

# Crime Prevention Ottawa

## Evaluation and Strategic Plan

Technical Paper

September 2009

# Context

Crime Prevention Ottawa established in 2005 as a quasi-independent body is dedicated to crime reduction and enhanced community safety in Ottawa through collaborative evidence-based crime prevention. Approaching the end of its first three years, and its three-year plan, Crime Prevention Ottawa engaged consultants to evaluate its first three years, and to help develop its next three-year action plan, for 2010 to 2013.

This section of the report outlines the method and processes used at each stage; results will be discussed in greater detail in the following sections.

## Preliminary scoping

The process for the evaluation began with one-on-one interviews with each member of the Board of Directors and interviews with staff, considering operations of the Board and the organization over its first three years. Questions focused on satisfaction with governance of the organization, including its relationships with organizations represented on the Board, and preliminary consideration of the activities of the organization in the broader communities.

The information gathered from this process was presented to a meeting of the Board of Directors in December 2008. It was intended to inform the evaluation of the organization's activities in its first three years.

## The last three years: Evaluation

The second stage involved a more formal evaluation process, with four components. First, documents produced by CPO and its committees were reviewed by the consultants to assess how and to what extent planned activities had occurred. Documents, websites and media coverage of partner organizations, including those represented on the CPO Board, were also reviewed, to assess the extent to which crime prevention issues had been addressed by those organizations. Second, the consultants interviewed 17 key informants identified by Crime

Prevention Ottawa, to ask for their assessment of how the organization has performed in terms of its own objectives and plans. Third, a three-week, web-based survey was posted in both languages, with email invitations to complete the survey sent to a list of approximately 200 people, again identified by CPO staff. Finally, one of the consultants met with the Community Forum, which had been appointed as an advisory body to CPO, in early May to invite their assessment of CPO's work to date.

The results of this evaluation were presented to the Board of Directors at a meeting in late May 2009, and are summarized in the next section of this report. At that meeting, Board discussion focused on setting broad directions for the next three years.

### **The next three years: Planning**

The consultants took the broad directions proposed to the Board for feedback from the community. An advertisement in the newspapers resulted in participants in four focus groups, (two in English, one in French, and one bilingual) which considered the Board-proposed directions and provided their own commentary on how these directions would be realized in their own communities.

The consultants integrated this feedback into the Board's directions, and developed a web-based survey in both languages to get broader input to the process. CPO staff provided a list of approximately 14,000 email addresses; consultants sent an email invitation to complete the survey, and inviting respondents to forward the invitation to others who might have an interest in crime prevention and the work of CPO. The survey was on the web for a month from mid-July to mid-August 2009. More than 200 people completed the survey, though more had done parts of it, contributing to greater numbers.

# Board-identified challenges: Governance and funding

As noted above, as a preliminary step, CPO reviewed its internal operations, with particular focus on Board governance and the role that CPO could and should play with respect to funding activities. This step involved individual interviews with each of the Board members and an interview with CPO staff.

## **Governance – as mentioned on phone, need to re-frame this**

Board and staff identified several issues with respect to governance: the selection processes for Board members, and the how Board members engaged with the organization. Discussions focused on the current practices as understood by interviewees, and on what could and should be, from each of their perspectives.

Three issues arose. The first was the observation that there were wide variations in the participation of Board members. Some Board members suggested that members involved in committee work not only had more opportunity to discuss issues and the work of CPO, but also felt more ownership of proposals coming to the Board. The recommended solution was to assign each Board member to a committee, to even out the participation and ownership of CPO's work.

The second related to the need for more Board discussion, particularly of policy issues. As one of CPO's roles is to engage in policy dialogue, some consensus among CPO's Board members is an important prerequisite to playing this role effectively. Yet according to some interviewees, Board processes required decisions on all questions on which consensus could be reached, with

those requiring discussion moving to the end of the agenda. Too often, some Board members felt, this resulted in no or little discussion on contentious issues, including questions of public policy. The proposed solution was to schedule time for policy discussions within Committee and Board agendas.

