needs Assessment

The objective of a thorough community assessment was to identify community members' concerns, problems and available resources.

The assessment phase was also intended to provide an ideal forum to broaden the engagement of community members by soliciting their ideas, concerns and priorities relative to their vision for the community. Most importantly, the information gathered in this phase was expected to become a benchmark for measuring future progress through regular assessments and reviews.

Progress

An assessment team was formed, comprising of community members, Community House Director, Project Coordinator and a member from Youth Services Bureau. The purpose of the assessment team was to collect and analyze neighborhood data. Several meetings were held to develop and conduct a community survey and prepare an inventory of resources. The community members were trained for conducting the community perception survey about safety and security issues. At the same time focused group discussions were arranged to give community members an opportunity to offer their ideas, concerns and recommendations for the community.

During July 2005, two studies were conducted in Banff Avenue community: one for assessing the community's perception about safety and crime related issues in their neighborhood and the other for exclusively capturing views of the community leaders about safety and other concerns in the community. Survey were completed, thoroughly analyzed and shared with the steering committee members. *(See Annex 2)* Other relevant data was gathered from both the primary and secondary sources. An inventory of available resources was prepared in two formats: one showing the resources and programs avail-

able by age group, and the other showing input of staff and resources by the lead agencies and service providers. *(See Annex 3)*

Ottawa Police Service conducted CPTED (Crime Prevention through Environmental Design) audit in collaboration with the City of Ottawa. Residents of Banff Avenue identified two locations in the community which they considered were used for illegal activities. The environment in these locations facilitated drug abuse and trade. Other information included public-sector resources and facilities, employment and skill resources, community serving institutions, health and recreation resources, and crime statistics from Ottawa Police Service specific to Banff Avenue community.

The community assessment was a learning experience both for the community and partner organizations. The information collected in this phase became a benchmark for measuring success down the road. A similar survey was conducted a year later in June 2006, which gives us comparative figures for in depth analysis of the ground realities and community perceptions. *(See Annex 4).* Similarly, statistics from 2005 and 2006 related to crime in Banff Avenue community are another yardstick for measuring progress. *(See Annex 5)*

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Phase Three: Prioritizing/Planning/Strategy Development

The main objective of Phase III was to build on the information gathered in phase II and select priorities and strategies to address Banff Avenue community problems and unmet needs. Developing a detailed activity and implementation plan was the desired product of the process.

Progress:

Moving from community needs to critical priorities and planning

During the needs assessment process, both assets and gaps were identified. Part of the process in identifying gaps was to encourage community members and other stakeholders to help

shape a vision of what the community could be if everyone contributed something to the "community-building pot." Critical priorities were issues that could affect the ability of the community to achieve this vision.

The planning team looked into the core objectives of the NCLB, problems and priorities of the community and the available resources and programs to see which activities needed to be introduced and to identify programs that were already in place and needed integration into the bigger plan.

Before outlining the local context for developing a strategy, some of the primary tasks and sub-tasks associated with the development of a

strategy were outlined. These tasks included: identification of critical priorities; confirmation of strategic thrusts; development of goals, and development of objectives to support the goals.

Development of the implementation plan to support the goals and objectives followed the above mentioned process. Two types of plans were prepared. The first was the strategic implementation plan, which outlined critical priorities, objectives for each activity and roles and responsibility of each partner in implementing the activity plan. *(See Annex 6)* The second planning document was an operational or tactical plan, a continuation of the strategic plan and defined, in greater detail, the time, venue, tasks and resources required and the timeline needed to achieve the goals and objectives. *(See Annex 7)*. The plans were prepared for a period of six

months so that these could be reviewed, amended and re-approved by the Steering Committee. The objective was to monitor progress and make adjustments as needed throughout the process.

By the end of the initial planning process, a primary objective of preparing a solid strat-egy and plan was achieved in the form of open communication, cooperation and trust among partners. The process was inclusive and respectful of the community and its community members. The plans were then approved by the Steering Committee for a period of six months. After six months, further changes were made based on the experience and assessment during that period. A revised plan was approved by the Steering Committee in March 2006.

Phase Four: Implementation

The implementation process is still proceeding very smoothly. The Steering Committee is successfully overseeing activity implementation. Partner organizations are participating in the activities and in most cases the community has taken responsibility for managing the activities at the community level.

In this phase, the implementation plan prepared in Phase III was put to practice. Initially, it was thought that formal sub-committees would be formed to oversee the core components of the project. However, since project was limited to one community for piloting the *No Community Left Behind* approach, it was easy to manage all planned activities through informal sub-committee meetings and reviews. The implementation process is still proceeding very smoothly. The Steering Committee is successfully overseeing activity implementation. Partner organizations are participating in the activities and in most cases the community has taken responsibility for managing the activities at the community level.

This section will focus on the project activities which address the core components: Community mobilization, law enforcement, community policing, and neighborhood restoration.

1. Community Mobilization

Community mobilization has been the main component, which apart from providing the community an opportunity to work together, helps them voice their concerns

and demand changes that positively affect their community.

