OTTAWA GANG STRATEGY REFRESH 2017

Ottawa Gang Strategy	Technical Report on Consultations

Prepared by: Melanie Bania, PhD

Final Version

November 2017

Table of Contents

OTTAWA GANG STRATEGY REFRESH 2017
TECHNICAL REPORT ON CONSULTATIONS

INTRODUCTION

In 2017, following the first three years of the Ottawa Gang Strategy (OGS) and its evaluation in late 2016, the OGS Steering Committee wanted to ensure that the strategy was responsive to the shifting realities of the streets and communities in Ottawa. Crime Prevention Ottawa (CPO) commissioned a series of consultations that were conducted mostly in May to August of 2017 to support the refreshing of the Ottawa Gang Strategy moving forward. This included the activities listed below to seek ideas and input from local residents and service providers.

Consultations to Help Refresh the Ottawa Gang Strategy

The following methods were used to seek input into a refreshed Strategy:

1) Hosting a **public consultation** with facilitated small group discussions (held on June 28).

2) Gathering and reviewing existing **community surveys** and **needs assessments** from Ottawa service providers from the past 3 years (2014-2017).

3) Hosting three **focus groups with people with lived experience in affected neighbourhoods** or with personal or family contact with street violence.

4) Conducting an **online survey** to consult Ottawa community members and service providers broadly.

5) **Interviewing young and older adults with lived experience** of and involvement in street violence.

6) Facilitating **discussions with the Ottawa Gang Strategy Steering Committee** of partners.

This report provides details on the methods used to conduct these consultations, and summarizes the key findings that emerged. The persistent and recurring themes that were brought to light through the consultations were carried into the work of the Steering Committee to refresh the Strategy and its focus for the next few years. A new Strategy document was created which can be found at: www.crimepreventionottawa.ca

SUMMARY OF KEY THEMES EMERGING FROM CONSULTATIONS

Overall, the following conclusions can be drawn from the consultations conducted as part of the refreshing of the Ottawa Gang Strategy:

- **Loose organization of those involved in street-level and gang violence in Ottawa**: Partners involved in the Ottawa Gang Strategy Steering Committee have observed that 'gangs' in Ottawa are not particularly organized. In other words, rather than the result of well organized gangs focused on loyalty and turf, incidents of serious street level violence appear to be the result of conflicts among individuals. There is a sense that individuals are capitalizing on opportunities to make money and are advancing their own interests through loose affiliations and associations with others, and quickly reacting to conflicts, rather than the more traditional, hierarchical and well organized criminal gangs.

- **Residents are most concerned with the daily, unaddressed 'low level' violence in their neighbourhoods that perpetuates occasional more serious violence:** The main concerns of Ottawa residents who responded to our consultations center on: harassment when walking alone in their neighbourhoods; fear of victimization, particularly at night; and harmful activities related to drug use and drug dealing (e.g., drug users causing disturbances while accessing drug dealers, discarded paraphernalia in parks and on school properties, fights, intimidation). Most Ottawa residents who responded are more concerned with the everyday issues identified above than with 'gang activity' or serious occurrences of street violence (e.g., stabbings and shootings). While this can change in the immediate aftermath of a serious incident like a shooting, residents feel their everyday experiences of 'low-level' violence are poorly addressed and this remains their most prevalent ongoing concern.

- **The Strategy is focused on the right pillars**: Ottawa residents and service providers who responded feel the Ottawa Gang Strategy is focused on the right pillars and has led to good quality programming and effective projects. No key pillars appear to be missing from the Strategy.

- **Cross-agency and cross-sector collaboration has increased with a stronger foundation of effective relationships and services.** Service providers generally feel that the services offered to children, youth and families in Ottawa are engaging and responsive to needs. Although cross-agency collaboration has improved, there is still work to be done, particularly around information sharing and improving transitions at different stages – for example from custody to community supervision, and from youth systems to adult systems.

- **Each pillar of the Strategy has had some successes, but more still needs to be done.** The most popular recommendations were: improving responses to 'low level' violence in affected neighbourhoods; ensuring youth who are at risk of involvement in violence have access to consistent mentors and positive role models; ensuring employment supports and paid work opportunities for those involved in (or at risk of becoming involved in) street violence; and ensuring respectful exchanges between authorities, institutions, and residents in affected neighbourhoods not just through formal engagement groups but in everyday interactions including enforcement activities.

Key Themes from Consultations Along the Four Pillars of the Strategy

The table below highlights the key themes that were mentioned often throughout various consultations, and by more than one group of respondents. They are listed in order of priority - the most popular theme is at the top and the bullets follow an order of frequency of mention.

Pillar	Successes	Needs More Attention *(listed in order of frequency mentioned)*
Neighbourhood Cohesion	• Community groups in most affected areas have agreed to take on issues related to the Strategy including participation in new projects and processes • Multi-stakeholder discussions are happening in neighbourhoods affected by violence • There are some positive neighbourhood activities and good quality programs going on	• Better responses to 'low level' violence that contributes to fear and perpetuates the cycle of more serious violence, so residents don't feel disregarded and dismissed. Includes daily street harassment, intimidation, retribution, assaults, weapons carrying (knives and guns) • Lack of communication or disrespectful communication from authorities and institutions to residents when complaints are made discourages them from reporting again • Past experiences of retribution and fear of further retribution prevent residents from getting involved in reporting issues or in activities to resolve them • More resources to build on and sustain the good work happening in neighbourhoods • More balanced media portrayals (not just negative)
Prevention	• There are good programs to support families and youth at-risk of becoming involved in street violence, including siblings of those involved in street violence	• Providing youth who are at risk of involvement in violence with consistent mentors and positive role models they can relate to (i.e., culturally and racially diverse) • Affordable and accessible sports, recreation and leisure opportunities for youth who need it most (including informal safe spaces and drop-ins) in their own neighbourhoods • Paid employment opportunities and career development for youth who need it most • Active outreach to harder-to-reach families and youth by catering to their interests and what they value • Bridging the gap between key service providers and racialized youth to increase trust, including in schools • Greater involvement of schools and educators in making the links for supports for youth who need it most • Tangible, consistent individual support for families in affected areas • Initiatives to encourage cross-cultural understanding and interaction between affected neighbourhoods/residents and less affected neighbourhoods/residents • Long-term investments in what is working well

Intervention	• There are good programs to support youth early on when they first come into contact with the justice system • There are good programs to support those involved in gangs and street violence to seek a different path	• Tangible employment supports and paid work opportunities for those involved in street violence • Tangible and respectful supports for parents to be an effective part of change • Tangible supports for youth who struggle at school • Involvement of partners that represent the employment and business sectors • Mentors and positive role models for those who need it most • Intensive supports for those involved in the criminal justice system; tangible options and paid opportunities for those with criminal records • Accessible and effective services for those who struggle with substance misuse/addictions • Long-term investments in what is working well
Enforcement & Suppression	• Police are involved at tables and in processes at community level • Community Police Officers are culturally responsive and generally present in affected neighbourhoods	• Consistent respect and dignity for residents in affected neighbourhoods not just through formal engagement groups but in everyday enforcement interactions • Positive and effective communication from police regarding calls related to harassment, assault, underage substance misuse, and drug dealing in affected neighbourhoods – not to be dismissed as 'low level' violence feeds more serious issues • Two-way communication with police and residents on trends and solutions • Initiatives to build trust between police and residents in affected neighbourhoods • Cultural and racial diversity in police officers at enforcement level • Positive police presence on a regular basis, including bike patrols and walkabouts

Key Themes from Consultations Along Each Consultation Method

The table below highlights the key themes that emerged from each individual type of consultation conducted to help refresh the Ottawa Gang Strategy. The sections that follow this table provide more details on the methodology and results of each individual consultation activity.

	Consultation Activity	Number of Respondents[1]	Key Themes
1	**Online survey**	104	**Neighbourhood cohesion - what else should we be doing?** • More positive, supportive relationships between citizens and police • Better training for police re: working with newcomers, racialized youth and people with mental health issues • Addressing and supporting communities after incidents of: 1) Anti-black racism 2) Islamophobia 3) Anti-Indigenous racism • Create safe places and safe conversations... where to go for advice, information and support • Neighbourhood Watch • Outreach for teens • Food Security, housing supports that address isolation, accessibility and inclusion • Community gardens growing veggies etc. • Crime Stoppers Education and advertising should be more widely explained and encouraged within every cohesion pillar • Door to door canvassing to advise the community who to call. There are too many phone numbers and often when you call the main police line you are told to go to the website and complete the form, then there isn't a box for your needs **Prevention - what else should we be doing?** • Build relationships between youth and law enforcement officers continuously and from a very young age • Anti-poverty initiatives: youth employment and skills training, etc. • In-school intervention and prevention strategies for high risk neighbourhoods and populations • Greater focus on treatment of addiction and mental health issues

---

[1] It is possible that the same person participated in more than one of these consultation activities. For example, a resident could have been a respondent to a community survey conducted by a local service provider over the past 3 years, and also a participant in a focus group conducted for the purposes of this exercise. The total number of respondents therefore does not necessarily represent total individuals, rather total respondents to consultation activities.

- Mentoring
- Support for male victims of assault/ sexual assault and recovery
- Providing police presence on the street (foot patrols) as opposed to in cars
- Make parents more accountable for their children
- More resources for males of all ages
- After-school programs (eg. homework clubs) at Community/Family Houses (OCH/LCO sponsored) and similar establishments
- Sports programs/activities for young boys/men

Intervention - what else should we be doing?

- Treat gang-involved people more like human beings that have made mistakes, but have not been given access to the resources each of them needs to make better choices
- Jobs strategy that gives youth experience so they aren't condemned to minimum wage service jobs
- Sports programs, trades, and activities that young people can do for skill-building
- A public awareness campaign about what exists in the city and what is being done is needed
- Support services for transitional aged youth, especially around mental health and justice
- Connection with positive role models and mentorship

Enforcement and Suppression - what else should we be doing?

- Community police officers now have larger area to manage so its harder for them to connect
- Visibility is a great prevention method. Having police on the beat or visible in communities where gang violence is known will help prevent violence from occurring before it happens.
- Amnesty programs for people dropping off guns
- The young people who are drawn to gangs are not likely to listen to police officers but may listen to authorities from their home countries
- Inclusion at the MERIT situation table and other collaborations amongst service providers
- Fostering positive relationships between police and youth is an effective approach compared to law enforcement
- Improved informant channels and sibling engagements
- Again, the police and officials should include a pillar that is inward looking, to combat

			prejudices, to indicate to minority communities that their concerns about racial profiling, discrimination and abuse of power by police against racialized groups has been heard. Mental illness and cultural sensitivity training for officers. **Other / what else are we missing?** • The intervention and enforcement pillars of the strategy are very important, however all pillars of the strategy are important • People are reluctant to report street level drug dealing and gang activity. It is for fear of repercussions or having to get involved in criminal proceedings against someone who may be liable to hurt them, or whom they might know. • Encouraging people to report online in an anonymous way would work
2	**Existing community surveys and needs assessments over past 3 years**	408[2]	• Fear of victimization is fairly high when out in neighbourhood due to a) frequent street harassment, and b) lack of proper lighting at night. • Inappropriate activities are common place in parks and school parking lots/yards in the evening. • Illegal drug use and dealing are key contributors to issues and concerns. Other issues include theft, robbery, break-ins. • Most respondents feel comfortable reporting issues to Ottawa Police Service, Ottawa Community Housing, or Crime Stoppers.

---

[2] One of the five (1/5) community survey reports did not include the number of respondents. This number is therefore lower than the actual number of individuals overall who responded to the surveys.

| 3 | Focus groups with youth and adults with lived experience in violence-affected neighbourhoods[3] | 21 | **Adult perspectives (N=12):**

• Fear of victimization is fairly high when out in neighbourhood due to frequent street harassment (verbal harassment, sexual harassment, invading space).
• Inappropriate activities are common place in parks and school parking lots/yards, especially at night. This includes gun shots that aren't reported, drug dealing, prostitution, property damage.
• Illegal drug use and dealing are key contributors to issues and concerns. This includes public transactions as well as drug dealing from apartments that spills out onto streets.
• There is constant, "low level" violence that contributes to fear and perpetuates the cycle of more serious violence. This includes street harassment, assaults, domestic violence against women, weapons carrying (knives and guns).
• Feel the police who respond to their calls do not care and are indifferent (at best) or are outright rude and disrespectful. Either way charges are rare even in cases of serious assault with witnesses. This discourages them from reporting again.
• Ottawa Community Housing security is responsive and generally respectful but has limited options for dealing with situations.
• Past experiences of retribution and fear of further retribution prevent residents from getting involved in reporting issues or in activities to resolve them.
• Lack of communication from authorities back to residents when complaints are made discourages them from reporting again.
• Need more: positive activities and opportunities for older youth/young adults; economic opportunities for residents; crime prevention through environmental design (CPTED) for lighting in particular; constructive relationship with police; consequences for unacceptable activities including arrests.
• Want to be treated with respect and dignity by authorities. They feel left behind.