The third related to a CPO goal of achieving alignment among the agencies represented on the Board of Director and CPO, to build the greatest opportunities for effective collaboration. According to some interviewees, the Board had insufficient opportunity to exchange information about the work of the agencies they represented or with which they are connected. There was a sense that there is likely more synchronicity of priorities and concerns among those organizations that are not being identified because Board members did not provide each other with that information. The proposed solutions were to provide time in Board meetings, perhaps at the beginning, for Board members to report in on crime-prevention-related activities in their own organizations or others with which they have links; and to ask Board members to make explicit commitments about information each will communicate back to these agencies.

Interviews with Board members and staff identified confusion and different understandings of how Board members and the Board chair were selected. There is a general understanding that some members of the Board hold their positions by virtue of the positions they fill in their own organizations, e.g., the Chief of the Ottawa Police Service and the Executive Director of the United Way; others are selected by the organizations they represent, e.g., the appointment of a City Councillor by City Council, and the selection of a representative from the four Ottawa school boards. However, for “community” members, the selection process was not clear. In fact, some community members did not know how they has been selected. Similarly, it was not clear to some interviewees how committee members were selected, whether from among Board members, or from outside the Board.

To provide more transparency and accountability, suggestions were to develop and implement a process for the recruitment of Board members; a review of Committee membership every two years; and election of the Board chair every two years. To address more general governance issues, interviewees suggested that by-laws needed to be finalized, and that policies with respect to Board and Committee selection be incorporated into these by-laws.

Since that time, steps have been taken to approve by-laws with clear policies with respect to Board recruitment and the selection of the Chair.

## Funding

At its inception, CPO Board members had discussed how to allocate the funds it received from the City of Ottawa to crime-prevention activities. At the time, as part of its efforts to develop relationships with the Community and to learn quickly what crime-prevention issues and activities were on the agendas of other local organizations, the Board decided to issue a call for proposals for funding from organizations that shared CPO's priorities. Over the first three years, other mechanisms for funding had emerged, including funding activities related to CPO's priorities as identified by CPO staff. As part of this preparatory research to inform the evaluation of the first three years and the planning for the next three, Board members and staff were asked for their views on this process, whether it should be continued, and what other approaches CPO might take to funding crime-prevention activities.

The interviews identified the questions, rather than answers: Is the current mix of funding methods working? And how can funding sources and allocations be made more transparent? These questions were referred to the Board for discussion at its December meeting, but were deferred again to the strategic planning process.

# The first three years

CPO, in its early days, had decided on specific approaches, intended to add value to work already underway in communities through partnerships, to encourage new community action by supporting capacity building, and to bring experience and expertise with respect to local crime prevention to policy discussions across agencies and governments. Key informants and web respondents were asked to assess the work of CPO in its first three years against these plans.

## Community action and capacity

CPO set out to develop both training and crime prevention plans for communities with crime problems, with a view to creating effective crime prevention programs. It supported these efforts with advice, information, support and strategic investment. Evaluation results (from key informants, partner documents, key informants, and a web survey targeted to knowledgeable stakeholders were largely? Would you feel comfortable with “very” positive.

In particular, organizations were especially appreciative of the supports offered by CPO for their initiatives. They described the crime prevention and training plans as being particularly responsive to the specific circumstances in which a community or organization found itself. Finally, the evaluations required of organizations whose proposals were funded demonstrated success in their stated goals, all consistent with CPO’s goals.

CPO was also able to assist service-delivery organizations to develop the capacity to respond to crime prevention and community safety elements of their work.

## Partnerships

CPO planned, at its inception, to establish funding mechanisms and collaboration practices that would support replication of evidence-based programs and practices, and to build longer term relationships with local agencies and like-minded partners.

A general and extremely positive response to CPO's partnership role among a broad range of organizations was a dominant theme in the evaluation. Whether a partner in a funded program, or someone with more tangential connections to CPO, respondents were uniformly positive about the expertise and support provided by CPO staff to a wide range of activities. In the words of one respondent, "CPO is everywhere!" CPO's ability to convene and support collaborative initiatives, and to respond to emerging needs, was seen as a major strength of the organization, and especially effective in developing a collective capacity to respond to crime prevention and community safety issues. Examples are the Ottawa Youth Gang Prevention Initiative and the Community Adult Justice Network.