Banff Avenue community has, for the first time, an active and thriving Tenants' Association which meets regularly. This is one of the positive outcomes of the community mobilization process. The community members' sense of empowerment helps us engage them in the rebuilding of their neighborhood. Community mobilization activities under NCLB include Community Dinners, Youth Homework Club, Women Exercise Club and Youth Drop-n. Ottawa Police Service was engaged both in social mobilization as well as law enforcement. Although the rest of the activities were limited to Banff Avenue Community, the two police officers, specifically assigned by Ottawa Police Service to this project, worked in four communities to which the project will expand in the proposed expansion phase of *No Community Left Behind* Phase II.

Activities related to social mobilization

Community Dinners: This has been one of the most productive of all activities. Parents drop in regularly and the number of participants gradually increased. To date, 30 community

dinners have been arranged and participants from 37 households in the community have participated.

Community Dinners are part of the Social Mobilization component of the project. The objective of this activity is to mobilize the community by bringing them to the "'table" to participate in information sharing and action with service providers and partner organizations.

This activity has been in place since November 2005. Many partner organizations from the Steering Committee and others have participated. The dialogue between community members and organizations has supported community confidence in change.

The weekly dinners provide an excellent opportunity to Ottawa Police Service in particular to join and share ideas, personal experiences and suggestions. The meetings help in clarifying the prevailing misconceptions about the police. Experience of the past 8 months shows that there is no feeling of "us" - the community and "them" - the police. A candid exchange of questions, ideas and information on a variety of subjects related to safety and security in the community takes place.

This is a great improvement when seen from the perspective that theses same community members were reluctant to come out to the Tenants Association meetings even if there was no participation from the OPS. Fear of retaliation and intimidation from the negative elements in the community was one of the main reasons. Initially there was some inhibition but gradually the community opened up and developed rapport with OPS staff and other partners.

For a detailed description of how these meetings proceed and what kind of issues are discussed, please refer to URL: http://nocommunityleftbehind.ca/socialguidance.html

Women Exercise Club Activity: This activity was identified to be helpful in mobilizing the community. The activity continued for four months. Participation was high. However, it was not possible to engage the participants in informal dialogue and discussion with partner organizations during this activity. During the Steering Committee meeting in March, it was decided to reallocate funds from this activity to Youth Drop-ins. The Women Exercise Club activity, nevertheless, provided an opportunity for local women to come out of isolation and discuss problems of common concern. It was also a good forum for inviting new tenants to join the weekly multi-cultural dinners.

Youth Mobilization: Work is in progress with youth. Homework club activities are regularly taking place. These activities are becoming a source for parent mobilization as well. In the March 21, 2006 Steering Committee meeting funds were re-allocated to make the Youth Drop-in an integral component of the program.

It is an encouraging sign to see parents, youth workers and police officers engaged in discussions, information sharing and planning activities until late in the evening.

A integration and synthesis of youth and adult activities is now taking place. Adults are now more aware of what is happening under the youth mobilization component of NCLB. They have a say in planning youth activities. At the same time, mutual discussion and feedback from the police and youth workers gives parent confidence to allow their kids to attend local activities for youth without the fear of that their children will be bullied, harassed or influenced by negative role models.

Some parents had the misconception that participation in any activity in the community would have negative effects on their children. Their solution was to either keep their children at home or take them away from the community for different activities. Feedback from the police and youth workers is changing this perception and building the trust of the parents. Police officers are joining youth in trust building sessions. At the Youth Drop-Ins discussion on local issues of mutual concern and information sharing take place. A pizza night was arranged for youth so that they could come out and interact with the police officers assigned to this program.

Regular Community Safety Newsletter: A Community Safety Newsletter is now part of the overall crime prevention effort. The Community House takes initiative in collecting and editing

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stories and material for the newsletter. Safety and security tips for tenants of all age groups are a regular feature of these newsletters. The Newsletter is distributed to every household in the community. Previous issues of these newsletters can be viewed at the following links.

    - First Community Newsletter January 2006. *(See Annex 8)*

    - Community Newsletter February 2006. *(See Annex 9)*

    - Community newsletter March/April 2006. *((See Annex 10)*

Positive results:

1. As a result of informal discussions in the above mentioned social mobilization related activities, various issues of interest were identified. Community had many questions for which it required answers from agencies. For instance, they raised issues with regard to their rights and responsibilities and the approaches to disciplining kids within the bounds of the law and local culture. Many questions and concerns were noted from the community meetings. An information session was then held with the most appropriate resource person.

2. An Information Session for community members was held on February 9, 2006 to address all the questions and concerns raised with regard to their rights and responsibilities and on ways of disciplining children. Louise Logue of Ottawa Police Service Race Relations & Diversity team, Mark Carthwright from Cedarwood Community and Mike Prantcshe from Children's Aid Society were some of the resource persons on this occasion.

3. Tenants organized for the first time in many years. In January 2006, elections were held and a new Tenants Association (TA) was elected. Since then the TA members have been responsible for holding the social mobilization activities. The TA members meet regularly.

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4. The TA participated in a series of training sessions with Ottawa Community Housing. Recently, they have prepared a plan for community activities which will be implemented during the course of 2006 with funding the TA received from the Ottawa Community Housing.