Youth perspectives (high school aged, N=9):

• Fear of victimization is fairly low.
• Trust in police is fairly high.
• Feel most violence comes in from outside their neighbourhood.
• Concerned about stereotypes by teachers at school which leads to unequitable opportunities and disciplinary measures.
• Need more:
  • supports and resources directly in neighbourhoods (educational attainment, employment, mentors, recreation, good places to go);
  • controlling drug trade;
  • balanced representation in media to reduce stigmatization of neighbourhoods and |

[3] Three focus groups conducted by MB, one focus group conducted by Community Developer in Overbrook since residents reported fear of retribution for speaking out.

			their residents, especially youth; • positive action and arrests by police when they are called.
4	**Interviews with young and older adults with lived experience of and involvement in street violence**	22	**What could have made a difference when they were younger to support them in choosing a different path?** • Positive mentors and role models (especially male ones) • More accessible and affordable sports, recreation and leisure opportunities • Knowing there are other options • Better trust in and relationship with authorities, including police • Better housing and safer neighbourhoods • Individual support for youth at-risk that is consistent (counselling, trauma and anger management, free tutoring/school completion support, neighbourhood activities) • Addictions treatment and support for parents and youth • Intervention and support for family dysfunction and violence. Avoid family separation. • Job training and paid employment opportunities **What would make a big positive difference in your life now?** • Job training and paid employment; jobs with career advancement opportunities (not dead-end jobs) • Entrepreneurship opportunities; apprenticeship opportunities • Supporting employers to hire people with a criminal record • Financial stability • Funding to make post-secondary education accessible • Somewhere safe to live away from old habits and lifestyle • Positive relationships (with a partner, family members, children, social workers)

			• A second chance from society • Affordable and accessible opportunities to pursue a passion (e.g., music) • Affordable and accessible opportunities to explore new things and places, see the other possibilities out there • Sobriety • More and longer-term support for community reintegration after incarceration • Let people with criminal records share their experiences to help youth and communities. Youth will relate to someone with lived experience and the person will be better integrated through helping others.
5	**Public consultation**	~ 70	**Neighbourhood Cohesion:** • Remains a struggle in neighbourhoods affected by violence Going well: • Community groups have been developed in most affected areas • Multi-stakeholder discussions are happening in neighbourhoods affected by violence • There are some positive neighbourhood activities Need more: • Cultural diversity representation at organizational level (i.e., staff hiring), at community association level, and in discussions between the two • Support for residents who are ready to act as agents of change but who are fearful of negative consequences for their involvement (retaliation) • Positive community events hosted by different groups and organizations • Resources to build on and sustain the good work happening in neighbourhoods • Effective urban/neighbourhood planning and design at the system level • Balanced media portrayals (not just the negative) **Prevention:** Going well: • Good programs to support families and youth at-risk of becoming involved in street violence, including siblings of those involved in street violence Need more:

| | | • Attention to root causes of gangs and street violence (e.g., poverty, family dysfunction, affordable housing, addictions, racism), not just programs as 'band-aid solutions'
• Mentors and positive role models youth can relate to (i.e., who are culturally and racially diverse)
• Affordable and accessible sports, recreation and leisure opportunities for youth (including informal safe spaces and drop-ins)
• Paid employment opportunities and career development for youth. Includes getting employers on board
• Active outreach to the youth who are not likely to be or to get involved in local activities by catering to their interests and what they value
• Resources and programs to support young people with skills in non-violent conflict resolution
• Youth feel targeted by authorities because of their race. Need to bridge the gap between key service providers and racialized youth
• Supports for new Canadians in affected neighbourhoods
• Tangible, consistent individual support for families in affected areas
• Initiatives to encourage cross-cultural understanding and interaction between affected neighbourhoods/residents and less affected neighbourhoods/residents
• Attention to trauma and its effects
• Inclusion of indigenous communities and attention to the spirit of truth and reconciliation
• Long-term investments in what is working well

Intervention:

Going well:

• Good programs to support youth early on when they first come into contact with the justice system (e.g., diversion)
• Good programs to support those involved in gangs and street violence seek a different path (e.g., Time for Change)

Need more:

• Tangible and respectful supports for parents to be an effective part of change
• Tangible supports for youth who struggle at school
• Tangible job supports and paid opportunities for those involved in street violence to compete with their existing or recent lucrative lifestyle (e.g., drug dealing)
• Mentors and positive role models people can relate to
• Intensive supports for those involved in the criminal justice system; tangible options and opportunities for those with criminal records |

- Accessible and effective services for those who struggle with substance misuse/addictions
- Long-term investments in what is working well

Enforcement & Suppression:

Going well:

- Police are involved at tables and in processes at community level
- Community Police Officers are culturally responsive and generally present

Need more:

- Cultural and racial diversity in police officers at enforcement level
- Consistent respect and dignity for residents in affected neighbourhoods not just through formal engagement groups but in everyday enforcement interactions
- Two-way communication with police on trends and solutions
- Initiatives to build trust between police and residents in affected neighbourhoods
- Increased positive police presence on a regular basis, including bike patrols and walkabouts
- Community policing that is respected, valued and promoted within the Ottawa Police Service
- Understanding among residents of the different roles different teams of police play (i.e., community police versus DART)

What else are we missing?

- Involvement of partners that represent the employment and business sectors
- Evaluations that show effectiveness of programs with individuals
- Greater hands-on involvement of schools
- A pillar on education and awareness?
- A pillar on victims of gang activity and street violence?

DETAILED METHOD AND RESULTS OF INDIVIDUAL CONSULTATION ACTIVITIES

1. Public Consultation Session on Street Violence in Ottawa

Method

On the evening of June 28, 2017 Crime Prevention Ottawa hosted a public consultation session on street violence in Ottawa at the Jim Durrell Centre. The purpose of this small roundtable discussion was to provide members of the public an opportunity to engage in the refresh of the OGS by sharing their views on what should be the focus of the Strategy moving forward. Each small group had a designated facilitator from CAWI (City for All Women Initiative) in charge of the process, and a designated note-taker. The facilitators had been trained ahead of time on effective small group facilitation and on what to expect on this evening.

The questions guiding the small group discussions were based on the existing Ottawa Gang Strategy framework. The objective was to assess what is going well in each pillar of the existing strategy, and what more can be done to move forward in a positive way. There was also an opportunity to raise any big or small gaps in the strategy's existing framework or activities.

Roundtable Questions:

Neighbourhood Cohesion
1. What are we doing right in this area? What is going well?
2. What more can we do to move forward in a positive way?

Prevention
1. What are we doing right in this area? What is going well?
2. What more can we do to move forward in a positive way?

Intervention
1. What are we doing right in this area? What is going well?
2. What more can we do to move forward in a positive way?

Enforcement and Suppression
1. What are we doing right in this area? What is going well?
2. What more can we do to move forward in a positive way?

Are we missing anything? Is there anything else you would like to share?

Results

There were 14 tables total with between 3 to 6 respondents at each table. Although registration was encouraged, some people who registered did not attend and others who had not registered attended including walk-ins at different times. For those reasons, it is difficult to assess exactly how many people attended the public consultation but a fair estimate is around 70 people. It is important to note that although this session was intended to reach mostly Ottawa residents, there were many local service providers present and participating in the small group discussions.

The responses from each roundtable are transcribed in the following tables.

RESULTS OF THE PUBLIC CONSULTATION SESSION ON STREET VIOLENCE HELD ON JUNE 28, 2017

NEIGHBOURHOOD COHESION

Table	What are we doing right in this area? What is going well?
1	- Divided community; diversity not reflected at organizational level (ie. Community meetings) - Need more diversity within administrative/organizational discussions - Lack of statistics re: previous outcomes of past community initiatives (lack of easy-to-access performance results/outcomes); difficulty to receive/access evaluations, findings, etc. - Community association meetings appear to be ineffective because they don't reflect diversity - Good work at involving police and diverse community members in group forums, community/collaborative dialogues - Great to include OPA as partner; useful to have police involvement at grass roots community level - Good to involve police across city and not just in stereotypically "bad" areas
2	- There is no neighbourhood cohesion - Explanation of Community Development Fund by member: that money only seems to go to vulnerable neighbourhoods; suggests city increase funding to all communities - Use non-professionals to help build community capacity - Cohesion relies on everyone - Complex issues; youth from all neighbourhoods are in trouble, not just high-risk neighbourhood - Too much focus on just geographically defined vulnerable neighbourhoods - Peer support (ie. Neighbourhood watch) - Byward Market biggest concern is fentanyl - Street drugs is a real issue; higher overdoses - Lack of knowledge of how drug trade works - Housing-first focus important - Things don't seem to be getting better - Low-income housing concentrated in some areas; doesn't help community cohesion - Produce good literature - Name "gang strategy" itself is a problem - Too much emphasis on symptoms rather than root causes: Poverty, unemployment, racism, etc. need to be addressed - Traffic stop data created unintended consequences
3	- Helping communities after a violent action - More education is being provided about the justice system at libraries; very positive - They reach out to new immigrant communities in English and French
4	- Events are being held in neighbourhoods that are being targeted - Police are trying to reach out to marginalized communities but this sometimes comes with a reputation for those who get involved (ie. "snitches") as betraying their community or culture - Events in the community are great when police facilitate (ie. Police week)

	• Great creation of programs as part of OGS
5	• Program of workshops for parents about rights of youth; education creates cohesion • Pretty good at responding to crisis • OCH has a wide reach for tenant groups; advocate for services in lots of different communities – pretty successful • Partnerships between networks and services and organizations is important; OCH is good at facilitating and supporting other initiatives • Good at inviting the whole community to events (and police) so children can learn their rights and make positive connections • Let people get to know each other; BBQs etc. that help create connections, help people feel a sense of communication and community • OCH has been supportive of community leaders and gets involved by providing things like physical space etc.
6	• Everything starts in the home; before addressing community, need to address home, family, parents; support for families is key • Message starting to get out re: support for families and positive results • Connects those who need help with those who can offer it • Community events, knowing your neighbours • People see value in prevention • Trust between agencies • Avoiding duplication of services where not necessary • Build relationship; have police officers present at events (ie play in sports tournaments); bridge the gap • Youth involvement is good
7	• DART rebranded; more involved with OYS – real talk with youth • Post-incident protocol; debrief what transpired and involves councillors • OPS works with OC Transpo and OCH security • When incidents happen, it is a family/community issue • Victim services is superb
8	• Neighbourhood already knows criminals and avoids them
9	• Sharing educational piece; activities, legal advice, creating opportunities volunteer groups get together such as Boys and girls club to come together • Various community group that take the initiative Vanier, West end, Safety neighbourhood, clean up the capital youth involved, counsellor • West end PQ; housing OPS always involved in initiative promoting events • Crime prevention week police week initiative partners, YSB, CAS • Come together • In case of shootings: create forum to discuss and provide the right info to residents and to agencies (OPS and other agencies) • Coffee house, neighbour hood watch, want to do the right thing • Vanier Ottawa black business; courses, promotion, 300 kids visiting

	• Community get together and start discussion around incident
10	• "I feel that as someone that is tapped into the community that she feels connected to social service providers and the local community and would know who to get in touch with." • People believe that local communities are more comfortable with social services and have more knowledge on services provided. • Having a long-term investment in these communities allows for these communities to rebuild trust with community agencies, police, and neighbours through community events • Networks through the Lowertown homes. Walkabouts, community gardens, everyone knows everyone. Multicultural pot lucks. Many community leaders get together to host/organize multiple events and initiatives.
11	• Many after school programs
12	• Before I moved to Canada I lived in Chicago. I volunteered with high-risk group and collection of police officers to provide martial arts and dance lessons – Police and youth learning together. It had fairly positive results over the course of years we did it – getting police officers to sign up for dance was interesting, but it was about an hour, 3 days a week – it was a good way to get the kids involved in athletic activities, learn self-discipline and learn how to interface with a cop. • You get to put a name to a face, it's not just a badge it's a person. • We need to go back to urban planning – when we group all marginalized people in the same community it fosters the same behaviours. We need to look at neighbourhood planning, going back to the basics of how we structure these neighborhoods. Turn the wheel back and really start to think about planning, and then I think less of the programs would even be needed. It's about the groups who are living there – the issues that they come with, and the fact that they are congregated in a large number, in a dense area. So what happens is, you have types of conversations among neighbourhoods and among youth that foster similar behaviours. Versus if we had them in a neighbourhood where there's witness to healthy behaviours, they'll be adopted much more readily. Programs don't change things because it's a band-aid on a problem that fundamentally needs to be rethought. • Before joining the Police I worked for Ottawa Community Housing for five years – I see the stigma; I think we need to put the onus back onto the media and their portrayal of these communities – the stigma they associate with race and religion. We can't break down barriers when this is the way they are portrayed in OUR community. I hear what you're saying about community dance programs etc. – but the issue is the youth who REALLY need our help and that engagement, are the ones that don't show up. If there's no buy-in from the youth, they're not going to be in demand – they work in a very lucrative market – tax-free cash income. It's a lifestyle and an ideology tough to change with services. • I think every little bit helps – as it was mentioned earlier it's never going to be one strategy that resolves the complex issues. The more you can bring positive neighbours to watch over each other – because Police can't do it all – there needs to be resources clearly available for the kids who are flat-out high risk. Intense programming for those individuals so that they can't infect the other youth in the neighbourhood. As it was described in the presentation – there was ONE house that was so problematic. The entire neighbourhood was victimized by this one problematic residence. Yes they were shut down, but they were back up in a week. • That's not the first youth I've heard say they can't get a job because of their neighbourhood. Again, the media is really making it so tough for these folks when it's just a few, not the many. • The whole idea of getting the media to help change the image would be a really good strategy. They could show stories like we heard today – growing up and being successful, rather than focusing on the negative all the time.