At the same time, the evaluation process identified challenges associated specifically with funding practices. Key informants and survey results showed that both the call for proposals for funding, and the strategic investment made in pursuit of its own goals and activities were received in two distinct ways. Those agencies and initiatives that had received funding were entirely satisfied with the funding processes. Some agencies that had not received funding, especially if they had applied and were not successful, were unhappy with the processes and investments that had been made.

## Policy and advocacy

As one of the key roles anticipated for CPO at its inception, the organization's plans with respect to policy and advocacy were ambitious. CPO planned to meet with all key stakeholders and to develop written policy materials with respect to crime prevention. Further, CPO sought to influence the agendas of other agencies to include crime prevention, and mobilize community around public policy questions.

The evaluation processes showed mixed results. Several partner agencies showed crime prevention interests similar to those of CPO, reflecting mutual support between CPO and others with an interest in crime prevention.

While CPO met with many stakeholders (and policy-makers), had prepared advocacy materials, and had been an active partner in community mobilization with respect to at least one issue, this is the area of activities about which stakeholders were the least aware. Among

survey respondents, all identified as informed stakeholders by CPO staff, at least half indicated that they didn't know how CPO had done with respect to policy and advocacy, and were unaware of the activities, when prompted with a list.

## Implications for the next three years

Crime Prevention Ottawa in its first three years been able to establish itself as a partner for the agencies working to prevent crime and communities wishing to make their neighbourhoods safer. It has shown itself to be flexible and supportive in working with its partners. It has been quick to respond to opportunities that align with the stated priorities. The evaluation review suggests the following be addressed in the next three years.

### **Geographic community focus:**

CPO has been remarkably successful in building community capacity and direction in Vanier, selected as a geographic community in which to develop and implement training and crime prevention plans. By convening stakeholders and building relationships among them, the capacity of the community has blossomed. At the same time, by making a strategic investment in the community, the enthusiasm and synergy that had emerged could be sustained and become the foundation on which a crime prevention plan could be built and implemented.

This "pilot" has resulted in some lessons with implications for the future. First, working with a geographic community is both rewarding and very demanding in terms of financial and human resources. Second, success necessitates an exit strategy, and an exit strategy necessitates long-term funding, beyond what CPO can and perhaps should provide. Third, with the current human resources, only one such project would be possible at any given time.

At the same time, the City has introduced its Community Development Framework, which proposes the application of a similar approach more broadly in several geographic communities over several years. Its focus will be broader than crime prevention, leaving it to

local communities to identify their priorities. CPO Board and staff deliberated on whether CPO's contribution on a geographic basis could come from participation in CDF processes, raising crime prevention perspectives and solutions as each community priority is developed.

### **Targeted populations:**

CPO's work with respect to at-risk youth and violence against women have been particularly positive examples of how participation in group processes and allocating funds strategically can have positive effects beyond those initially expected. With program identification and funding, participation by staff in group processes, and supporting the expansion of proven programs, CPO has furthered its own goals and leveraged its own resources to expand both awareness and reach on these issues. In its work on these issues, CPO has developed good working relationships with immigrant communities and with local school boards.

In its work with respect to violence against women, CPO has become aware of the greater risks faced by women with a disability in particular, and people with disabilities more generally. By working with interested stakeholders, and by investing human and financial resources, it can be expected that CPO will achieve similar results with respect to this population.

### **Putting crime prevention on public agendas:**

CPO's efforts with respect to policy advocacy have been considerable but have not been widely recognized. In the one instance where there was a high profile associated with the initiative (SCAN), the position taken was divisive, as may be inevitable with respect to some of these policy issues. Efforts going forward may require more attention to promoting CPO's involvement, and more Board involvement in the identification and promotion of particular policy positions and efforts.