5. Empowered individuals are engaged in the rebuilding of their neighborhoods.

6. Community members have a clear vision about a safer community.

7. There is a considerable increase in community members' responsibility for positive community changes (Community clean up day and planned family outings are a few of the activities in this regard.)

8. There is an increased capacity for sound decision-making as a result of the Tenant Association members completing multi-module capacity building training by Ottawa Community Housing.

2. Law Enforcement/Community Policing

Activities related to law enforcement and community policing

These components were envisaged to include collaborative processes, coordination of activities, and focused strategies for reduction in crime, violence, and community members' fear. Ottawa Police Service assigned two full time officers to *No Community Left Behind* Initiative, who developed a strategy for undertaking the law enforcement component simultaneously with building communication channels and trust with the community. Law enforcement focused on strategies to remove serious and visible criminal elements not only from Banff but also from three neighboring communities. Under the community policing component, these officers joined the community in informal meetings, organized under the community mobilization component, to share information with the community and develop trust. Progress to date has surpassed expectations and is quite amazing when compared to the time when community

members were reluctant even to talk to the police officers.

The community-police trust relationship has aided law enforcement considerably. The information shared with the police has led to significant arrests, which have directly led to the reduction of fear in the community as reflected in the latest community survey *(See Annex 11).*

The law enforcement strategy emphasized suppression of violent crime, gang activity and drug-related crime. Efforts were directed mainly at identifying, apprehending and prosecuting criminals.

Positive results:

1. A new approach to law enforcement and community policing.
2. The collaborative planning process and activity coordination between Ottawa Police Service and other partner agencies.
3. Reductions in crime, violence, and community members' fear.
4. Community and partner feedback attesting to improved working relationships with Ottawa Police Service.

3. Prevention and Empowerment

This component included development of a framework for planning prevention and empowerment strategies. These strategies are intended to help reduce various risk factors and institute protective approaches in Banff Avenue community.

After school tutoring for youth mobilization and awareness is one of the activities which is presently underway. Youth, age 13 and older, drop in for after school tutoring, which is an initiative developed to provide prevention, early intervention and empowerment. This activity indirectly helps parent mobilization as well because some of the parents may only participate if their children are involved in some activity at the community house.

Youth drop-ins are such activity to support and encourage communication and trust between the youth and police. The variety of activities intended for prevention and empowerment, indirectly support community mobilization. Similarly, activities intended for capacity building, promote empowerment.

Other activities under prevention and empowerment include linking mobilized youth to the existing Youth Council in the community for safety and youth-image-building. Local Youth have planned the following activity in collaboration with Youth Services Bureau:

- Youth Mentorship: Older youth organizing different activities for positively engaging younger youth.
- Community Youth survey: Asking other youth to find out how connected they are to the community and what are their specific concerns.
- Community Video Documentary to project a better image of the community and help youth learn new skills.

4. Neighborhood Restoration

Neighborhood restoration is the fourth major component of *No Community Left Behind* project. It focuses on revitalizing designated neighborhoods by leveraging local, provincial and other available resources. Restoring a neighborhood is a complex and often long-term, ongoing process. Ottawa Community Housing and a local City Councilor are on the Steering Committee. Housing Units belong to Ottawa Community Housing and the adjacent sport facilities are on City owned land. Ottawa Community Housing is looking into renovating the units whereas the City Councilor is currently looking into providing a new portable facility which could be used for youth activities.

Nevertheless, neighborhood restoration is about more than physical buildings — it is about restoring the human capital in a neighborhood by providing tools to help community members secure livable-wage employment, live in a decent crime free environment and start new businesses. This is a long term intervention for which restoring peace and a sense of safety and belonging is a must. The work completed under NCLB has set a foundation on which we

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can introduce Community Economic Development (CED) and other such initiatives for neighborhood restoration in Phase 2 of the project.

The work done so far under the correctional components have laid the foundation for the community restoration phase. The efforts to rid a community of negative elements are set to bring positive resources and the physical assets needed to revitalize the community.

Phase Five: Evaluation

Mechanism for evaluating the project was incorporated from the assessment phase of the NCLB initiative. Periodic reviews were determined for the Steering Committee whether the selected activities and programs were effective. For comprehensive evaluation and impact of the overall activities, the community safety survey from July 2005 and crime statistics from Ottawa Police Service provided the initiative with solid benchmarks to measure progress.

The main outcomes identified for evaluation were:

- Increased and sustained community involvement in a collaborative effort to fight crime in their communities.

- A collaborative process of service providers and community in place

- Reduction in crime rate.

- Reduced feeling of insecurity in the community.

- Continuum of crime prevention strategies in place.

- Youth involved in positive and skill building activities.

- Partners collaborate effectively and work in an integrated manner to deliver community services.

Besides many other positive indicators, the second Community Safety survey done this year suggests that there has been a 10% decrease in the feeling of insecurity. Regular and increasing participation in weekly activities by community members is a sign of confidence in the community as compared to the previous year when, due to fear and intimidation, not a single community

member would come out to the Tenants' Association or Service provider meeting.