	• We love when stuff goes wrong – the media eats it up. What you're asking is for the entire media to change – that's a tall order. • There's a news outlet in Germany who had what they call youth hour – once a week they did an hour on stories of youth who did things that were impressive, or positive, etc. At the time they were doing this they had an issue with neighbourhoods with lots of isolated immigrants. There was an interesting shift following a small hour a week that exposed the positive side. • One thing the media doesn't recognize is how they're feeding gang activity by highlighting different populations and 'cliques' – that feeds that group. They say look at us we're getting the notoriety – various other communities will start talking about who is more serious and powerful – it's the media who own that and further that. Most of it isn't even true. • The media is one piece – if we look at engaging the surrounding neighbourhood coming out and spending time in those 'bad' neighbourhoods for an event, that starts to break down walls. It reduces the stigma and lessens those boundaries caused by the negative populations. • I know OCH tries to do that – they host a lot of community functions, and they do invite the broader community. *But do they come?* If you offer food – yes they do. It's challenging because you have neighbouring community come, and they discuss the issues, but they still don't allow their children to go play there.
13	• Blackburn Hamlet. The community police officer (CPO) was "amazing" in organizing the neighbourhood. Good exchange with the CPO and the Direct Action Response Team (DART). • More integration of officers into the community. • Youth feel targeted by race. Need to bridge that gap. Familiarity with police makes a difference
14	• I have been working with OPS for 22 years and see that now more organizations are dealing with the community. I have been in Ottawa since 1964 and was part of the first black people here. I now see there are groups in neighbourhoods doing work across many cultures. It is important to have organizations that are specifically for different cultural communities. • I came to Canada in 1980's my parents struggled as there were no supports and services. Now we have more supports though there are still some challenges. New Canadian's coming have people here who understand what it is like to come here and they can support other newcomers. • We do place based community development well though could do more. Could build on the good work happening in neighbourhoods. More resources are needed. Engage the schools, parent's, broad community to work together. Need more youth programs.
What more can we do to move forward in a positive way?	
1	• Need to try to reach both adults and children; need to go into schools because that's where children are – hub for children, parents and teachers to interact • Need more engagement to encourage people from all walks of life to enter into public forums • Civic engagement: linked to broader community integration; difficult when individuals from diverse communities don't feel connected to the community • Important to increase civic engagement: community development, organizations coming together with goal of increasing and facilitating community engagement • Scan of what programs are out there already and then fill gaps that they do not address • Need to be more open/transparent about sharing findings/results • Important to overcome cultural barriers; key obstacle that stops diverse communities from coming together

2	• See previous table for mixed answers from this roundtable
3	• More surveillance cameras • There are newcomers with language barriers; we should educate in different languages about the justice system • People still don't have faith in police; people don't trust the system or police because crimes are punished lightly, "snitches" face recrimination (no protection) • Programs needed for at-risk youth in "bad" communities that help them find jobs, etc. • Better communication between parents and police in community • Police should have dialogue between communities (sincere) and know more about the community (ie. When most are from Arab/Muslim/Somali background • Police should express their interest in these communities and culture to create trust • There is distrust between different ethnicities, communities or cultures; need to create dialogue there
4	• People who come to events are not really people from marginalized communities • Police can be intimidating + idea that police in communities just to fill a quota • Police need more diversity to understand the culture more • Police need to be more involved in community vs. "watching over" the community • Everyone in community knows what is happening, but it's not until the police are involved that fear sets in • Work around community cultures when planning events • Need more advocacy around assisting individuals finding employment from gangs/incarceration (work with potential employers) • Celebrate community successes with each other • Have mentorship programs; youth who have succeeded come back to mentor other youth • Community needs to be more receptive to change and be consistent with programs (from a participation perspective)
5	• Greater emphasis on action vs. discussion • Need to do more to foster youth engagement (particularly youth leaders) • More support to create safe spaces and resources need to keep them safe long-term • Lots of people vulnerable and may not have resources to get help (ie. Kids expelled from school getting counselling as well, to they aren't just sent home)
6	• See previous table for mixed answers from this roundtable
7	• See previous table for mixed answers from this roundtable
8	• Better communication within community • Police make few patrols • Train people to do neighbourhood watch
9	• Interaction and intervention • Opportunity for employment, health care, education, recreation • Strengthening the individual • Volunteer opportunity like Boys and Girls club • Good avenue, being on the right path

	• Feeling positive about yourself and your community
	• Inner success and support the success as a community
	• Summer camp for youth and Saturday have sports with mentor are present give them a place where they can talk about different things
	• When something happens… need to feel part of that discussion as individuals
10	• Increased blending of communities to create a better sense of inclusion rather than isolation; increase organized activities that include all members to promote community pride, familiarity, and belonging.
11	• Community meeting should involve more diverse voices (members). I feel community meetings are leaving out businesses. Businesses should be invited to have a voice.
	• Community meetings should involve a business perspective.
	• More after school programs in the community for children.
	• Boredom creates problems, need to keep children busy to avoid problems.
	• Use role models to come to communities to speak to children.
	• Not enough programs for kids in the summer
12	• n/a
13	• n/a
14	• Need people/staff/leaders who represent the ethno cultural community especially police officers. Need role models. There are some though we need more. Some police officers though need more.
	• I have been in Canada 1 year. I see that things are good. Though there is limited community cohesion and need initiatives to bring the community together. When people know each other, they look out for each other. Neighbours need good relationships to be able to talk about issues to prevent violence.
	• Need owner ship of the community. People can be part of the cure

	PREVENTION
	What are we doing right in this area? What is going well?
1	- Not aware of positive protection initiatives - Siblings at risk programs, etc., that deal with others who are impacted, families and family-focused programming that gets at cases where intervention can be started early and prevention can take place - Good involvement with police, but too police-focused - Time for Change program is promising because it's difficult to implement strategies to exit gangs; multi-stakeholder, inclusive focus builds intensive intake and deeper understanding of needs; but also important for people to want to exit, which can be difficult when tied to larger systemic issues like poverty, etc. - Good job involving municipalities in poverty reduction; need more of this
2	- Peer support model important; mentorship - Too many programs; creates dependence - Need to build capacity - Partners should work together better - Funding models need to change - Social services are struggling to provide help for people but thinks they are doing well - Real Talk, UNLOC doing well, MERIT doing well - Newcomers need adaptability workshops to learn Canadian way - Lower income is hard to outreach - Communities need to be empowered to solve issues on their own - Need to find people before they go into crisis - Can all gaps be bridged? Requires social innovation - Basic income needs to be higher; CPO factors changes into their work - Move the baseline - Stay away from labelling "gang member"
3	- Boys and Girls Club; options for young people to connect with people outside their culture or circle of friends; they learn more and will not feel intimidated to speak out - After school programs are safe; it is very safe being together, organized; makes youth act properly as opposed to recklessly when they're alone
4	Lots of resources available
5	- Communities are doing a lot - We've been working at it for 10 years but it is still happening, so need to look at why - We do a good job providing education as a whole, but don't do enough to identify and support at-risk youth/kids falling behind earlier on - Developing basic life skills – budgeting and goal-setting/planning; has to be done early - Some mentoring programs are in place and have been successful, but these need to be expanded
6	Youth diversion program – looking deeper into why youth committed offence; before, people wanted youth charged, now more open to looking at other solutions

	• Skills development important for youth • Education about cost of crime (victim letters, etc.) • Good to keep actual names out of media
7	• COMPAC
8	• n/a
9	• Homework club • Boys and girls club • March break and summer camp • Recreational and artistic activities opportunities
10	• Programs like Time for Change and youth gang intervention programs are able to intervene and work with families who are involved in gangs or at high risk for gang membership • Boys and Girls Club, Youth Futures, and Youville providing after school and weekend services that provide pro social activities, skills building programs, educational programs and peer to peer mentorship. • Programs, specifically the Ottawa Mission have coordinators who can help the homeless population acquire necessary ID to move forward with other programs and services.
11	• They created school programs. • Somali centre • South east Ottawa • Christie lake kids. Does fantastic work. Many good volunteers. • Good police strategies. • Overall when school ends, the city of Ottawa put out a good list summer programs • Good timing when the city sends out information about programs. • Many free programs. • Different languages helps • Gives the city credit for getting the good message out about prevention programs
12	• I think Ottawa's doing a good job of focusing on prevention rather than being reactive. I think that we have invested in a lot of youth prevention program, and I think it's important to give youth purpose and help them find out what they're interested in. At the same time I feel like youth are sometimes not aware that these things are going on, we can make these things more accessible. • I think if we look specifically at focusing on the issue at hand: young men and tendency for violence – I think your prevention strategy really needs to focus on engaging them and teaching them non-violence or other ways of resolving conflicts. That includes coping skills, and healthy behaviours with respect to anger management – these programs already exist but it's making sure we intervene and folks have access at a younger age. By the time they're already well into those behaviours, it becomes that much more difficult and they are often then forced with no buy-in. what are really accomplishing. • I think the onus goes back to the parents – if they are identifying risky behaviours they need to speak up. I totally respect that people don't know how to navigate the services in Ottawa – but there's always someone you can speak to – call 311, talk to your kid's teacher or principal. • It would be interesting to know if people are actually doing that. • I think that goes back to the cohesion piece – helping people feel less isolated – so it's not them against us.

	• But you have to look at cultural behaviours – for some communities there are specific community leaders they go to, and it's taboo to go outside the community. That's a huge challenge. • Do people use social media to get these programs out? *yes* Ok – well, back in Chicago, much more in the suburbs, there were buildings that you could just walk into. As a student you could walk in, there'd be access to counsellors, you could just hang and do your homework. Kids could come get help if they needed to, without identifying that's what they were doing. • Yes we have Boys & Girls Club and Operation Come Home which sound similar to that. They are throughout the city. The CRCs also do homework clubs and all kinds of youth programming that happen right inside the OCH buildings and community houses. • From a prevention perspective – we need to look more closely at the data. Look at the youth who have a tendency to go down this path –what is the profile? Then we can really start to look at streamlining what we're doing. To really engage these youth specifically based on their cultural values and what works for them. We can throw as many programs at them – but if we don't consider exactly where they're coming from and what they're bringing, what they value… otherwise it's too broad. • This is where the data-sharing with police services and different municipalities is important – we're so close to Montreal and Toronto, and the fluidity of these populations should be shared and tracked. They have a direct impact on resources. • We are in the hub of it all – the main 401 corridor – it's very easy to traffic women from Montreal and Ottawa to the GTA and vice versa. We do have systems to share information between Police services. If we're interacting with people who have been interacting with Toronto Police, we're aware of it.
13	• n/a
14	• OPS is doing a great job though room to grow. • Need mentors for youth. Good homework clubs, some recreation
What more can we do to move forward in a positive way?	
1	• Still so segregated communities (ie. Different walks of life, cultural backgrounds, etc.) • Do more to involve enclaves that don't always have a role in community involvement – strength in diversity; hold culturally diverse events (ie. Celebrating a Muslim holiday with a dinner) • Outreach to diverse community groups; involving diverse community leaders to encourage integration, mobilizing communities to mix, interact, support one another (ie community yoga events at cultural centres where people from all walks of life can come together) • Employment programs for summer and after school; need more budget (skills training, etc.); need financial incentives to hire students; relocate some of street violence budget to bolstering summer/after school programs) • Hiring students difficult with increased minimum wage when they don't possess the skills; subsidize wages so employers don't shoulder the burden of hiring unskilled worker (ie. $10/hr employer + $5/hr city); encourage employers to support student employment programs with incentives so they don't take a loss • Encourage culture of earning/working for rewards vs. turn to crime • Important to bring young people into workforce at early age (transitionary stage) • Family-focused programming – crucial to have positive older role models as well as early intervention; can prevent having to move forward to intervention at all, if early intervention and family focus is on effective prevention

	• Lack of focus on human trafficking; lack of focus on victims of street violence is an issue all over province, missing from current approach • When communities have negative opinion/image of police ("hand of the dictator") = problem to erase image • Important to build better relationships between police and young people, especially at early age • Useful to allow youth to network, build self-confidence and community attachment, keeps kids returning and staying involved • Involve schools in prevention, open dialogue between schools and other vested interests, but in a productive, community-building way (ie. Police in schools, but plain clothes)
2	• See previous table for mixed answers
3	• Need more programs • Some individuals come from Islam religion where (in participant's opinion) they are not welcomed back into community after released from prison; these people need support • Should concentrate on individuals who have been incarcerated and released; should provide more support and stability; priority for housing for them; more programs after release through YMCA or other NGO • Train or provide internship in prison; create skills; with cutbacks, these programs need to be reinstated • Help offenders get out of the cycle
4	• Kids want basketball and pizza • Lots of services, but need to get employers on board (ie. A job fair should have other employers than YMCA) • Need a wide variety of programming outside or recreation • Educate parents about available resources • Eliminate cost barriers • Have programs in the community • More structured programming with skills development rather than just a drop-in where they hang out (ie. Photography; music; etc.) • Need a program separate from parents and from youth; different expectations of each
5	• Uneven distribution of resources to fund programs • Lack of will to spend money to expand successful programs to where they are needed • Communities need to work as a whole (church, school families, etc.) but this often caps out around grade 6; shouldn't have to rely on community to do all the work • Because of funding, schools can only focus on the "average" student; those who need more get left behind • Communities need to speak to each other, share experience and knowledge • Make sure Community Police Officers reflect their communities (culturally/ethnically) to build trust and understanding and for kids to see there are opportunities for them • Media has not been good at asking why people, particularly young men, get involved; important to look at causes (poverty, racism, etc.)
6	• Consequences of diversion programs should be targeted (ie. Volunteer matching with aspirations of youth so they can see what positive things working in their field can do)

7	• Presentation by other police; we do not engage with youth SROs (too taxed) • No intervention with at-risk kids • Supporting familes/siblings of at-risk kids is not working; warning signs ignored, need support earlier, parents not available due to work • Use of drugs is down, but more used by young kids • Police can play a role by building awareness • Parents on boards • Parents may be reluctant to talk • Problem: COMPAC not sharing/communicating • School-based programs need more holistic approach
8	• Providing resources to occupy youth and encourage not to get involved in crime • Educated parents, especially newcomers • Energy focused on communities where needed • Police support to vulnerable families, especially single mothers
9	• Sense of belongings to your community • Feeling good about yourself as an individual • Interaction • Opportunity for employment or volunteer work • Access to activities
10	• Missing in all communities is a drop in with various pro social activities. Everything seems to be organized and very "programmed". Safe spaces like a drop in where youth can participate in leisure activities on their own time without the need for registration. • Improve services for young people who are not in school. Young people graduating at 17. Services are not available for 17-24 year olds that are not in school and not working. Lack of meaningful networking opportunities. • Not a lot of housing opportunities. Programs to access proper identification to move forward in employment programs/ housing programs/ social services. Lack of programs to help youth and adults acquire necessary identification to move forward. • Community policing to focus more on community involvement and getting to know locals rather than strict policing. • Co-create programs within communities. Have the community present to provide feedback for new neighbourhood projects to prevent a generic solution. Increased understanding of the unique needs of each community
11	• Better information in the schools • Instead of only giving information to kids in "out of school" programs, there should be more information for kids inside schools about prevention. • A community workshop for after school.
12	• n/a

13	• Creating partnerships is key to prevention for ages eight and up.
	• Incorporate the spirit of truth and reconciliation.
	    ○ Concept of a change in language will build relationships.
	    ○ Reconciliation filter needs to be applied to offer a new perspective to the problem.