### **Resource allocation:**

CPO has achieved remarkable results with limited resources. Both its people and its financial resources have been critical in the successes achieved to date, thereby increasing the demands

on both. Already, demand is exceeding supply, and it can be expected that current resources will be stretched even further.

Getting additional resources will require a greater awareness among funders and the general public of the broad scope of CPO's work, as current knowledge seems restricted to one or two specific projects with which a given City Councillor or provincial or federal legislator or official has been involved. Again, CPO would benefit from ensuring that its wide-ranging contributions are recognized by funders, the media and the public,

# The next three years

## CPO Role

### Context

Re-frame a bit with less emphasis on CDF

For example, add that crime is down overall in Ottawa and in Canada

The City's Community Development Framework replicates the process that CPO used in Vanier: bringing together the stakeholders, developing a consultation mechanism to identify community priorities, widen the stakeholder group, and begin to develop and implement a capacity-building and action plan. The CDF lens is wider, of course, and is not focused on crime prevention.

However, many community issues relate to crime prevention, either in the short term or in the longer term, and CPO's presence in the CDF processes can identify those related issues, provide expertise in terms of what programs have been tried and proven elsewhere, and support related community activities. CPO's focus on geographic communities may be less pressing than focusing on contributing to and building on CDF work.

Re-frame more positively Similarly, both the City and the United Way call for proposals for funding that can include those dedicated to crime prevention in its narrowest or broadest sense. The limited financial resources available to CPO could be better allocated strategically, allowing it to remain nimble, flexible and responsive in a way that the larger funders cannot. In general terms, the Mission and Vision of CPO remain relevant and will sustain the organization, for at least the coming three years. In particular, its combination of Board-based and staff-based expertise, its capacity and tendency to partnership-building and convening unlikely but appropriate stakeholders, and its ability to provide funds strategically to meet its own goals

and emerging needs are valued and make an important contribution to crime prevention and the sense of safety in communities and populations it targets.

## Priorities

In its deliberations in May 2009, the Board considered CPO's track record, its challenges, and the changed context in which it now operates. It reviewed with care the priorities established for the first three years, and identified those that should be continued, those had been or could be completed, and those that others have taken on and no longer required CPO leadership. It also considered what issues are expected to move higher on program and policy agendas (including in their own agencies and organizational connections) locally and at higher levels of government,

From these, It identified some broad directions: build on success, put crime prevention on the public agenda, respond to emerging issues and needs, and ensure there are sufficient resources to implement priorities and programs. These priorities are interrelated and mutually reinforcing.

### **Continuing initiatives:**

Continuation was especially warranted, in the Board's view, where proven programs were being implemented locally. These included the programs targeted to women facing or escaping violence and youth at risk of economic and social marginalization, and criminal behaviour. The Board also identified the roles that CPO (especially its staff) have been playing in many collaborative partnerships and coordinating bodies as especially valuable and therefore priorities for continuation.

Tone of this paragraph is too negative – needs to line up with the end where we say support to 2013? However, not all successes were seen to be priorities that should be maintained by CPO. In particular, the efforts made by CPO in Vanier had borne the fruit of an increasingly cohesive community with its own capacity to address community-identified priorities. In particular, the community outreach worker funded by CPO was understood to be key to sustaining the progress in Vanier. CPO's staff and Board agreed, however, that CPO's building work had been completed, once an alternative and sustainable funding source was put in place to sustain the

community worker position. Staff has identified this as the next step in CPO's exit strategy, expected to be completed in the next year.

While the initial strategic plan had called for similar initiatives in suburban and rural communities, CPO staff were successful in joining initiatives being led by others to contribute to identification of crime prevention issues and local approaches to solutions, thus freeing staff and financial resources to pursue emerging issues and needs. Similarly, the Board concurred that the City's CDF will provide the necessary leadership for geographically targeted activities with CPO involved in certain strategic areas.

In the coming three years, CPO will apply its expertise and community development model to a business community interested in a crime prevention initiative. This new priority will not only contribute to a safer business area within Ottawa, but will enable CPO to develop a model that can be applied to other business areas in the future.