Steering Committee meetings, Community Dinners, Youth Homework Club activity, Women Exercise Club and Youth Drop-in reflect that a continuum of crime prevention strategies is in place. Ottawa Police Service is engaged both in social mobilization as well as law enforcement.

To date eight Steering Committee meetings have been held. Regular participation of members from 11 different agencies and their input in the planning, development and implementation of program activities signifies real and productive involvement resulting in much of the success of the initiative. (**See Annex 12**)

Ottawa Police Service has specifically assigned two police officers who regularly participate in the community meetings and are engaged in law enforcement as well.

Ottawa Community Housing (OCH) provided a series of training to the elected members of the Tenants' Association (TA). OCH also provided funding for community activities to the TA.

Boys and Girls Club of Ottawa provides input to the youth activities and is presently involved in planning the youth component of the NCLB with the rest of the partners for the expansion phase.

South Ottawa Legal Clinic provides support to the Tenants Association capacity building. The Community House provides space for meetings and supports the TA in planning and implementing various activities.

Maria McRae, a local Councilor, is actively involved and provides both moral and financial support to the initiative.

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United Way, Ottawa Police Service, Boys and Girls Club of Ottawa, SEOCHC, Youth Services Bureau and Banff Community House are currently meeting in a sub-committee to thrash out a comprehensive plan for engaging youth in additional positive activities from the crime prevention perspective. The resulting plan will be shared with the Steering Committee for refinement and approval.

Dissemination of Lessons Learned

The *No Community Left Behind* is now a recognized crime prevention initiative in Ottawa. The lessons learned from the short but successful experience were shared widely.

- A web site has been launched, where all the project related information is posted for the benefit of all interested in similar initiatives in their communities.

- Project Coordinator and a police officer assigned to this initiative made a presentation on this model to the Coalition on Community Safety, Health and Well-being on February 22, 2006. This is a coalition of influential national organizations which have chosen to collaborate with the Canadian Association of Chiefs of Police in promoting a vision and "best practices" for the practical realization of community safety, health and well-being.

- The *NCLB* model was one of the few selected for display at Crime Prevention Forum on April 7, 2006. It was an opportunity to introduce the initiative and share lessons learned with others. Participants took keen interest in the approach, process and different phases of this model.

- Project coordinator and the two police officers assigned to this project participated in CPMP 2006 Training Course at the Ontario Police College from May 27-31, 2006.

- Project partners delivered a workshop on *No Community Left Behind* model for crime prevention at the United Way's annual *Sharing our Strengths* Conference on June 15, 2006.

The results of the initiative to date are quite encouraging. Ottawa Police Service has found a "niche" in the heart of the community. A trust relationship has been built and the assigned officers are welcomed in the community.

Comparative analysis of Community Safety Study
Conducted in July 2005 and in June 2006.

No Community Left Behind
Progress at a Glance against the Proposed Planning
July 2005-July 2006
Banff Avenue Community

Phases and core components	Outcomes	Indicators	Methods/ Sources	Progress
Phase I: Organize Steering Committee	- Steering Committee formed, comprised of local officials, representatives from all stakeholders, implementing organizations and community reps. - Stakeholders' commitment ensured. - Roles and responsibilities of all partners determined.	- Steering Committee formed. - Partnership agreement signed. - Sub-committees formed for correctional prevention, evaluation aspect of the project and also according to partners specific roles	- Invitation letters. - Informal consultative meetings. - Formal Steering Committee meetings	- Steering Committee Formed. The Committee was in place by August 3, 2005, when it formally met for the first time. - Terms of Reference for the Steering Committee agreed and approved by all. - 11 agencies/service providers and a Tenants Association are represented on the committee. - Steering Committee regularly meets and guides the planning and implementation process. - Has met 8 times since August 2005. - Minutes of the meetings are documented and recorded.
Phase II: Neighborhood Assessment Form an assessment team. Conduct a community needs assessment. Conduct Community Safety Survey. Prepare an inventory of assets and resources.	- Realistic assessment of community perception completed. - Problems identified and inventory of available assets and resources completed.	- Survey report prepared. - Assessment and inventory reports prepared.	- Community survey through written questionnaire. - Focus groups. - Meetings with community leaders.	- Survey conducted and report prepared and shared with all stakeholders. - Inventory of resources and programs prepared. - Availability of programs was classified both by the population age group and by the lead service provider.
Phase III: Prioritizing/ Planning/Strategy Development Form a sub-committee, comprising of key partners and the community to analyze the problems, identify intervention and prepare an implementation and evaluation plan. Prepare final budget for program activities.	- Strategic Implementation Plan prepared and approved by the Steering Committee.	- Detailed Activity and Implementation plan prepared. - Roles and responsibilities of the partners identified. - Budget finalized. - Collaborative grassroots system in place	- Formal and informal meetings of the sub-committee, including community members.	- Strategic Implementation and evaluation plans for six months prepared and approved by the Steering Committee. - Initial review completed after six months and necessary changes made and approved by the Steering Committee. - Implementation process continues.