	○ New filter will assist in the understanding the issues of immigration ○ Will introduce the concept of power and balance. Not one model fits all. Will introduce the institutional dynamics of human rights and racism. - Better partnerships with indigenous organizations. - We have to make contact with the community. - Should have role models and mentors who would be contacts for good advice, regardless of ethnicity. (Will not discuss with parents.) Indigenous community have "aunties" and "grandmothers". Family kinship. - Sharing knowledge with other communities. - More funding to community houses. - First sign that youth are "going off" is when they want money. This is the start. They used guns and violence where they come from and many grew up in war zones. Dropping out of school soon follows. - A common theme is trauma. ○ Not identified in our current strategy. ○ Trauma interrupts the development of a child into a youth which interrupts youth development. ○ Despite resources, they fall through ○ Concept of an indigenous filter. Histories are completely different and understanding causes will required a different filter.
14	- OPS can do more when things happen in the community. Need to build relationships with the community which is important before things happen. Build credibility. Toronto Police make the right call project. Farley Flex rapper came to Ottawa which was good and he is a good role model. - Get youth to think before they make decisions that are going to affect their lives long term. Training, engaging. Role models in community who youth want to listen to. Give youth jobs, keep them busy. Need employment programs for youth; volunteer programs. Barriers to employment. Barriers where you live, language, experience, status, recognition of credentials as new Canadian

INTERVENTION	
	What are we doing right in this area? What is going well?
1	• See previous table for mixed answers
2	• Salvation Army is successful • From homelessness perspective, sees major investment in youth housing and sees this as success • LGBTQ youth issues are important • Transitional age is a major issue; let them continue with youth until ready • Need more investment in prevention • Not enough CPOs at OPS • Foot patrols are very important, lost art • Communities are afraid of police • Polarization of policing; perception is everything
3	• n/a
4	• The fact that programs exist
5	• Project Ceasefire – getting jobs for those currently involved, so that they can then mentor those still involved (give hope) • Time for Change program is a good start but they are having a hard time getting people involved; once they have a criminal record, options get significantly limited
6	• n/a
7	• Schools are a resource
8	• n/a
9	• Community organisation • OPS • Youth involved in gang peripheral educate youth what are the alternative • victim awareness, not looking at the outcome victimization for themselves and others • Focus discussion with young people (drugs) • What does youth need to know, coordinate better • Target at risk youth • Recognize the signs (teachers) • More discussion to identify risks • What is the alternative to breaking the law • OPS-situation table (MERIT) help support and identify
10	• Many organizations working with the young population in their communities to help them become more involved in pro social activities, safely exit a negative lifestyle, and move forward in a positive direction. • Intervention programs are available in the criminal justice system that can help with rehabilitation and

	allow the youth or adult to continue services while incarcerated
11	• Drug addiction program • Mental health programs • Making them not feel intimidated • People need to intervene better rather than becoming complacent
12	• I don't think you can have enough intervention – people get flagged, but if the service isn't intense enough they just keep coming back. Intervention needs more investment • Once people reach a certain age and their third-time offenders, it's kind of too bad so sad – and those are the people who continue through the revolving door. Sometimes it's the people who never had the support when they were younger. I think intervention is as important as prevention. • How much of the interventions are focused on the youth themselves, but the families as well. I'll pick on parents for a second …but not many parents don't know how to face the issues that we are talking about today. Your teachers can identify changes in behaviours. • This is something we see in a lot of the communities, parents aren't willing to identify their children because of the stigma. Drugs in Kanata is not a relatively new thing that just started 6 months ago – when I was in high school – a Catholic high school, there were drugs there – but you never heard that. • An affluent community will always be treated different. • How much of these programs are mandated versus voluntary – because there's a difference in what you can do with that. • Our programs are voluntary – and that's meaningful, because they have power in the relationship and although when it's mandatory you have a captive audience.. …there's always the resistance of I have to be here. • If you are a purchaser of sex, and it's your first-time offence you'll be referred to John School. If you're a young person involved in gangs, and arrested and charged – it should be mandatory that a liaison goes in to meet with the parents and shows them what's going on so that they can identify red flags and signs that their child is getting into dangerous territory. If you don't know that your 17 year old is at the park at 2am with a gun and drugs – he might be telling you he's with his buddies playing xbox but he's not. If you need help managing that household, you need to have that conversation – no judgement, but you don't' know where your kid is, and yes it's your responsibility. You're contributing to this call and the fact that I the Police officer is standing here with you. I respect it's challenging but let us help you. • We need to educate the parents to identify the signs and to be part of the intervention. • A lot of communities have older men recruiting – there needs to be more onus on them as members of the community that are having a huge impact. Why are the other adults not approaching and identifying these people? • That's an important note – letting the parents know what's going on and them detecting those patterns. • And depending on the age – if the person is under the age of 17, for example – the parents should almost be mandated to get involved and receive intervention more than the youth do. • Most of the parents don't know how to navigate the CJS – they receive a call about a charge at 3am, and told you have to show up at show cause, sign as surety, and put yourself on the line about the bond they're signing. They have no idea what they're signing – they'll do whatever to get their kid back, and there they show up in cuffs in a little box in the court house. There needs to be a liaison who helps these people get through the process and understand what's happening, what their rights are, and what they can do to engage. They need to be part of the solution. • Again, it's not one solution. • It needs to start small – it can't all roll out at once, but you're right.

	• Especially the first-time offenders – it's easier to stop at time one. • There's a difference between delinquency and criminality. • If you're under the age of 16 – you can't be out past midnight. If I come across that youth, it's my job to take them home. It's identifying that pattern though – why are you out at 1:00AM? Starting at a ticket for trespassing can easily evolve – but identifying that pattern and watching the progression is something that is outside our scope. • I think when it comes to intervention we need to look at a better coordination and communication between services. • For the prevention programs and even Time 4 Change – the partnership we have with OPS and the fact that they have been referring so many people. Because you are, you see them way before other people (other than parents) you are on the front lines and you guys knowing more about the programs has been a shift, we're seeing that, and it's something that should be solidified.
13	• n/a
14	• If we did more prevention, like jobs, and neighbourhood work, we wouldn't need Intervention. • OPS doing some good jobs and room for improvement
What more can we do to move forward in a positive way?	
1	• See previous table for mixed answers
2	• See previous table for mixed answers
3	• Police concentrating on small groups; should concentrate on big organized groups or gangs • Change the attitude that people in gangs are "street criminals"; society judges or perceives them as "you deserve it"/you had it coming"; perspective should change • Subculture in prison where idea of joining a program is "nerdy" and participants get called out for being weak; mentality needs to change • Need more individual counselling or make programs mandatory • Develop social workers who take care of family members of the person in prison; home visits, groceries, etc.; create connection between family and prisoners • Criminals conscience has died and they are comfortable in that environment; create a different comfortable environment • More job opportunity for youth, with good income
4	• Addressing language barriers • Bring people to facilitate programs who understand the cultural context (ie. Can be fear associated with a program run by Royal Ottawa staff) • More focus on finding employment • More advertisement of programs and services; police aren't doing an adequate job informing youth at-risk; usually up to youth and social services; need a more social side to police • Probation officers need to have a realistic plan for reintegration (ie. Finding a job, getting a health card…) • Programs available in jail, but not after they leave • Should be a centre or skills school available upon exit
5	• Create options/opportunities for those with criminal records

	• Are we allocating too much to enforcement and not enough to intervention? • Enforcement is realistically where all the resources go even when police acknowledge they can't arrest their way out of the problem • Very long-term investment needed; may get worse before better; resources and commitment must match • Often resources like those provided by John Howard Society aren't fully used – need more awareness of programs
6	• n/a
7	• Need to bring agencies together • Siblings at Risk fell short • Hesitation by families to engage in services • Mental health supports for newcomers from war-torn countries • No trauma services • Not enough substance abuse programs • Difficult to persuade kids to choose right path when selling drugs = money • Once a student is suspended, lack of support outside school • Earlier intervention required • Mentorship • Labelling "gang member" when not in gang • Better information sharing between community and police • Better employment programs
8	• Educate those involved in crime how to get out, give them hope • More awareness/information about support/resources available • More research about why youth get involved in gangs
9	• Youth leaders being involved use the same language • Youth should be the one we connect with • Intervention at the school level; risk criteria where the issues are starting • If they are not doing well at school they will drop out, family problem • Early intervention tools • Ask the youth what makes the difference • Ask youth themselves what could have been different for you not to be involved in a gang • Reporting possible activities to authority of resource Agency • Parents awareness and education • Report to a ONE Agency situation or concerns - Key contact person to provide resource • Anti-violence how to create a discussion around anti-violence and education around this whole area • How do we talk to our young people to educate and start discussion
10	• Increase number of services and can teach families the tools in recognizing a youth who in interested or is being recruited into gang life • Increase availability of crisis counselling for adult males 18 and over. Increase services for young adults (18 plus) who require additional counselling, guidance, and skill building programs.

11	• Comes from education. Need to learn how to save young people.
	• Intervention should come earlier, young people that can be saved.
	• Teachers should become involved earlier to identify issues and intervene earlier.
	• Parents need to work hand in hand with the school
	• Neighborhood needs to get more involved with intervention.
	• Neighbours know the problems more than anyone else, they need to report the issue to intervene early.
	• May be need more counsellors inside the schools that that kids would be more willing to speak.
	• Anyone who identifies as a role model should feel obliged to report and intervene with issues identified.
	• Have a counselor in each school, one that speaks many or the appropriate languages
	• Too many barriers for kids in school, sometimes they can't express themselves
12	• n/a
13	• Contact with persons of authority is difficult.
	• Discussion on the "Don't Snitch" campaign and developing a model for those involved to seek help.
	• Expand the focus to friends and families of those involved. Must ensure the family support is in place to get them through the difficult time.
	• Two areas to explore are mental health and affordable housing, recognizing that escaping circumstances is very difficult and you need to change the environment to effect real change.
	• Avoid an accusatory stance when trying to intervene. Must remain non-judgmental.
	• Intensive case management is a key piece. The John Howard Society and the Elizabeth Fry Society do this well. Not all organizations have the resources for a focused, intensive case management service and this reduces the effects of intervention.
	• Look to the "I Am a Kind Man" program. It teaches roles and responsibilities in their communities to indigenous men.
	• Also the "New Directions" program that provides therapeutic work for those charged and not in custody.
	• Leverage adult and youth diversion programming.
14	• OPS needs to build relationships with the community. Celebrate community through good, bad, joy and sad. Be there as a worker and as a "friend". Intervention is unique to each place, each community has specific needs, cultural background, history, understand appropriate cultural approaches. Understanding. How to be accountable when organizations/staff or community causes harm. Humble ourselves to admit did wrong. Always good workers and bad workers.
	• School has a part to play-instead of expelling students, support students to find out the issue- understand what is happening with the youth and what the community can do.
	• Interventions for mental health. Training police officers, school-teachers-first responders whoever on how to deal/work with people to prevent. Be proactive not reactive. Training on mental health; need more of this. Mental health is huge and how can we deal with this better.
	• Training programs: Evaluate them to see if they help to bring people back to normal life-what is successful. Police has evaluation of training and the impact/value. Though the training has to evolve to present day such as mental health, cultural training and to know about the community they are going to. Understand our power and privilege as staff when working with the community.