### **Policy and advocacy:**

In its deliberations, the CPO Board emphasized the value that CPO could bring to policy deliberations, drawing on the expertise of both Board members and staff. In addition, this role was seen as contributing to its goals to access other sources of funds, by raising the profile of the organization. Further, its efforts create the opportunity to demonstrate the effectiveness of its innovative approaches and the applicability of proven programs to a more local setting.

An early priority was to strengthen relationships with City Council members. As part of the validation process for the priorities for the coming three years, CPO staff and Board members have been meeting with Councillors. During these meetings, CPO has learned about crime-prevention priorities in each of their wards, and has begun to respond with some of the activities outlined in the action plan below.

Work on this priority is expected to support CPO in many aspects of its work, and to create the opportunity to offer more meaningful involvement of Board members in CPO's work.

### **Response to emerging issues and needs:**

As noted above, CPO has proven itself to be uniquely situated to become aware of emerging issues, to convene appropriate stakeholders, to bring information and expertise to the group,

and to support solutions both directly and by identifying other possible sources of financial and other supports. Rather than seeing this as an ancillary activity, the Board has identified this as an explicit priority in the coming three years.

While many of the opportunities to identify and respond to these issues and needs is a by-product of CPO's activities with collaborative and coordinating processes, it is also supported by the information brought to the organization by Board and committee members from the agencies they represent and networks in which they are involved. Nonetheless, it is expected that this priority will require a greater commitment of human and financial resources in the next three years.

### **Resources to support policies and programs:**

Recognizing its role as an early detection system, a convenor, and a strategic investor, CPO is positioned and required to leverage funds from other levels of government, the corporate and the philanthropic sector. These funds are needed to provide sustaining funding when short-term funding is not sufficient, and to access quick and adequate support to avoid service gaps with respect to emerging needs and issues.

It has a track record in being able to attract funds for emerging issues, and is now seeking funding sources to meet longer-term needs. This is necessary to allow CPO to continue to be on the leading edge of crime prevention needs and issues, free to allocate its funds strategically rather than being locked into on-going funding for its successful initiatives.

The other priorities are intended in part to build the relationships and to implement successful and proven programs, which will contribute to successful access to financial resources.

## **Validation**

Four focus groups as well as a web survey were undertaken to validate the priorities established by the Board of Directors, and to determine their meaning to local communities and people. The focus groups participants agreed with the proposed strategic directions for 2010 to 2013, although there were differences among the groups as to where the emphasis should be placed. All agreed CPO has been successful in working with communities and

agencies engaged in crime prevention and community safety and this needs to be expanded. Participants stressed the importance of ongoing linkages to other activities and initiatives.

Similarly the second web based survey supported the proposed strategic directions. While there were some concerns that the response may not be sufficient because of its timing over the summer months, more than 200 respondents from a wide range of agencies and with varying direct connections to CPO provided a broad sampling of opinion about the options identified by the Board.<sup>\*\*\*</sup> In addition to ranking the importance of various priorities and associated activities, participants were given the opportunity to identify additional priorities and activities, and to provide general comments and ideas on what CPO should be doing in the next three years. Finally, respondents were also invited to provide any other comments they wished about CPO and its work.

In addition to validating the priorities, the responses provided some guidance as to strong specific interests among known and new stakeholders: greater attention to social determinants of criminal activity, domestic violence, collaboration with Aboriginal organizations, and the need for more transparency with respect to both sources and allocation of funds.

The responses to open-ended questions have been kept confidential as promised in the survey; however the responses to ranking questions are attached as Appendix 4, in both tabular and chart form. In summary, they suggest that the priorities established by the Board are the right ones, with some more important than others. The priority with the least (but still high) support was related to public advocacy and profile for crime-prevention related policies and programs. Not sure what this means: This policy's interrelationship with CPO's ability to achieve its other priorities may not have been widely recognized.