Phase IV: Implementation Community Mobilization **Step 1:** Secure resident commitment and involvement. **Step 2:** Encourage community members to help provide community perspective. **Step 3:** Build community networks. **Step 4:** Create resident-led leadership structures. **Step 5:** Leverage internal and external resources. **Step 6:** Create additional communication mechanisms.	- Community members empowered and engaged in the rebuilding of their neighborhoods. - Clear vision of a safer community. - Increase in community members' responsibility for the positive community changes - Increased capacity for sound decision-making. - Increased interaction with partner organizations, particularly Ottawa Police Service.	- Increased and regular participation of community members in the activities for social mobilization. - Regular Tenants Association meetings. - Participation in the capacity building training.	- Door-to-door campaigns; In-house (community center, etc.) coffees; Street fairs and festivals; Community rallies; Promotional materials that highlight project; Dissemination of flyers in public facilities; dissemination of flyers at other events in or near target community; Church/Mosque/Temple or other religious institution-based functions such as revivals, church meetings, and concerts.	- Regular weekly Community Dinners are taking place since October 2005. - Number of participants is increasing. - Women Exercise club activities implemented to March 2006. Evaluation of activity did not support ongoing implementation to meet goal of project. - Resources for Women Exercise activity re-directed to Youth programming. - Community newsletter is being produced and circulated with safety tips. - Tenants' Association elections were held in January 2006. - Ottawa Community Housing organized a series of three trainings for the Tenants' Association members in March 2006. - Ottawa Police Service assigned two police officers to the project. - The assigned police officers are regularly meeting the communities in the activities organised under the social mobilization component. - Information session for the community was organized.
Law Enforcement/Community policing **Step 1:** Ottawa Police Service review Needs Assessment to identify law enforcement Issues of greatest priority **Step 2:** Establish law enforcement goals, objectives, and tasks **Step 3:** Identify additional resources for law enforcement strategy	- Reduction in crime rate. - Increased feeling of safety and security in the community. - Continuum of crime prevention strategies in place.	- Commitment of the Ottawa Police Service at the top level. - Regular participation of the police officers in community meetings. - Community willing to come forward and share information with the police. - Visible criminal elements removed. - Number of criminal activities identified and addressed.	- New law enforcement strategy in place. - Exchange of ideas and concerns in the community meetings. - Communication channels and trust with the community established. - The most visible criminal elements removed.	- Support from the top management of Ottawa Police Service is ongoing. - Two police officers were specifically assigned to the project. - Police officers and regional superintendent regularly attend the steering committee meetings. Police officers regularly drop in to join the community in Dinner and Chat and Youth Drop-In activities. - Numerous arrests have been made. - Police Service satisfied with the level of information they are obtaining from community members. - Communication channels improved between Ottawa Police Service and Ottawa community Housing management and security officers. - Latest evaluations suggest improvement in the overall situation. - Police organised new information sessions, based on the questions and concerns raised by the community. - Senior management of Ottawa Police Service is committed to the NCLB.

Phase / Steps	Outcomes	Indicators	Activities	Status
Prevention and Empowerment **Step 1:** Review the Needs Assessment. **Step 2:** Identify activities related to prevention and empowerment and integrate into implementation plan.	- Youth involved in positive and skill building activities. - Community members engaged in TA and community development activities	- Youth dropping for the activities organized for youth. - Number of other agencies and organization integrating services for youth and the community - Number of community members trained and involved in the Tenants' Association activities.	- Activities planned and implemented by the community; - Participation in after school, sports, groups, homework and other activities.	- Youth are regularly and actively participating in the after school activities for youth, age 12 and up since November 2005. - Tenants' Association is regularly meeting and planning community activities after the elections in January and release of funds to the TA accounts by Ottawa Community Housing. - Youth drop in activities also productive for breaking ice between the police and the local youth.
Neighborhood Restoration **Step 1:** Revisit the Needs Assessment conducted for the neighborhood **Step 3.** Formulate goals and objectives to be accomplished **Step 4:** Identify activities to achieve goals and objectives **Step 5:** Integrate activities into implementation plan.	- Community stabilized and human capital in the neighborhoods restored; - Crime reduction - Restoration sub-committee established.	- Number of persons benefiting from employment opportunities - Reduction in the number of criminal activities; - Number of employment workshops offered; - Number of participants attended training and workshops.	- Employment related training opportunities, assistance in job readiness. - Community Economic Development opportunities.	Ground work is completed and community capacity to effective engages in neighborhood restoration work is developed. Activities related to this component are in the planning stage.
Phase: V Evaluation **Step 1:** Review priorities to be measured. **Step 2:** Prepare an evaluation matrix and reporting format. **Step 3:** Develop questionnaire for community's perception and needs assessment. **Step 4.** Conduct initial survey and establish bench marks. **Step 5:** Regular review and reporting. **Step 6.** Repeat community survey and prepare annual progress report.	- Quarterly and annual progress analytical reports prepared - Steering Committee decisions reflect analysis and assessments presented in these reports.	- Reports available and influence resource allocation and decisions to meet the goals of the project. - A web site (http://www.nocommunityleftbehind.ca) ensures progress reports are available for quick reference for Steering Committee members.	- Community House, community and the TA members assist in surveys, and evaluation activities.	- Bi-monthly, quarterly and mid-term evaluation reports are prepared. - NCLB web site developed. - All progress reports and updates available on the NCLB web site. - Surveys conducted. - Data analysis and synthesis completed. - Reports completed.