ENFORCEMENT AND SUPPRESSION	
	What are we doing right in this area? What is going well?
1	• See previous table for mixed answers
2	• No fingerprinting during break-in; made victim feel unsafe • Certain times, small percentage, needs "suppression"; what happens before and after OPS doesn't do well; not enough follow-up work • OPS is trained to deal with emergencies • Hard to train in all other skills • Public perception is skewed • We complicate things too much sometimes • Community groups based on providing direct feedback to politicians • Over-represented by professionals • Not a public-friendly event
3	• Increase presence of mobile units; when police more present in troubled communities, has decreased or diminished the crime rate in those communities • Friendly presence of police, communicating with public • Restoring a better connection with police and public
4	• DART is best group to address gang-involved individuals, but this means they need more training to supply resources to young offenders at point of intervention • Gangs are about entrepreneurship; selling drugs is a quick way to make money
5	• Ending carding is important because it humiliates and victimizes • Lots of amazing officers who work hard to build relationships; easily destroyed by one officer or incident; needs more consistency • More diverse hiring at OPS has been positive • OPS had good neighbourhood beat officers but this has been reduced
6	• Stronger police presence now in neighbourhoods and schools than 10 years ago • IMAP program • Police today are more civilized, educated and approachable than in 70s • City of Ottawa more progressive in approach
7	• Probation – CPIC • Proactive policing
8	• n/a
9	• Imminent danger the community wants enforcement right away and need to be done right away • People to step forward and provide info about who are the problems youth • Police presence to neighbourhood visibility • To prevent further escalation of shooting • Other resources that come in and help out it can't be just the police it's a community that should be

	• The intervention in line with other services in place – • Continuum and coordination needs to be in line • Everyone who is involved how we support that • Outreach workers coordination dialogue and discussion
10	• n/a
11	• More involved in the youth activities • Interacting better with the youth, for example police vs Somali youth soccer game. • Community policing is good but needs to grow • Good communication with the public • Police are now more diverse than ever. Need a Somali woman. • A good process and system in place
12	• Why can't Police access more services before someone goes into the system? • In some cases, it's different officers every time, there wouldn't be a way to track that would there? It's a logistics issue really? The Police don't have the resources to track and show patterns and help them identify regular users of service? • You as the officer have to physically send off the referral or the e-mail to flag the complex case – if you don't have time, it doesn't happen. • It's going to be timely whether its Ottawa Police or an NGO - you say I have a youth! Then they go onto a stack of youth and wait. It's a resource issues. • I think the community doesn't understand that each section of the police service has a very different role. Imagine the community police officer goes to Heatherington and has a BBQ and everyone's having a good time, the usual suspects show up – everyone knows that officer and respects him. 12 hours later the DART team goes through to do their compliance checks, and they are the sort of, front line and suppression unit for guns and gangs. Their mandate is very different, based on the people they are dealing with. The community will see both – and whatever trust that was gained that morning, will be lost when the next team goes in. The investment is gone. • Each section has their own mandate – DART is dealing with compliance checks and very high risk people – they're also focused on intervention, but generally that's not what the community will see. People need to understand that the units are different, and one doesn't cancel out the other. We've had three shootings in a week, so you're going to see an increase of guns and gangs presence – if you're a young person or an adult, you'll experience that suppression. We need to recognize that reality. It's very unfortunate. • Yes because you always have that dual role – building relationships but keeping people safe. • The role of Police is always going to be public safety is Number 1 – if you say I'm locked in my bathroom because someone broke into my house – they're not going to show up with a pamphlet. That will never be the primary response. • If you want to see what it looks like, sign up for a ride along and do the 12 hours – you'll have a much better understanding of what's really going on.
13	• Why use the term gang? This is a violence strategy. What does "gang" have to do with this?
14	• OPS welcomed people to Canada and explained the justice system-program in the past that worked well. Immigrant serving organizations do some of this. • OPS has make the right call-which is proactive. This is helpful in violence against women. People might not know if they call the police they will do something. Police intervene and may arrest the male

	which a woman might not want and they may not know if they are immigrants that this is how they police will respond. • Looking at alternatives, diversion programs work
What more can we do to move forward in a positive way?	
1	• Work to build positive relationships with police and positive image of police to fight prior history and trauma/distrust; involvement of police in pro-social community-based events, after-school programs • Lack of personal engagement/experience with police at our table; unsure/apprehensive of approaching police even when aware of their involvement in community programs • Police violence, especially racist/ableist violence, is too prevalent (not just Ottawa but province/country-wide); systemic issues within police force, related to gender, race, etc.; educational programming and more community discourse at police level needed to correct these problems and cultures of discrimination • Is there a training component for police (ie Real Talk program) to educate/train/build sensitivity toward systemic issues of racism, sexism, anti-Aboriginal violence, etc.; imperative to fix this at police level and then translate to community programming • Participation from schools is missing from enforcement/suppression but also from prevention/intervention
2	• n/a
3	• Connect with family members or friends of individuals who have been incarcerated • Find out what they are going through; living standards they are in • More one-on-one support between city workers and low-income communities • Police officers looking less "armed"
4	• Control branching out of drug trade beyond community boundaries • Gangs driven by money; focus on that aspect • Gang label doesn't fit; behaviour is normalized; people don't look like stereotypical drug dealers • DART doesn't reflect gang activity (ie. All white males); power dynamic of white man arresting black man • Community officers reflect diversity, but enforcement not as diverse; should recruit/hire from the neighbourhood • Community policing is limited in enforcement power; aren't involved when something serious happens; lack of communication among officers who enforce vs. CPOs; builds distrust of police and makes CPO job harder as they have to pick up the pieces • Police coming into community are not welcoming of the community; sit in cruisers with windows up • Even when kids are doing nothing wrong, they are intimidated/afraid • Hire diverse officers and teach them how to be friendly
5	• Investment in community policing; can't be done from a car or behind dark glasses; officers who are involved and present are more important than those in uniform; need to build relationships with communities • Communities must have a voice/open dialogue between those providing and receiving services; honesty and openness in intent; less closed doors; will help build connections • Cohesive neighbourhoods = easier to help kids falling behind • Young people have connections/information in the neighbourhood, but parents often lacking; can

	make it harder for parents to intervene and help their kids
6	• When someone is released, need better support while on probation (ie. Help getting job) • Need more mentors, one-on-one • School Resource Officer is good, but need a good match (interest and experience to work in school with youth)
7	• Offenders arrested for debts owing • Victims who are also criminals are reluctant to testify • Evolution of weapons is a problem; not a quick fix • End use of mandatory minimum sentences • Gangs now working collectively to make money
8	• Strict laws and work more on enforcement • Enforcement should increase collaboration with public; empower public to own their own safety • Make clear how statistics were gathered; avoid conflicting messages – ie. How are crimes down but shootings are up
9	• Coordination of services • What is going to make a difference to be successful • Giving them another chance • Where do you want to be, as a child what you want to be • It's not too late
10	• Challenge in creating a relationship between police officers and the community as police often work in different areas and are unable to build close relationships with each community • Find a way to support an individual who after enforcement. Having an individual navigate the criminal justice system and leave it with proper supports. • Have police be there for positive milestones.
11	• After the police get involved, the system (courts) let them go. • Need more community policing, interaction with youth, something that makes them happy like soccer. • Get the neighborhood officers back.
12	• n/a
13	• Challenges of police presence. Need to get out of cars. It is easier to engage on foot and on bicycles
14	• Help people navigate the court systems, everyone not just new Canadians, people don't know how the justice system works. People need to know their rights, know about getting a lawyer. People need to know that enforcement is important- call police in situations and know when and who to call. • People get evicted and they don't know their rights. People might not speak the language or understand their rights. • More police involved with youth such as real talk

ARE WE MISSING ANYTHING? ANYTHING ELSE YOU WOULD LIKE TO SHARE?
1 – n/a
2 – n/a
3 – Crime and how it is perpetrated is changing; gang is no longer on the street; all done on cell phones or internet – pay attention to 'cyberization' of crime City of Ottawa should learn how drug trade and criminal acts are done locally as cities are all different. Partners missing in OGS: job programs or organizations; business associations that teach skills and better than minimum wage jobs; connect with Low Income Free Tuition program; connect with private businesses in trades (mechanic, electrician, engineer, etc.) and provide grants to offer jobs/training.
4 – n/a
5 – n/a
6 – Do community surveys on what people in the community do (jobs, goals, interests); Develop connections to help each other (networking); some communities have "dinner and chat", could be bigger thing
7 – Faith groups not represented here; they do a lot of counselling, support and diversion. More connection between DART and community organizations needed. Rebrand DART – need trust.
8 – Evaluation method: show effectiveness. Way to measure people who have been prevented from involvement?
9 – Engagement of parents is a constant struggle
10 – n/a
11 – Education should be one of the pillars
12 – n/a
13 – n/a
14 – Engage schools in prevention work. Need Elizabeth Fry as a partner. City of Ottawa- people coming to Ottawa as refugee don't understand how the system works. So many gaps and barriers, people who are sponsored by their families do even worse. More health services-for homeless people. For example, street involved people through Shepherds of good hope need more help and health services support. Suggest there be supports for street involved youth to accompany them to health services.

2. Interviews with People with Lived Experience of Gang Involvement and/or Street-Level Violence

Method

Staff (case workers) from the John Howard Society (JHS) of Ottawa interviewed some of their clients who are known to be involved in gang activity and/or street violence in Ottawa. JHS case workers explained the purpose of the interview to each client who met the criteria (known involvement in gang activity/ street violence in Ottawa) and how the information will be used. The research consultant working on the refresh of the Ottawa Gang Strategy provided JHS case workers with a script to use to obtain verbal informed consent from each client. Staff provided their name and signature as acknowledgement of the client's verbal consent and the date of the interview. Clients were not required to provide written (signed) informed consent given their history and distrust of the justice and other systems. The concern was that having to provide their name and/or signature would discourage them from participating. Respondents were offered a $15 gift card as an honorarium for their time and contribution to this initiative.

Results

All of the clients of JHS of Ottawa who were offered the opportunity to participate in the interview accepted to do so. A total of 22 males aged between 20-52 years old who have lived experience of gangs and/or street violence participated in the one-on-one interview with their JHS case worker. The questions asked and their responses are presented in the table below.

INTERVIEWS WITH PEOPLE WITH LIVED EXPERIENCE OF GANG INVOLVEMENT AND/OR STREET-LEVEL VIOLENCE		
Age **Gender**	**Think back to when you first started getting in trouble (at school, home, in your neighbourhood). What kind of things could have made a big difference for you? What would have helped you choose a different path?**	**What would make a big positive difference in your life now?**
20 M	• Having mentors; people with lived experience • More opportunities for sports (year-round), more opportunities, knowing where to go, buses to pick kids up, etc. • Dance classes/crew competitions (small prizes to encourage kids to pursue positive activities) • For kids to know there are other options • For police to adopt a community policing approach, interact with youth, no guns	• Opportunities to make music (affordable/accessible) • Opportunities to experience new positive things, travel, learning • Let people with criminal records help communities, youth, share their experiences • More jobs/training opportunities
21 M	• There were activities, but I didn't feel like participating • I had other interests • Maybe a free gym	• Financial stability
22 M	• Alternatives to housing/youth custody; more individual support/intervention with families to avoid youth being taken out of their homes; even when this involves CAS, they can help find good alternatives	• More employment opportunities/opportunities for youth to start own business • Court systems to focus more on reasons why they committed crime and

	• Helped me meet with a worker to talk about goals/action steps; look at the changes the client wants to make and have someone willing to listen, not judge or tell client what to do	help them resolve personal issues vs. focusing on retribution where there's no opportunity to grow/change
23 M	• More open gyms in neighbourhoods; more accessible leisure activities for youth (swimming pools, football/soccer fields) • More affordable access to these activities for families/youth • Continued support (counselling) for youth to be aware of services available in their community and prevent dropout rates in school	• More employment options in at-risk neighbourhoods (trades) • More funding for business owners to encourage them to hire people with criminal records and/or with little work experience • More funding to make post-secondary education more accessible to everyone, especially low-income families
23 M	• My mom choosing me over my abusive step-dad • Left home because of this and the people who took me in and looked out for me became my family • Somewhere safe to live • I was angry, so someone to help me deal with that would have helped; I wasn't aware	• A decent paying job • Being able to get a job with a criminal record • Somewhere to live, affordable, not in a criminal neighbourhood
24 M	• There was a community centre in the west end but no activities interesting for youth; used to go there to eat, but no positive/negative impact	• Working a proper job that pays well
20-30 F	• My mom wasn't involved enough when I was young. She only ever threw money at me. She was never involved when I was a young teenager. We had no relationship. She just used money to get me out of trouble. She was never really involved.	• A positive relationship. I have one now. I have a partner who is not in the life or addicted to drugs. That's what helps.
26 M	• Job programs for skilled jobs/lon-term jobs • Free tutoring	• Job with career advancement opportunities • Learning skills from school or work training
27 M	• I'm from a small town that had nothing to offer to youth in the way of extracurricular activities. Sporting events were an interest and would have given me something to do with my time other than party. I also believe that informing youth of the consequences that committing violent acts has on them, their friends, families, victims may help.	• Becoming sober and having a supportive family as well as speaking to counsellors and keeping busy. • Staying busy and productive is a great way to keep your nose clean.