### **Council interviews:**

CPO staff members, sometimes accompanied by Board members, have begun to meet with Council members. They sought to present CPO's contribution to the City's parks and recreation policies, and to inquire of Councillors their crime-prevention priorities and their knowledge of and impressions of CPO's activities. While not all meetings had taken place by

---

<sup>\*\*\*</sup> Survey results were presented to the Planning Committee in August 2009.

the time this report was submitted, the results show that concerns with crime and its prevention vary across wards, with some concerned largely with congregating youth, parenting, others with drug use and trafficking, and still others with property crime and vandalism.

The responses of Council members indicates support for CPO's expertise and perspective, particularly in relation to proposed City policies and plans, and a desire for more information and tools that they can use in their communities. These have been reflected in the action plan in the next section of this report.

# Implementation

## Action plan

This action plan identifies specific activities to be undertaken in the next three years in support of CPO's priorities, along with specific results or products associated with them.

### 1. Build on success:

CPO recognizes that building capacity within communities and fostering partnerships may take a number of forms and may require a variety of supports from Crime Prevention Ottawa.

CPO will continue to work with communities to reduce crime; seek to reduce number of youth at risk; and seek to reduce violence against women.

#### *Activities and time-lines:*

CPO will provide leadership and support for the Ottawa Youth Gang Prevention Initiative, recognizing its broad support and the promise of wide engagement of partners. Previous experience demonstrates that such partnerships are essential to success in reducing the attraction of gang membership for at-risk youth, and in providing more effective strategies to reduce the impact and reach of youth gangs.

Arlene: the graphic below, although it is useful to show what year, the graphic is not great. May be there's another way to express this?

Time-line	Year 1	Year 2	Year 3
	X	X	

CPO will work with the Vanier community and project partners to develop an on-going plan, including sustainable funding over the medium term, to continue to implement community-identified solutions. At the same time, CPO and its partners will develop and implement an exit strategy for CPO from its leadership and funding role in this initiative by 2013.

Time-line	Year 1	Year 2	Year 3
	X	X	X

In keeping with the Board’s decision to continue to support programs targeted to reduce domestic violence, CPO will provide continuing resources to implement proven programs such as *Neighbours, Friends and Families*

Time-line	Year 1	Year 2	Year 3
	on-going		

CPO will expand *The Fourth R* or similar programming to all Ottawa school boards. In response to suggestions from key informants and focus groups participants, schools are often the hub of not only youth-centred activities but also wider activities that align with CPO’s interests. CPO will work to strengthen its relationships with schools in communities in which it is involved.

Time-line	Year 1	Year 2	Year 3
		X	

CPO will apply its community involvement and development approach in a geographically defined business community. Staff will work with a Business Improvement Association to develop a plan for increasing community safety in a high-crime business area.

Time-line	Year 1	Year 2	Year 3
	X	X	X

While CPO will not seek a leadership role in specific geographic communities, it will seek opportunities to provide expertise and other supports where there is existing or emerging interest and local leadership. CPO will take active measures to build partnerships with community groups involved in crime prevention and community safety, particularly in smaller communities with less capacity.

Time-line	Year 1	Year 2	Year 3
	On-going		

CPO's effectiveness is built on relationships and partnerships with a wide range of community partners, institutions and agencies. Some are represented on the Board; more share CPO's goals with respect to reducing crime and increasing community safety. CPO will continue to work closely with others to support mutual priorities and goals.

Time-line	Year 1	Year 2	Year 3
	on-going		

***Deliverables:***

- concrete programs that work with youth at- risk and victims of domestic violence
- strong partnerships;
- clear, concise information and tools for parents; and
- safer communities.

## **2. Put crime prevention on the public agenda**

CPO will implement this priority through active engagement of decision-makers at all levels of government and through active participation in related initiatives. CPO will look for opportunities to place crime prevention issues on the public agenda through on-going participation in multi-stakeholder initiatives, submission of briefs, and production of research reports. Crime Prevention Ottawa will seek to become the “go-to” resource for crime prevention in Ottawa.