Comparative analysis of Community Safety Study
Conducted in July 2005 and in June 2006.

A total of 43 surveys were completed by residents of the Banff Community in 2005. The same survey was repeated in 2005 with 40 community members in 2006. A minor change was made to only one question in the questionnaire used in 2005 in order to gauge the change in community's perceptions due to introduction of the *No Community Left Behind* initiative and related activities.

The questions were designed to gather information in a qualitative and quantitative fashion. Specifically, we wanted to know which violent and quality of life crimes residents are most concerned about, the time of day they are most concerned about crime, and the places they feel are the most crime-ridden.

Results from the 2006 survey provided us with an opportunity to compare the data with the survey results from 2005 and come up with a comparative assessment and changes in the community's perception about crime and fear in their community.

In addition, we wanted to know whether they have been the victim of a crime in the project area (along with the type and location of crime); whether they are involved in the Tenants Association (and if not, whether they would join and participate in its activities); and whether community initiatives would make them feel safer. We have included the raw number of responses as well as the percentage score for each question answered affirmatively. A sample copy of the survey is available in the Appendix 1.

Breakdown of Surveyed Residents

Break down of the residents surveyed in 2005 and 2006.

Aggregate

Age	2005	2006	Age	2005	2006
16-20	10	3	21-40	19	16
41-65	12	21	65-up	2	0
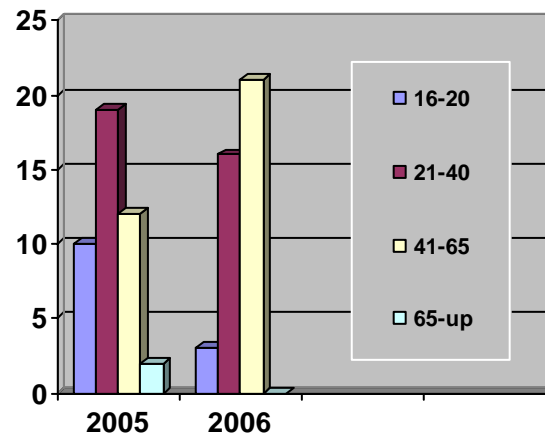
Gender breakdown of the respondents

| Year	Number Surveyed	16-20 yrs		21-40 yrs		41-65 yrs		65 up		Total	
		M	F	M	F	M	F	M	F	M	F
2005	43	6	4	4	15	6	6	1	1	17 (39%)	26 (61%)
2006	40	0	3	2	14	6	15	0	0	8 (20%)	32 (80%)

Knowledge of the community

Forty Five percent of the respondents in 2005 survey and 37 percent in 2006 survey have lived in the community for more than 6 years. Fifty-seven percent of the respondents in the 2006 study have lived in the community for more than three years. It shows that the respondents have a good knowledge of present and past community life.

Age	2005	2006	Age	2005	2006
< 1 yr	4 (9%)	3 (8%)	1-3 yr	10 (23%)	14 (35%)
3-6 yr	10 (23%)	8 (20%)	> 6 yr	15 (44%)	0

Perception of Safety

Assessing the feeling of safety was given priority in the survey. An attempt was made right from the fourth question in the questionnaire asking them how safe do the respondents feel in the community. According to our findings, in 2005, 50 percent of respondents felt safe in the community as compared to

48 percent who felt unsafe. We find almost the same proportions among those who felt very safe (16 percent) and very unsafe (18 percent).
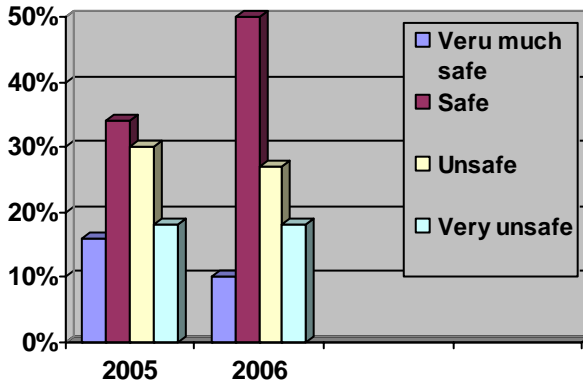
In the 2006 study, 50 percent community members responded that they feel safe and 10 percent said they feel very much safe. Together they form 60 percent of the respondents – respondents who are in the "feeling safe" range. By comparison, in 2005 there were 50 percent respondents in this range.

Another improvement is that in 2005, 18 person of the community members reported to be feeling very unsafe, whereas in 2006, only 7 percent feel to be very unsafe.