	• I also had an abusive father that preached that violence solved problems, so I think informing parents is also important.	
28 M	• There were activities and many programs and play centres • I never partook in any of them. To me, I was never a social person, never liked being around people. • What didn't work was my lack of participation.	• Remember who means what to me; what means what to me • If someone can't benefit me in a positive manner, stay clear from them because they won't be there when you fall.
30 M	• More opportunities for youth to learn about budgeting/financial planning in school to avoid spending money	• Continued opportunities for employment/apprenticeships
31 M	• Activities available, had a Boys and Girls Club, but real issue is majority of kids who attended were involved in negative behaviour and workers were only around us for small period of time • I participated, had fun and learned about positive lifestyles • Nothing really worked because when it was over, temptations were stronger than workers' words • Main problem with youth correction programs is when you tell a child the consequences of negative actions and believe that will be enough to deter them – rarely sticks. • Environment child lives in is main factor; mother struggling, father not around, going to bed hungry; words can only do so much and its only a matter of time before criminal ways get masked as survival. • Only thing that could have helped me is if I had a dominant male figure in my life not only for discipline but to mold and support me in the right direction. In a bad community, single mothers can only do so much. I had lots of role models around, but not dominant and their lifestyle wasn't appealing.	• To be known for good ways, because when you've had a bad past, it takes double the time to surpass that reputation. I feel good about where I am at in life at this moment because I now have the tools to face the challenges in life and I also know what I want for myself so I'm more in tune with myself than outside factors like people who don't believe in your change.
32 M	• Friends had influence • Family issues • I was offered help but rebelled	• Stable family life • Money
34 M	• Family support and guidance would have made a difference • Not being separated from family	• n/a

	• Lots of activities available; I did participate; stopped when separated from family	
35 M	• Less drugs in my school and parents that weren't drug addicts • No programs available to me	• A Walmart gift card
35 M	• Lack of information and support (physical and emotional) • At 19, laid off and not knowing where to go for help was a factor in my criminal lifestyle • At the time, I left home and didn't ask for help because of pride and need to do things on my own • Needed someone to talk to for guidance (build confidence, motivation, talk to me about school and other options for work and about dangers of negative thinking and surrounding myself with the wrong peers	• Staying connected to my pro-social community members (JHS, T4C, higher power, Kirkpatrick House, parole office, MDH, Maison Decision House) • Staying physically active • Maintaining employment • Help with school financially would really make life easier • Staying humble and not rejecting help when I need it and actually continuing to reach out for help
37 M	• More places for youth to hang out after school/evenings/weekends would have been helpful • Bigger diversity of programs in schools no matter what the youth's grades are; more opportunities for youth to join school sports teams • For police officers to have been more friendly/approachable; once, a police officer came to play street hockey with them, which had a really positive impact on the youth • Events where police and youth have sports tournaments	• More support from government officials for individuals who have been incarcerated; more flexibility in terms of expenses needing to be paid off, etc. • More programs (community-based) for anybody being released from institutions – individual support to help with reintegration
40 M	• Not following what most kids in my neighbourhood were doing would have helped • Activities were available, but couldn't afford them • When I could participate, I felt welcomed and accepted and enjoyed myself	• Watching my kids grow up and finish school and do something good with their lives
49 M	• There were activities; I participated in some and they worked for me • Better father figure and someone to give me advice would have helped • Money to buy for my family	• Get my drivers license back

50 M	• No activities were available to me • Got upset that people were telling me what to do, what works, but they are not addicts themselves • Hard to stay clean when that's all you know or do	• Move away from the area
51 M	• People didn't understand where I was coming from, why I got in trouble so much • Was young, thought things would change in my life	• Seeing my kid more
52 M	• Counseling services would have helped; was available, but I didn't/couldn't accept advice from someone who was never an addict themselves; couldn't buy in to the program	• Support to leave the area where I live

3. Analysis of Existing Community Surveys, Needs Assessments and Reports

Method

Crime Prevention Ottawa gathered existing community surveys, local needs assessments, and other relevant reports conducted in Ottawa over the past 3 years (2014-2017). These were gathered by reaching out to community partners involved in the strategy and those active in community development in Ottawa. The surveys, needs assessments and reports were further examined for ideas and input into the refresh of the Ottawa Gang Strategy (OGS).

Results

A total of 7 community surveys, needs assessments and reports were received and consulted:

1) Alexander Community Safety Audit, 2017
2) Alexander Community Needs Assessment, 2016
3) Lowertown East Community Safety and Security Survey, 2014
4) Jasmine Crescent Resident Survey, 2015
5) United Neighbours Levers of Change Survey (Pinecrest-Queensway), 2016
6) Workshop Report: Connecting Transitions – Working with Ottawa's Youth from High-Risk Environments (Outreach to Diversion through to Reintegration), 2014
7) Ottawa Community Housing (OCH) Partners Forum: Ottawa Gang Strategy Synergy Table, 2016

The table below outlines the methodology and key findings of each existing community survey or report.

EXISTING COMMUNITY SURVEYS			
Key Topic	**Where & When**	**Conducted By**	**Methodology**
Alexander Community Safety Audit Resulted from community concerns over recent crimes in neighbourhood over the past year. Residents reported feeling unsafe due to increased crime in the area involving homicides, public intoxication, and breaking and entering.	Alexander community, Ottawa Two Audit Walks, November 2016 January 2017	Women's Initiatives for Safer Environments wiseottawa.ca	Participants in the day and evening audit walks were made up of 12 residents; 3 participated in both walks (therefore 21 individuals total). Service Providers included Carlington Community Health Centre, Carlington Community Association, Councillor Brockington, 2 Community Police Officers, and 2 WISE staff. Residents conducted a walkabout during the day and night time hours, in which they identified issues that affected their sense of safety in the areas. WISE staff made note of these concerns and engaged in discussions of possible solutions. All group members shared and developed recommendations for improving the safety of the areas that were audited.
Key Findings			
The lack of lighting along major paths and adjacent parks was an issue that came up frequently. The strategic installation of lighting in parks and along paths will vastly help to reduce the fear caused by unseen people in hidden corners, and to provide visibility to everyone on the paths. Accessibility along sidewalks is a key issue that needs addressing. Merivale Road sidewalks are narrow and require widening to ensure pedestrian safety. Furthermore, the sidewalks obstructed by hydro poles require retrofitting to			

ensure pedestrian safety and proper snow removal.

Parks characterized by inappropriate behaviour during evening hours can be improved with the creation of more seasonal activities during the evenings coupled with Neighbourhood Watch programs.

School parking lots which are becoming the site for inappropriate gatherings can also be controlled by working in conjunction with the schools' administration and closing gates after a certain hour in the evening.

This audit forms a starting point for bringing together the concerns and possible solutions for empowering the community to bring forward changes that will make all its residents feel safer. It is a seed from which ideas and programs can grow to create an even stronger sense of belonging.

Alexander Community Needs Assessment Funded by Community Development Framework	Alexander community, Ottawa September 2016	Steering committee: Carlington Community Health Centre; Ottawa Parks, Recreation & Cultural Services; Ottawa Community Housing; Carlington Community Association	Anonymous & confidential survey; 12 questions regarding: • Comfort with the neighbourhood • Involvement with the community • Perception of crime in the neighbourhood • Demographics (age, # of years lived in Alexander, gender) • Top 3 best things of your • neighbourhood • Top 3 concerns of your neighbourhood Administered at 7 different locations during summer months. 142 respondents: 90 female/44 male/5 trans/3 no answer

Key Findings

Top 5 community priorities identified:

1. Criminal Activity
2. Safety & security
3. Environment & living conditions
4. Lack of programming & resources
5. Access to healthy food

Top 3 concerns:

1. Criminal activity
2. Safety and security
3. Environmental and living conditions

Community Safety and Security Survey	Lowertown East 2014	Lowertown East Residents Committee In collaboration with Lowertown, Our Home, and the Lowertown Community Resource Centre	LERC surveyed 125 residents using a convenience sampling technique. All people surveyed are living in homes owned by Ottawa Community Housing (OCH). Note: None of the volunteers spoke Somali or Arabic, which is a growing linguistic

			population in the neighbourhood. It is also important to note that no homeless people who are a part of the Lowertown community were surveyed and no privately-owned residences were surveyed.
Key Findings			
67% of people surveyed feel that they strongly belong or belong in the community - A majority felt this neighbourhood was a great place to live (82%); especially the case for younger people under the age of 20 73% strongly agreed or agreed that the parks and playground are safe 65%, however, do not think it is safe to walk alone at night - Problems in the community: - Theft, robbery, break-ins (52% strongly agree/agree) - Illegal drugs (68%) - Gangs (51%)			
Jasmine Crescent Resident Survey	Jasmine Crescent 2015	Jasmine Safety Committee (a group of 10 community partners) along with a neighbourhood working group JSC members: Boys & Girls Club; Councillor Tim Tierney; Crime Prevention Ottawa; Eastern Ottawa Resource Centre; Gloucester Emergency Food Cupboard; Gloucester Recreation Development Organization; Jasmine Neighborhood Watch Initiative; Ogilvie Gardens; Ottawa Police Services; Ottawa Public Library; Sutton Place	Anonymous and confidential survey consisted of 14 questions that captured the following breakdown of the Jasmine Crescent community: • Demographics (gender, age, # of years lived in Jasmine, spoken language) • Living arrangements (rent or own) • Type of housing (house, apartment, condo, townhome) • Family and recreational activities you would like to see in your community • Strengths and challenges in the Jasmine community • Perception of crime in the neighborhood • Accessibility to community resources • Top 3-5 concerns around crime and safety in the neighborhood 120 respondents: 75 female/41 male/1 other/3 no answer
Key Findings			
- Trust in neighbours and feelings of safety relatively high 2/3 of respondents comfortable reporting crimes - More than half of respondents noted that they are too busy or unaware to take part in neighbourhood activities - For areas where residents don't feel safe, "most places in the evening", "Jasmine Park" and "Jasmine Crescent in general" represented the majority of responses			

- Top concerns re: crime/safety:
  - Drug use and dealing (65%)
  - Noise (47%)
  - Speeding cars (37%)
  - Loitering (33%)
  - Theft (31%)
- Types of programs/activities desired:
  - Sports/fitness for adults/seniors (7 responses)
  - Activities for teens (5)
  - Activities for children (5)
  - Family events (4)

Picnics/BBQs/food events (4)

| **United Neighbours Levers of Change**

Feelings of Safety Assessment | Pinecrest-Queensway

2016 | United Neighbours Levers of Change (UNLOC) is a crime prevention program based out of Pinecrest-Queensway Community Health Centre (PQCHC). | Engaged with persons residing in 7 low-income residential areas surrounding PQCHC to assess their personal feelings of safety.

These 7 neighbourhoods include Pinecrest Terrace, Regina Towers, Foster Farm, Morrison Gardens, Michelle Heights, Winthrop Court, and Britannia Woods.

UNLOC staff handed out surveys at community events using a "snowball sampling". By recruiting some participants, UNLOC was able to mobilize co-workers and recruited participants to recruit other participants.

# of respondents unknown |

Key Findings

- 70% of respondents felt safer in 2016 than they did in 2014
- Vast majority feel safe during the day; roughly 20% feel less safe at night
- Things that make respondents feel less safe:
  - Lighting
  - Maintenance issues
  - Criminal activity
  - Gossip/bullying
- Most respondents said they are comfortable reporting crime to OPS, OCH or Crimestoppers

| Workshop Report: Connecting Transitions – Working with Ottawa's Youth from High-Risk Environments | Re: city wide

 April 2014 | Connecting Transitions group of service providers | Frontline workers in Ottawa that work with youth from high-risk environments in the areas of youth outreach, diversion, transitions, reintegration and gang exit strategies, as well as other key stakeholders were brought together for a 1-day workshop to start a dialogue on developing connections and collaborations. This workshop was hosted by several partners, namely the Boys and Girls Club of Ottawa, the Children's Aid Society of Ottawa, the Youth Services Bureau of Ottawa, YOUCAN and Crime Prevention Ottawa. Participants represented a variety of agencies, organizations and institutions from across the city of Ottawa. Funding for this event was provided by Crime Prevention Ottawa as part of the Ottawa Gang Strategy. Activities included troubleshooting scenarios together, a concentric circles exercise, and a world café discussion.

 ~ 70 participants |
| **Key Findings** | | | |

Current strengths:

- Work together through referral processes for service provision and through collaborative opportunities – multi-party committees, community tables, networking and case conferences.
- Established trust-based relationships with other service providers and our communication protocols and practices are improving (sharing of ideas and advice, knowledge of programs, services and best practices).
- Making attempts to increase 'bridging' between services and to work together through partnerships.
- Developed a better understanding of pathways of service, we know the importance of collaboration and of streamlining services, and we are knowledgeable about what services and supports are currently available in our service sectors.
- Developed effective engagement practices with youth, increased our cultural sensitivity, and have encouraged community involvement.

Current Gaps & Needs

- Issues of privacy and confidentiality are significant barriers in current ways of working (what and how information is and should be disclosed).
- Overall lack of resources for youth, workload issues (high worker-to-youth ratios, high caseloads), and significant waitlists for programs and services.
- Staff turnover is a problem as it relates to the development and maintenance of long-term relationships with youth and transition/succession planning for new hires.
- Still issues of working in 'silos' and maintaining 'ownership' of clients.
- Lack of knowledge of programs and services across the various youth serving sectors.
- With respect to service provision, often there are multiple service plans established for a youth (e.g., in custody, by probation officer, by community-based service provider). This can lead to the youth being over-serviced and having to re-tell their 'story' on several occasions.
- Need to develop programs based on youths' interests (this will impact their motivation to participate).
- Need to consider service hours for youth and where services are located – are they accessible.
- Current approaches and resources are not adequately addressing issues of mental health, addictions, education (e.g., access to post-secondary education), employment (e.g., long-term stable employment opportunities, especially for those with a criminal record), housing options, recreation and prevention.
- Improve transitions at different stages – from custody to community supervision, and from the youth system to the adult system.
- Definition of youth varies by agency and can impact the nature of services being offered
- Different perspectives on what constitutes a 'success' and we may be setting the bar too high or too low for our youth.

Opportunities and Actions Needed

- Develop an 'access point' within each youth serving agency/organization (someone who can provide an overview of all services) in order to increase knowledge and awareness of all the programs, services, resources and supports available to youth and would help to increase communication between service providers.
- More opportunities for frontline staff and management to get out into the community, to network and develop connections with others and to collaborate through both formal and informal forums
- Develop a protocol/policy for better information sharing practices; work towards establishing a universal consent form to be used by all agencies supporting youth.
- Develop a public relations campaign where high-risk youths' personal experiences and stories of success are shared in order to remove stigma and provide hope for others for a successful outcome in the future.

Ottawa Community Housing (OCH) Partners Forum: Ottawa Gang Strategy Synergy Table	Ottawa Community Housing (OCH) Partners Forum held in the fall of 2016	The Executive Director of Crime Prevention Ottawa presented the results of the OGS evaluation report, asked for feedback and facilitated a discussion	The Executive Director of Crime Prevention Ottawa presented the results of the OGS evaluation report, asked for feedback and facilitated a discussion with key community partners

Key Findings

Neighbourhood Cohesion- What did we miss?