To gain and sustain support for crime prevention initiatives from elected officials, it will demonstrate the impact of these initiatives through evidence-based research and evaluation of current and new programs.

### ***Activities:***

To strengthen its base, and its ability to intervene early and effectively in City policy and program development, CPO will develop and sustain relationships with individual members of City Council and with City officials. To extend its reach beyond its municipal base, to bring its knowledge and expertise to decision-making at higher levels of government, CPO staff and Board members will develop relationships with key federal and provincial representatives.

Time-line	Year 1	Year 2	Year 3
	On-going with emphasis in Year 1.		

Building on positive relationships and a reputation for effective partnership and collaboration, CPO staff and Board members will promote a crime prevention and community safety focus within broader initiatives such as the City of Ottawa’s Community Development Framework.

Time-line	Year 1	Year 2	Year 3
	On-going		

(Not sure we can deliver on this one below???) are you sure there’s a demand? I think its better to do more targeted research piece – crime stats are made available through OPS.

CPO Board members and staff have an individual and collective reputation for adding value by bringing expertise, information about proven practices, and hard data to the table. CPO will sustain and build upon this reputation by providing accessible information and relevant statistics to its partners and to the general public. This information will be developed in partnership with the Institute for the Prevention of Crime at the University of Ottawa and Ottawa Police Service staff.

Time-line	Year 1	Year 2	Year 3
	X		X

In its first three years, CPO staff and Board tried to fill local information gaps about proposed selected provincial and federal legislative and program changes related to crime prevention. CPO will intentionally bring community safety and crime prevention experience, concerns and

perspectives to deliberations on key proposed legislation and program changes at the federal, provincial or municipal level. Further, CPO will develop appropriate materials that can inform and engage local community groups and Council members.

Time-line	Year 1	Year 2	Year 3
	On-going		

As part of its call for proposals, CPO required an evaluation plan; funded projects were required to submit an evaluation of the funded activities. Because the funding cycle was very short and the level of funding was relatively small, rigorous evaluation wasn't usually possible, but preliminary information is available on innovative projects. Moving forward, CPO funding will be used more strategically, and can include an evaluation plan appropriate for the level and duration of funding.

Time-line	Year 1	Year 2	Year 3
	On-going		

CPO will continue to share the information it gathers about its own practices or learns from experts who are part of its speakers' series widely with its community partners and with its peer organizations in other cities. In these ways, CPO will support and disseminate evidence-based research.

Time-line	Year 1	Year 2	Year 3
	On-going with emphasis in year 1 on building links with peer city organizations		

CPO receives requests from individuals and partners for readable, authoritative research and policy papers with respect to crime prevention and community safety issues. Examples identified in the survey, as noted, included local information and analysis with respect to determinants of criminal behaviour and the particular risks and situation within the local Aboriginal community. Working with local post-secondary education programs, CPO will identify and support interested students and faculty to develop and disseminate the requested and anticipated demand for local research and analysis.

Time-line	Year 1	Year 2	Year 3
		X	X

***Deliverables:***

- a speakers’ series;
- a tool kit for local community groups with an interest in community-specific crime prevention and safety programs;
- timely, clear, concise, easy to read documents for use by councillors and community groups in policy development processes; and
- well- researched background papers, research synthesis and policy briefs.

**3. Respond to emerging issues and needs**

In the course of its work in the first three years, CPO has developed a track record in identifying emerging issues and needs, and then working with relevant partners to initiate an appropriate response.

**Activities:**

Working with its networks, CPO will monitor policy-making and legislative processes to identify issues relevant to its mission, before they reach critical decision points.

Time-line	Year 1	Year 2	Year 3
	On-going		

In its work with local agencies and local collaborating and coordinating bodies, CPO will help to identify emerging issues and gaps in services where problems are likely to occur.

Time-line	Year 1	Year 2	Year 3
	On-going		

**Deliverables:**

- Email and web-based notification of strategic policy decisions of interest to community partners
- Information for partners, through City and other processes, to identify emerging problems where solutions can be developed and implemented
- Strategic initiatives to address issues

#### 4. Ensure there are sufficient resources to implement priorities and programs

To date CPO has leveraged \$934,190 for community services and CPO initiatives. Crime Prevention Ottawa will work with partners to continue to seek funding and support from other sources to ensure the current programs are sustained.