However, in response to the next question, asking if the respondents felt safer now than two years ago, 65 percent responded 'No' in 2005. This year, we slightly changed the question in order to assess progress of the No Community Left Behind activities. The question this time was: "Do you feel safer in your community than you did a year ago due to introduction of the new crime prevention initiative within your community?" Forty-two percent responded that they feel safer than they did a year ago. At the same time, 40 percent said they didn't feel any more safer than an year ago. In 2005, 65 percent couldn't see any improvement compared to the past two years. This year, only 40 percent

believe so. The 25 percent margin reaffirms the earlier conclusion that more people are feeling themselves safe now. Participants were specifically ask to give reasons for their feeling safer or otherwise than before. Here are the comments we received: Community members felt safer than in 2005 because they think:

- "Criminal elements are scared."
- "Police Presence."
- "Police is watching all the time."
- "No more drinking or gangs."
- "Gangs are away or scared."
- :Didn't hear anything negative."
- "There is more protection and police patrolling."
- "Because the police is always around."

The responded who responded they don't feel safer than a year ago, gave the following reasons:

- "Not sure."
- "Still a lot of dope attract teens."
- "Living less than one year, therefore, not sure about it."
- " Why would a sane person feel safer?"

Violent Crimes

Residents were asked to select their top three concerns from a list that ranged form violent crime to graffiti. The table below discloses the results to Question 6 on the survey, which asks the participating residents to pick the top three concerns that they have about your community. In 2005, 72 percent considered drug dealing in their community as their

Violent crimes of most concern					
	2006	2005		2006	2005
Violent Crime	7	3	Racial Slurs	1	1
Vandalism	9	6	Loud Music	3	7
Domestic Violence	2	5	Insufficient Street lighting	16 (40%)	8 (19%)
Drug Dealing	20 (50%)	31	Burglary/ Robbery	8	8
Gang activity	21 (52%)	24	Graffiti	6	16 (37%)

prime concern following by gang activity (55percent) and graffiti (37percent).

In 2006, we see that drug dealing remains the second highest concern for the community but the number of residents choosing drug dealing as a concern has dropped from 72 to 50 percent. Simultaneously, concern regarding gang activity in the community has become the prime concern with 52 percent. These concerns are followed by the concern about insufficient street lighting (40 percent). This is also a sign that reduction in fear has given the community an opportunity to look at other problems as well.

Unlike last year, the community members took the liberty to add the following the to choices provided about crime-related concerns:

- •"Lack of police protection."
- •"Garbage disposal."
- •"People doing dope around my house."
- •"Garbage."

Gangs

Participants who felt gangs were a problem, were further probed to find out what problems they consider the gangs present to the community. This question was also intended to understand community's perception about gangs. Most of the young respondents do think there is a gang problem. The adults, however, believe there is. Their responses vary as we can see in the table below.

With the exception of the concern that gangs lead to fighting in the community (43% in 2006 as opposed to just 18% in 2005), views of the

community on the rest of the factor related to gangs remain almost the same. Majority of them (52%) still considers the sense of fear in the community as a result of the presence of gangs. Similarly, drug related problems are also attributed to the presence of gangs.

The respondents added the following to the list of problems which gangs pose to the community:

- •"Breaking beer bottles on the road and side walks."
- •"Robbery."

Why Gangs

The next question (#8) further probed the respondents to find out the possible reasons for gang related activity. The participants were asked to pick three reasons why they believe gang activity exists in their community. The response was amazing, as we can see from the following chart.

In 2005, 81 percent believed gangs existed due to poverty, where as 55 percent believed it was due to lack of activities for youth. Thirty-four percent selected family problems. In 2006, majority of residents believe gang members move from other areas to the community. Only 21 percent believed so last year. Almost half of the respondents now believe that the problem of kids joining gangs is the result of their need for protection. If they don't join, they are harassed and intimidated. The perception that poverty is the major cause for the existence of gangs has changed considerably. Almost half of the respondents changed their opinion. Lack of activities for youth is considered a major factor, which is also confirmed by the suggestions and recommendations offered to the last question in the survey.

The respondents added the following to the list:

- "Now work."
- "Unemployment."
- "Police are enemy, no legal protection."

Problems Associated with Gangs					
	2006	2005		2006	2005
Gang not a problem here	3	5	Fighting	17 (43%)	8 (18%)
Public Nuisance	12 (30%)	11 (25%)	Family disruption	2	8 (18%)
Increase in violent crime	4	2	Increase in drug crime	20 (50%)	21 (48%)
Increase in weapon crimes	3 (50%)	2	Increase fear of safety	21 (52%)	22 (51%)

- "Extreme lack of discipline and teaching of right and wrong to children."
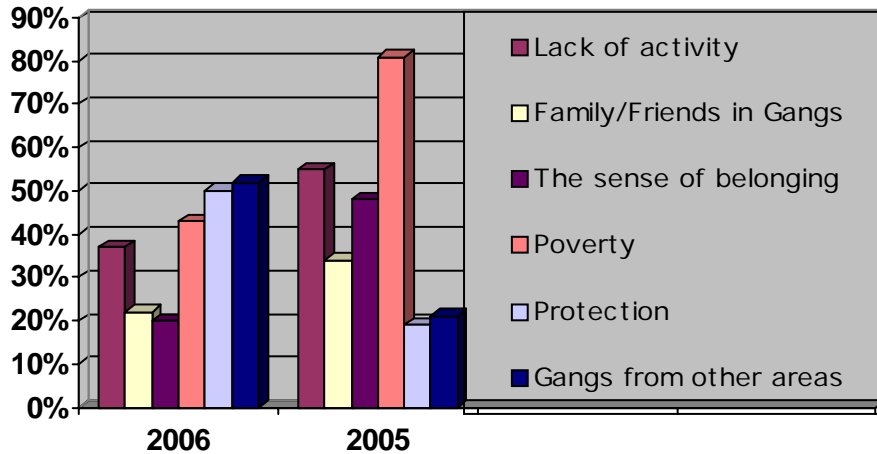
Areas in the neighborhood, which the community avoids to fear