- Increasing focus on how to communicate these ideas of neighbourhood cohesion out to certain areas, groups, or individuals within a community who may not be able to or be aware how to access them
- Increased responsibility for communities to inform their neighbours and sharing ideas
- Collective impact approach
- How do you reach those who do not access information online frequently?
- Bringing more attention to the locations of the actual services themselves.
- Communities linking each other and referencing each other to these places
- PQ CHC examples of information about services being shared through community gatherings, neighbourhood coffee houses, and frequent community meetings

- Access and availability of information varies across different communities based on infrastructure available. These community differences should be recognized in attempts to create approach where these services can be provided with equal access.
- Focus on finding if there are any tangible results from studies done on the effectiveness of investments in cultural activities as a means to prevention.
- Youth have own culture and networks- for example, in Lowertown youths reaction to incidents are different than adults in that they don't project any significant visible reaction to neighbourhood incidents. Approaches should consider generating responses that are designed around the youth attitude
- work with media, highlight the impact media may create on neighbourhoods
- Identifying community leaders, beyond parents of the youth. Community based mobilization through creating link between community based services and neighbourhoods.
- Tackling high rates of negativity in the CH environment in regards to engagement health and economics
- tenants do not project hope
- finding the source of this lack of hope

Prevention- what did we miss?

- Youth should be involved by having a role in consultation phases for developing things such as services and policy.
- Consider making youth programs more accessible for a wider age range (both minimum and maximum ages)
- Large call for knowledge regarding what is happening within the schools (elementary, high-school) Schools are one of the most common places that early warning signs are present, but they often don't have the resources or tools to identify and engage in intervention.
  - SRO and MLO connections
  - organization of responsibility
  - city of Ottawa focusing on parental engagement through the form of parental ambassadors
  - funding is short for school based programs
- engagement of high-risk schools
- Finding types of peer support for youth who are already involved in criminal behaviour.
- Promote agencies to create sources for peer support
- Skill development approaches, peer led leadership that was developed through that program in a group setting

- Study the effects of rapid change of culture/cultural shock on the presence of criminal behaviour in new immigrants (mainly youth)
- most gang members have grown up here locally but could still be affected by generational trauma
- Debate around acknowledging racialized and cultural backgrounds, and socioeconomic status
- concentration for mental health in gang strategy
- is there support around those who are being victimised by gang activity (home take-overs)
- Demonstrate to young people how to take steps themselves to choose a path free of criminal behaviour, give them options and motivate them to lead a productive life
- encourage setting goals and informing them that their goals and aspirations will not be achieved if they buy into gang life. Identify youth desires for belonging as an early warning sign. Desire for belonging does not have to be a negative factor and can be turned into something truly productive through outlets such as sports, teams, club, and meaningful employment. Abbotsford (B.C.) Police recognized this desire for belonging as one of the main drivers that led youth towards gang life
- Keep up on youth's life, things like knowing what technology they are using, social media presence, and activities.
- Addressing overall concerns in the systemic disadvantages of those with lower socioeconomic status
- raising basic income wage at the federal and provincial levels

Intervention- what did we miss?

- Challenging to get legal representation (defense council) time sensitive to get youth diversion programs in place
- Need to start making better connections and partnerships between lawyers and services/agencies in the community
- Connections are present with some lawyers but needs to be more comprehensive across the legal field
- Making community connections with lawyers (especially defense) is highly important because they are connected with some of the most at-risk and highest risk individuals in the community
- Greater focus on education of parents and families on what potentially occurring with their own children and youth in the community as a whole
- Focus on what methods work for parental education- for example some find workshops have too much substance for single infrequent sessions, if the information was divided over frequent shorter sessions it may create more responsive behavior and provide a chance for follow-up support
- Kids getting involved with things that are out of their control, does the larger community understand what is happening in their neighbourhoods?

Are we really talking about gangs- is "gang" a good use of language?

- good change in approaches to defining the term gang- "gang". Ggang" is associated with a large stigma (money, toughness,) and is roadblock to prevention/ and stopping behaviour because it can be an attractive label for those who seek status and want to project images of toughness and wealth
- Who decides the term gang-legally defined- labelled by the province in their definitions
- term "gang" could also lead to a false association and stigma leading one to feel as though they actually do belong to a gang even when they have not intended to
- must recognize those youth who are at high risk but not involved in gangs,
- should not have purely reactive responses to high risk youth in that we should not wait until a high-risk youth has joined a gang for them to be able to access services- how to these access services before there is a serious presence of criminal behavior
- addressing gap between community and clinical youth services

Is something changing about street violence?

- Larger presence of weapons, (mainly knives, handguns)
- Could be attributed to a new climate of fear- many have always carried weapons but not have felt to have them use them until recently

- More inter-gang violence than gang-on-gang
- More frequent use of weapons
- need to carry a weapon for personal safety
- Is there a larger presences of lack of impulse control and anger management
- "hair-triggered" tempers and impulsivity play a role
- Responding to violence with violence
- There is much unknown about gang activity itself because often incidents go un-reported and victims who are gang-members themselves do not interact with authorities or services
- Gang's activity can be conceptualized in different ways other than street violence. Alternative, outside the box approaches can give us a different or more complete understanding of what a gang is
- difference in response to gang related street violence or just street violence
- incidents happening in different locations, not just concentrated to downtown areas
- Mentorship-mentors who have similar backgrounds so they can provide a level of understanding and insight
- people feel violence is not perpetrated by their neighbour; when they do not know the source of crime and where to address their concerns it generates certain feelings of helplessness in neighbourhoods

What is the role of the illicit drug trade?

- issues over the street level drug-trade can be seen as the lifeblood of gang problems
- serious problem of one vulnerable population (gangs) supporting another vulnerable population (drug users) with an underlying theme of mental-health
- connecting gang activity and individuals in gangs to more serious organized crime groups

Other Comments/Questions/Feedback

- Access to services- waiting times, costly fees, health services are not available when people immediately need them
- Focus on adopting a case management approach for those who are exiting/have exited gang life and need assistance on maintaining
- courts can order individuals to attend services as parole provision but need to bring attention that these services/programs can be engaged voluntary
- Reluctance on communities and individuals to report on children/someone they know because they don't have faith in the justice system- are there options for young adults who don't fall in the "youth" age range?
- agency to agency communications
- education in communities that are not struggling with gang dynamics about what is occurring in communities that struggle with those issues- bringing information into the broader community

4. Focus Groups with People with Lived Experience in Neighbourhoods Affected by Violence

Method

Early in the consultation process, staff from Crime Prevention Ottawa consulted with a working group of the Ottawa Gang Strategy Steering Committee to determine how best to proceed with focus groups. Two neighbourhoods of focus were identified, one in the east end of central Ottawa, and one in the west end of central Ottawa, both affected by gangs and street violence. It was also deemed important to consult with both adults and youth from these neighbourhoods.

In the spring of 2017, the research consultant engaged the support of community developers in both neighbourhoods to advertise and organize the focus groups. A session was first organized with a group of teens (aged 14-17) participating in a high school success and completion program. The youth focus group session was scheduled during their regular programming and at their program space to maximize attendance. The session was kept informal with youth using post-it notes, stickers and discussions to provide their perspectives. The session lasted around one hour and fifteen minutes. For the adult focus groups, posters were put up in popular community areas to advertise the opportunity to participate in the consultation. Community developers and other service providers also advertised the focus groups through word of mouth, and asked registered participants to recruit their friends and neighbours. A $15 honorarium was provided to each focus group participant, which was advertised on the poster to help with recruitment. The focus group held in the west end of central Ottawa occurred in the early evening of a weeknight. The focus group held in the east end of central Ottawa was held over the lunch hour of a weekday. Both focus groups were held at a common community space in the neighbourhood. The focus group in the west end of central Ottawa lasted about one and a half hour. The focus group in the east end of central Ottawa had less participants and lasted about 45 minutes.

Results

A total of 21 focus group participants were consulted as follows:

- Youth who reside in the west end of central Ottawa in a neighbourhood affected by violence (N=9)
- Adults who reside in the west end of central Ottawa in a neighbourhood affected by violence (N=8)
- Adults who reside in the east end of central Ottawa in a neighbourhood affected by violence (N=4)

The notes below reflect the thoughts and themes shared by participants, in their own words.

Youth Focus Group (N=9)

What do you think about when I say "GANGS & VIOLENCE"?

- Neighbourhoods
- Wannabes
- More quiet
- Less violence than years before
- Signs
- Gun laws
- Not like U.S.
- Drugs
- Keep to yourself = you're good
- Prostitution
- Not too fearful
- Crime & violence
- Tired and fighting back

- Not as bad but getting worse/better (not panic)
- Attention

STRONG NEIGHBOURHOODS / Neighbourhood Cohesion

Going Well:
- Communication/respectful
- Look out for each other (trust what you know)
- Contribution involvement (BBQ, fun days)
- People know each other
- Activities
- No fighting (people come in from outside = violence)
- Lack of violence and community bonding
- Community centre (good place to go)
- Good things for kids
- Support
- More community activities

Need More Of:
- Community support resources (ex. Swag)
- Controlling drugs
- Education (motivation to stay in school)
- Cleaning
- Police
- More funding (community centres, gyms – Alexander), design (no colour/no lighting)
- Funding
- Good representation in media (more balance; stigmatization)
- Trust in police
- Community friendship
- Police and community events
- Stereotypes by teachers at school; discipline

PREVENTION: Supporting people before they become involved in gangs or street violence

Going Well:
- Positive youth development (employment and mentors; $)
- Youth groups/programs
- Keeping kids occupied
- Open gyms, drop-in, volunteering

Need More Of:
- Civilized and respectful interactions (other young people ruin it for others by bad impressions)
- Real friendships
- Youth activities in the neighbourhood that aren't lame
- Youth employment
- Role models

INTERVENTION: Engaging those who are involved in gangs or street violence to help them on a different path

Going Well:
- Advertisement
- Support from community programs

Need More Of:
- Mentors
- Police involvement
- Make an example
- Put them away
- Advice from people from your neighbourhood
- Gang support activities

POLICING & CRIMINAL JUSTICE: Law enforcement targeted to criminal gang activity

Going Well:
- We're safe
- Respectful
- Arrest!
- No brutality

Need More Of:
- More action
- Need more positive involvement
- Be around the neighbourhood
- Programs
- More good gangs – helps police with crimes

Adult Focus Group Notes – West End (N=8)

- Drugs: In schoolyard between midnight and 3am, in teachers parking lot, pretending to play basketball
- Local school: lots of hiding spots, teens smoking pot
- Drug activity (whether gang or not) happens in all our parks
- CPTED – need more of these principles at school area
- Challenges with private property and local businesses
- Some complain, but nobody gets involved, as voters and/or as residents (frightened, seniors, don't have it in them…)
- Feel left behind; lower-class
- No pride in community and local property
- Prostitutes all day on some streets
- When they call 311 re: nuisances, get message: "Are you serious?"/"We've seen worse"… feel like they get the cold shoulder
- Domestic disputes reported by many participants; all felt the police took a long time to come, then didn't take it seriously
- Low level violence is ignored by police when we call; but then it empowers the perpetrators and continues to escalate
- Power in numbers and persistence; we have to keep up
- Seeing less police patrolling; need more presence including at known 'hot spots' (e.g., local restaurant)
- Low level violence (harassment, verbal, space, sexual/getting eyed/ogled/watched) leads to more serious violence

- Drug dealing from apartments spills out onto street
- Should focus on small AND big issues
- Communication between community and agencies about local trends tends to be 1-way communication from residents to authorities, never hear back or get follow-up
- Could have a regular flyer in neighbourhood showing what is being done and why; targeted to issues and solutions
- Need more community-based resources for addictions
- Need more community centre programs, local programs for youth
- Need more economic opportunities for residents
- Need more support for adults to make change
- If people felt like they mattered, things could change
- To uplift those who care and engage those who don't
- Looking out for each other
- Positive get-togethers

Adult Focus Group Notes – East End (N=4)

- Montreal Road is cleaner now than before
- Still harassment on small streets
- Less drugs/prostitution; more family presence
- Called police many times; they did nothing
- Police don't do their job, don't respect neighbourhood; if these types of assaults happened somewhere else they would come (they call it "neighbourly fights")
- Assaults are common and there are no consequences
- Should be treated with dignity; respected – can't judge a book by its cover
- OCH security do a good job but have limited solutions
- Lots of teens with drugs and guns on neighbourhood properties
- Lot of knives with teens; street harassment
- No positive activities for 18-19-yo in community
- Costly programs are not constructive activities (ie. neighbourhood camps)
- Impunity for disorder/low level violence – "just teens" mentality but it is not acceptable
- Large house parties
- Just want to be respected, treated with dignity
- Police should be positively engaged
- Making parents accountable for teens (no curfew?)
- Open up community centre; gym not being used
- Waiting for free tuition at Algonquin
- Youth fall into laziness; hang out during day, smoke pot at night
- More programs for kids
- Free local courses/training (ie. Computers)
- More walking patrols
- Number to call instead of 911 so you get a response
- Open a vacant OCH house for a new community house (breakfast/lunch clubs)
- We have nothing here in the community; resource centre isn't enough
- Parenting classes for young mothers; stop the cycle of violence and poverty
- Free dance programs for youth; something for them to grab onto and be passionate about
- Need more active and visible community development

5. Online Survey

Method

In January of 2017, Crime Prevention Ottawa (CPO) prepared and released a survey using the online Survey Monkey tool. The survey was distributed to CPO's large email mailing list. Service providers engaged in the Ottawa Gang Strategy were encouraged to share the survey amongst their networks. CPO and many partners also shared the survey on social media. The survey was also advertised at many community events and conferences, including the conference of the Ottawa Youth Justice Services Network (OYJSN) and the Ottawa Community Development Framework (CDF) forum. The survey remained open online until July 2017, for a total of 6 months open.