Based on extensive Board deliberation, Crime Prevention Ottawa will act more strategically in determining where limited funds will be spent. The current open call for proposals, through which local groups have implemented short-term, small-scale projects related to CPO's priorities, will end in 2010. Instead, CPO will provide financial support only for specific projects that align closely with its particular priorities; in addition, it will provide immediate and short-term financial support to respond to emerging trends and issue or need. CPO will also work with community groups to identify and convene potential partners and work with agencies to meet those needs over the medium or longer term.

##### ***Activities and time-lines:***

To attract sustainable funding beyond its own resources, CPO will work with experts on the Board and from local post-secondary institutions to develop capacity within CPO itself and other community agencies to evaluate local crime prevention and community safety programs. With this expertise, CPO and its partners can demonstrate the impact of community safety programs.

Time-line	Year 1	Year 2	Year 3
	X	X	On-going

In addition to the relationships that will be developed to support CPO's advocacy and policy priority, CPO staff and Board will build relationships with private, public and philanthropic funding agencies to help broker new funding. In particular, CPO will seek to attract federal and provincial funding designated for community development and crime prevention and safety purposes to local initiatives and organizations.

Time-line	Year 1	Year 2	Year 3
	On-going, with an emphasis in the first 2 years on making appropriate contacts and building those relationships, with the participation of Board members.		

In particular, to build upon and sustain its work in the first three years, CPO will seek multi-year funding for the Vanier community project and for local initiatives to respond to youth issues.

Time-line	Year 1	Year 2	Year 3
	X		

Board and staff will determine which projects support its strategic priorities, e.g., training outreach workers who can deal with youth to address gang-related issues or research and planning with respect to violence against persons with disabilities, and will receive CPO financial support. CPO staff will inform the Board of emerging needs and issues, and how CPO funding can be allocated to provide some early support to finding and implementing solutions. Where CPO funding is not available, CPO staff will connect the community stakeholders to potential funders.

Time-line	Year 1	Year 2	Year 3
	On-going		

CPO recognizes that smaller community groups may be the first to identify an emerging need or a gap in service, yet be the least able to find the expertise and modest funds to begin to respond. CPO will continue to support smaller community groups to begin to fill gaps in services and will connect them to appropriate partners and potential longer term funders.

Time-line	Year 1	Year 2	Year 3

	On-going
--	----------

The activities identified are almost either on-going in nature, or are front-loaded into the first two years to form new relationships, create new materials, and establish new practices. While existing staff have been highly praised in the evaluation and validation processes, even with Board support their capacity will be stretched beyond what can be reasonably expected or sustained. At the same time, CPO wishes to operate with lean administrative and staff budgets. Therefore, CPO, with the strong support of Board members, will seek secondments from partner agencies to help CPO implement priorities, particularly in the next two years.

Time-line	Year 1	Year 2	Year 3
	X	X	

***Deliverables:***

- new funding agreements to support ongoing programs and new initiatives
- measurable outcomes for success

**Measuring results**

CPO’s Board of Directors identified evaluation of the results for resources allocated as a high priority. Demonstrating results was seen as key to continuing support from City Council, continuing engagement of key stakeholders, and attracting sustained support for crime prevention initiatives.

Such evaluation could take one of several forms: comparison of crime statistics before and after, surveys conducted before and after an intervention, surveys and/or interviews with key partners, or feedback from key stakeholders including agencies represented on the Board or otherwise involved with CPO’s efforts. While this was not completed during the strategic

planning process, key indicators of success, measurable in concrete ways, are needed for each broad priority area, specific activities planned, and deliverable results contained in the action plan.

## Communication plan

## Concluding Comments

# Appendix 1 - Key informant interview guide

# Appendix 2 - List of key informants

# Appendix 3 - Survey questions

# Appendix 4 - Survey results