Residents were asked to identify areas in the neighborhood which they avoid due to fear of crime. The community came up with the following list:

- "No there isn't."
- "No/none." ((5 responses)
- "The whole location."
- "Behind 1225 block and parking lot nearest to Bank street."
- "Usually I avoid walking besides the corner on Banff because of gangsters."
- "All my area, never go out at night."
- "Banff Avenue."
- "Heatherington and Elmvale."
- " Well, sometimes gangs handout [hang out] close to my house and I do not feel safer to go out or to live [stay] in my house alone."
- "Corner of Banff always gangsters stay there and have drugs."
- "Ledbury."
- "Down Banff and Ledbury itself, especially parking lots."

Risk of getting involved in a gang

In question 13, respondents were asked if they believed that their children were in a gang, at risk of being in a gang or not involved. In 2005, 34 percent of respondents stated that their children are not involved with a gang. This number has increased to 67 percent in 2006. in 2005, 28 percent believed that their child(ren) is at risk of getting involved, this has reduced to 5 percent, which is a great progress.

In 2005, 16 respondents (37 percent) did not respond to this question, out of which 10 were in the age group between 16-20 years. In 2006, we have only three residents in this age group, which means that in 2005, out of the 33 residents above the age of 20, 12 persons (36 percent) believed their kids are at risk of being involved in gang activity.

In 2006, only 10 persons didn't respond to this question. It shows that compared to 2005, where 36 percent believed that their kids are at risk of getting involved in gangs, only 6 percent now believe their kids are at risk of getting involved.

Age	2005	%	2006	%
Involved	0		0	
Not Involved	27	67%	15	34%
At risk of involvement	2	5%	12	28%
Not sure	1		0	

Times When Residents Are Most Concerned About Crime

Participants were asked to identify the time of the day when they are most concerned about crime. Later night was identified as the time when people most fear violent crime in the study area, garnering a 42 percent score in 2005 and 55 percent in 2006. However, there is a substantial decrease in the number of those who identified working hours. Contrary to 28 percent of respondents selecting day time/working hours, only 3

percent identified day time as the time of most concern about crime.

Problem areas

In a follow up question, community members were asked if they considered some areas in the neighborhood more problematic than others, and if so why. In 2005, residents identified block 2070 as a problem area for drug related activity, and blocks 1271 and 1275 as areas where there is a prostitution problem.

In 2006, the residents identified the following areas, which confirmed the responses to question 9.

- "Workshed and Valous (?) corners."
- "Right at the workers shake."
- "By the workshed."
- "The whole project is dangerous."
- "Banff community."
- "Behind and between homes."
- "Behind the superintendent house (2 respondents)."
- "First block of Ledbury."
- "By the Park."
- "Not for me [the one who says gangs are not a problem]"
- "Parking lots or into between walkways."
- "All of the Ledbury and Banff."
- "Well, don't know where but I don't feel safe anywhere in the community."

The residents gave the following reasons for considering these areas dangerous:

- "A lot of gangs, drugs and prostitution."
- "Bad people."
- "Backstreets are not lighted well and they are secluded."
- "Gangsters do drugs there."
- "Because I see a lot of groups hanging out."
- "Gangsters having drugs and making noises and coarse language."
- "Not enough lighting."
- "Because gangs hang out behind 1225 block and parking lot nearest to Bank Street."
- "Gangs (punks)."
- "Because they can hide in these locations."

Quality of Life Crime

Question 12 of the Survey focused on the "quality of life" related crimes, listed below. Among secondary or "quality of life" crimes, surveyed residents were asked to pick only three. In 2005, the residents felt that noise was the biggest problem (65%). Public drunkenness was second on the list of priority concerns. Public drunkenness was a major concern in 2005 with 60 percent respondent pointed it out. In 2006, only 26 percent have highlighted this as a major concern that effect the quality of their life.

Conclusion

The community has come a long way in the last one year. Nevertheless, still some more work is needed to establish neighborhood Watch and begin neighborhood restoration activities.

The strategic plan and subsequent work plan that was approved by the Steering Committee proved very effective in the implementation phase that started in November 2005. The plan was reviewed and evaluated in March 2006. The findings of the evaluation were shared with the Steering Committee for necessary adjustments to best meet the goals of the initiative.

The results of the initiative to date are quite encouraging. Ottawa Police Service has found a "niche" in the heart of the community. A trust relationship has been built and the assigned officers are welcomed in the community.

Community perception has also changed due to drop in unwanted incidents in the community. According to reports from security officers from Ottawa Community security, there have been very few negative incidents reported from the Banff Avenue community over the past few months.

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