Questions

1. Is there anything missing in the neighbourhood cohesion pillar to help us cope with and prevent street violence? What else should we be doing?
2. Are you aware of or involved in any neighbourhood or community building initiatives that you believe should be added to the neighbourhood cohesion pillar?
3. Is there anything missing in the prevention pillar to help us prevent youth getting involved in crime, violence and a gang lifestyle? What else should we be doing? Please be very specific, what client groups, what age groups, what areas of the city.
4. Are you aware of or involved in any prevention services that you believe should be added to the prevention pillar?
5. Is there anything missing in the intervention pillar to assist those who are already involved in crime, violence and a gang lifestyle? What else should we be doing?
6. Are you aware of or involved in any intervention initiatives that you believe should be added to the intervention pillar?
7. With regards to enforcement and suppression, what is missing? What else should we be doing?
8. You have reviewed the individual pillars of the overall strategy, now we would like your feedback on the four pillars that we have identified. Let us know if you think they are important.
9. Is there a pillar that we are missing? General Comments?
10. What have you observed about recent street level violence?
11. Are there areas of the city that we should be focusing on?
12. The OGS Steering Committee has observed that street violence in Ottawa, although often referred to as "gang" related, is actually not very organized, there are no clear-cut groupings, relationships shift frequently, and there are no "territories." Do you agree with these observations?
13. We have observed that people are reluctant to report street level drug dealing or gang activity. Do you agree with this observation? Do you have ideas of why people are reluctant and what we can do to help?
14. Do you feel that you have enough information to get help for yourself, your family or to help clients access program?

Results

There was a total of 104 responses to the online survey, 99 responses to the English survey and 5 responses to the French survey. The key themes from the responses are presented below, in no particular order of importance. Individual contributions that were similar were grouped into the key themes for each section of the survey.

Summary of Key Themes for Each Survey Question

Neighbourhood Cohesion:

1. Is there anything missing in the neighbourhood cohesion pillar to help us cope with and prevent street violence? What else should we be doing?

- More positive, supportive relationships between citizens and police
- Integrate community events into the neighbourhood cohesion pillar and include community outreach staff and police
- Equal funding and programs for childhood abuse for males as well as females
- Programs for immigrants to help integrate, build skills, etc.
- Anti-poverty initiatives: youth employment and skills training, etc.
- Create safe places and safe conversations… where to go for advice, information and support
- Better training for police re: working with newcomers, racialized youth and people with mental health issues.
- Addressing and supporting communities after incidents of: 1) Anti-black racism 2) Islamophobia 3) Anti-Indigenous racism
- In-school intervention and prevention strategies for high risk neighbourhoods and populations
- Greater focus on treatment of addiction and mental health issues
- Mentoring

2. Is there anything missing in the neighbourhood cohesion pillar to help us cope with and prevent street violence?

- Support for male victims of assault/ sexual assault and recovery
- Disabled persons group to get better access to justice and avoid abusive relationships
- Outreach for teens
- Neighbourhood Watch
- Food Security, housing supports that address isolation, accessibility and inclusion
- Community gardens growing veggies etc.
- Crime Stoppers Education and advertising should be more widely explained and encouraged within every cohesion pillar

Prevention:

3. Is there anything missing in the prevention pillar to help us prevent youth getting involved in crime, violence and a gang lifestyle? What else should we be doing? Please be very specific, what client groups, what age groups, what areas of the city.

- Build relationships between youth and law enforcement officers continuously and from a very young age.
- Mentors in high schools to offer recreation and literacy support to students at risk of dropping out of school
- Providing more services for families in need
- Providing police presence on the street as opposed to in cars
- City and government should put more money into mental health initiatives
- Better outreach/programs for young people that face abuse or neglect in the home
- Make parents more accountable for their children
- A lack of awareness on institutional racism, experiences of individual racism and discrimination. Lack of focus on schools, the educational system and educators

4. Are you aware of or involved in any prevention services that you believe should be added to the prevention pillar?

- More resources for males of all ages
- More on foot police patrol. Officers getting to know the people on the street.
- Community and Recreation events.
- Consult with MLOs, principals at the schools in the areas

- After-school programs (eg. homework clubs) at Community/Family Houses (OCH/LCO sponsored) and similar establishments
- Positive peer-led mentorship focus on social-recreation and group initiatives
- Sports programs/activities for young boys/men I believe are excellent ways of keeping youth off the streets
- More community watch programs are needed

Intervention:

5. Is there anything missing in the intervention pillar to assist those who are already involved in crime, violence and a gang lifestyle? What else should we be doing?

- Treat them more like human beings that have made mistakes, but have not been given access to the resources each of them needs to make better choices
- CPO funding towards intervention programs led by community organizations
- Jobs strategy that gives youth experience so they aren't condemned to minimum wage service jobs
- Sports programs, trades, and activities that young people can do for skill-building
- I don't think there is much awareness about the strategies being used. A public awareness campaign is needed.
- Don't ignore their mental health. Support services for transitional aged youth.

6. Are you aware of or involved in any intervention initiatives that you believe should be added to the intervention pillar?

- Door to door canvassing to advise the community who to call. There are too many phone numbers and often when you call the main police line you are told to go to the website and complete the form, then there isn't a box for your needs.
- The John Howard Societies Gang Intervention Programs are excellent, and extend to youth beyond just that of gangs, criminality in general. Should be included in every pillar program.
- Connection with positive role models and mentorship
- Peterborough Social Impact Bond - may have technically "failed" as an investment vehicle but it achieved excellent social outcomes that changed public policy because it was cheaper and more effective than existing efforts. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/486512/social-impact-bond-pilot-peterborough-report.pdf

Enforcement & Suppression:

7. With regards to enforcement and suppression, what is missing? What else should we be doing?
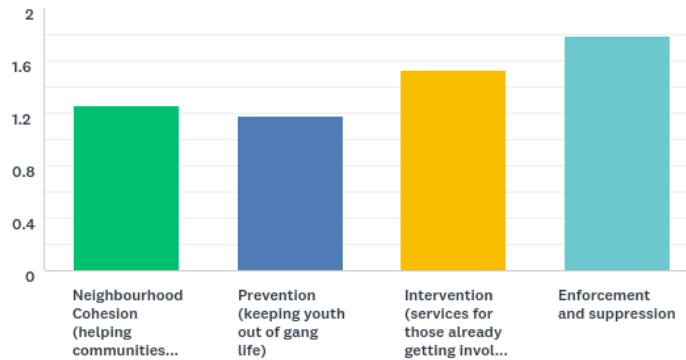
- Community police officers now have larger area to manage
- Visibility is a great prevention method. Having police on the beat or visible in communities where gang violence is known will help prevent violence from occurring before it happens.
- Amnesty programs for people dropping off guns
- The young people who are drawn to gangs are not likely to listen to police officers but may listen to authorities from their home countries
- Inclusion at the MERIT situation table
- Fostering positive relationships between police and youth is an effective approach compared to law enforcement
- Mental illness and cultural sensitivity training amongst officers
- Improved informant channels and sibling engagements

- Again, the police and officials should include a pillar that is inward looking, to combat prejudices, to indicate to minority communities that their concerns about racial profiling, discrimination and abuse of power by police against racialized groups has been heard
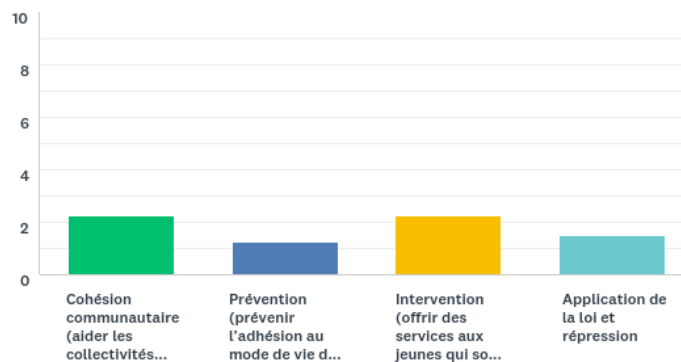
Other / What else are we missing?

8. You have reviewed the individual pillars of the overall strategy, now we would like your feedback on the four pillars that we have identified. Let us know if you think they are important.

Respondents to English survey:

Respondents to French survey:

9. Is there a pillar that we are missing? General Comments?

- Police officers need to stop bullying and making baseless assumptions about stereotypes of each person involved
- Maybe "identifying"? Seeing youth in school or programs that look like they're slipping. Grades dropping, skipping classes, slacking in programs/extracurriculars.
- Involvement, as stated previously, by clergy, youth workers and other members of each area's faith communities
- Sustainability - long term strategy
- Some focus on the social causes of youth getting involved in gangs and crimes would be important. Addressing these root causes in the community is important.

10. What have you observed about recent street level violence?

- Due to the internet and mass media available these days, people less likely to get involved due to police inaction/reports of police brutality. Trying to hide any incidents of brutality or discrimination, lack of complete transparency, and incidents of apparent different levels of justice between police and civilians further increases the divide, and the apparent gains the street gangs are making.
- It is increasing with use of weapons
- Places where people gather to drink etc. are generating spontaneous violence and aggression
- Younger youth (under 16/17) are getting more involved. It is difficult to compete against the "protection" that youth feel they acquire from street violence.
- It seems to move when enforcement increases in one area. I'm not sure it's improved however.
- The ages are younger. More females involved.
- It seems to have escalated and the media seems to be sensationalizing it probably because of the bad press OPS, and police in general, have been receiving
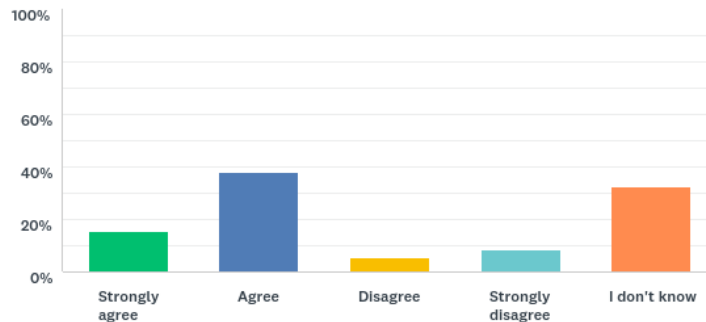- Starting to move to rural neighbourhoods

Q11 Are there areas of the city that we should be focusing on? Please specify and explain:
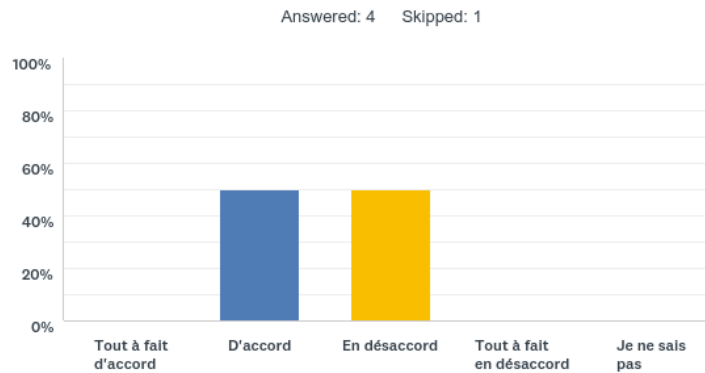
Answered: 54   Skipped: 45

Bayshore Think Vanier Overbrook Byward Market Jasmine Ottawa Social Services Street Housing Crime Focus Gang Heatherington Rideau Party Lowertown Violence Police Community

Q12 The OGS Steering Committee has observed that street violence in Ottawa, although often referred to as "gang" related, is actually not very organized, there are no clear cut groupings, relationships shift frequently, and there are no "territories." Do you agree with these observations?
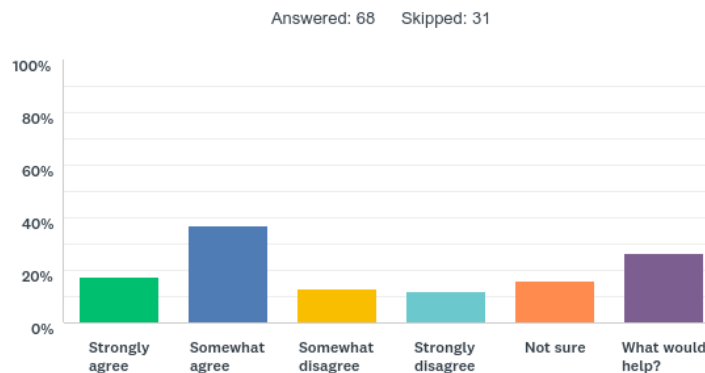
Answered: 71   Skipped: 28

Q12 Le comité directeur de la Stratégie d'Ottawa relative aux bandes de rue a observé que la violence dans la rue à Ottawa, bien que souvent désignée comme étant associée aux « bandes de rue », n'est en réalité pas très organisée : il n'y a aucun regroupement clair, les relations changent fréquemment et il n'y a pas de « territoire ». Êtes-vous d'accord avec ces observations?

Answered: 4   Skipped: 1

13. We have observed that people are reluctant to report street level drug dealing or gang activity. Do you agree with this observation? Do you have ideas of why people are reluctant and what we can do to help?

- I would agree that unless there is an officer directly present that people may be reluctant to report a drug dealer. Perhaps it is for fear of repercussions or having to get involved in testimony or in criminal proceedings against someone who may be liable to hurt them.
- I think encouraging people to report online, an anonymous way of reporting.
- Make it easier for them - create an app.
- People are reluctant. People are sensitive to "getting involved."
- People reporting crime become the target. Crime Stoppers offers a level of protection.
- OPS seems to not have a lot of public trust and accountability
- OPS is not very discrete about who is reporting. No concrete consequences for those dealing. Might come in contact with them again.
- Most likely because they don't want youth in jail. Alternative sentencing practices may help with this.

Q14 Do you feel that you have enough information to get help for yourself, your family or to help clients access program ?

Answered: 68   Skipped: 31

Q14 Estimez-vous que vous avez suffisamment d'informations pour obtenir de l'aide pour vous-même, votre famille ou les clients qui souhaitent profiter des programmes en place?

Answered: 3   Skipped: 2