



United Neighbours Levers of Change

A story of
Neighbourhood-based
Crime Prevention



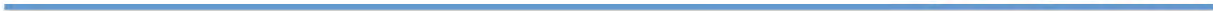


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Chapter 1

About United Neighbours
Levers Of Change





What is UNLOC?

UNLOC is a resident-driven, neighbourhood-based crime prevention initiative that uses a community development approach to increase safety and reduce crime in the west end of Ottawa. The project is coordinated by Pinecrest-Queensway Community Health Centre (PQCHC) and funded by the Ontario Trillium Foundation.

UNLOC brings together community partners and residents in 7 social housing neighbourhoods within the PQCHC catchment area to work collectively and proactively to address issues related to street-level drug dealing, home takeovers and related violence.

"Participating in UNLOC started a discussion on crime and safety that had not existed in my community. Learning about these topics reaffirmed my convictions of community safety and brought about better safety practices in my community."

Resident participant

Our community

In PQCHC's catchment area, there are 7 social housing communities operated by Ottawa Community Housing. These high-density, low-income neighbourhoods house a higher-than-average number of families who face multiple barriers, including poverty and unemployment, which can contribute to an overall lack of community cohesion.

Our communities also have many assets that UNLOC was able to build upon:

- Highly resilient population because of (not in spite of) their lived experience and environment.
- Compassionate and empathetic residents who are supportive of others facing challenging situations.
- Culturally diverse communities - over 75 languages spoken!
- Engaged resident leaders and volunteers from different backgrounds
- Responsive partners and service providers
- Community Houses located directly in the neighbourhood which act as hubs for residents and partners to come together, and provide an essential and accessible place to provide programs, events and resources for families

Existing youth engagement programs and opportunities, including Pathways to Education, United Sisters, Somali Youth Support Program and many youth employment programs.



Our Partners

The key to UNLOC's success is in bringing local residents and service providers together to learn from each other's experience and expertise so that they can work collaboratively in response to community safety concerns. It is this combination of engaged and empowered residents with open, responsive and collaborative staff from partner organizations that results in such an effective place-based crime prevention approach.

The following organizations play a key role in UNLOC through their participation on our Service Provider Committee and/or the Community Engagement Committee (please see Acknowledgements for a full list of all UNLOC partners):

- Local resident leaders who participate in UNLOC
- Neighbourhood-based Community Houses
 - Pinecrest-Terrace Community House
 - Morrison Gardens Community House
 - Foster Farm Family House
 - Michele Heights Community House
 - Winthrop Court Community House
 - Britannia Woods Community House
- Ottawa Community Housing Corporation
- Ottawa Police Services
- Crime Prevention Ottawa
- The Boys and Girls Club/ Youth Outreach Workers
- Ottawa Salus Corporation
- City Councillors' offices
- Crime Stoppers
- Ottawa Public Library
- Ottawa Public Health
- Local schools and businesses

Staff from other PQCHC programs including, Pathways to Education, Community Health and Community Youth Workers, Families First and Systems Navigators.



Beginning our journey

In 2006, residents in the west end of Ottawa expressed concerns about the increasing number of youth becoming involved in crime or exposed to criminal activity in their communities. While it was clear that the police wanted to work in partnership with the community, residents said they were reluctant to report criminal or suspicious activity because of their fear of retaliation, and in some cases because they did not trust that reporting would result in action.

In response to these concerns, and in collaboration with the broader community, PQCHC started a community mobilization initiative called "United Neighbours". This strategy aimed to engage all stakeholders, including residents, social service organizations, housing providers and the police, in identifying the root causes of crime in our community and in working together to create positive change.

Building community capacity to work together

United Neighbours first focused on creating opportunities for stakeholders to build trust and work more effectively together. An essential part of this involved supporting residents to have a strong voice and play a leadership role in this process. Training was provided to both adults and youth from the 7 communities to increase their knowledge about crime prevention strategies, how to refer neighbours to community resources, and how to work effectively with other stakeholders to improve community conditions. Trained residents participated on the Steering Committee alongside service providers and on working groups that were developed in response to the following identified priorities:

- **Addictions and Mental Health**
- **Community Safety**
- **Environment and Beautification**
- **Youth Advocacy**

United Neighbours was very successful in its early years in building strong relationships and increasing trust and collaboration among resident leaders, service providers and the police. As a result, more residents have become involved in leading activities and events in their neighbourhoods with the support of partners. These activities include creating community gardens and murals, hosting regular Coffee Houses, building new play structures and organizing community celebrations. These important components of the original United Neighbours continue today and are still a key focus of UNLOC's work.

Pulling Levers : A New Approach

In spite of the growing community engagement among residents and responsiveness of partners, residents continued to be concerned about specific issues related to street-level drug dealing, home takeovers and related violence. In each community, there were a small number of households that were involved in or vulnerable to criminal activity. These households were often challenging for both the police and for the community to address.

As a result, United Neighbours staff and partners decided to implement the best-practice known as "Pulling Levers", a focused deterrence approach which identifies and responds proactively to problematic/vulnerable households. This model balances enforcement with community support by presenting individuals involved in risky behaviour with evidence of their actions, the impact on the community, and then exploring alternatives to criminal justice responses and social supports that could help prevent escalation.

In 2014, United Neighbours received funding from the Ontario Trillium Foundation to pursue this new approach and named this initiative UNLOC (United Neighbours - Levers of Change).



Photo above from Morrison Gardens "Lending a Hand" Handbook (2017)

What We Do: 10 Key Strategies

UNLOC works to build compassionate, caring, connected neighbourhoods where people know their neighbours, look out for each other, and work proactively and collaboratively to create positive change.

The key activities we undertake to accomplish this include:

1. Engaging residents and partners to work effectively together - The Community Engagement Committee, which includes residents and partners, ensures that residents have a strong voice in UNLOC and are involved in all aspects of the project. The Service Providers Committee provides a forum for information-sharing among police, housing and social services in response to vulnerable individuals and problematic households.
2. Resident Training - UNLOC provides a 5 week training session for adults and youth to promote better understanding of issues such as vulnerability to home takeovers, open air drug dealing, safe reporting, and how to access resources and supports in the community. Training topics also include mental health and addictions, building positive relationships, conflict resolution and facilitating neighbourhood safety initiatives.

"The UNLOC training shifts perceptions from interfering with judgements to responding with understanding." From the UNLOC Resident Survey

"Meeting bi-monthly with area residents and those who provide services in the area is really useful as it keeps me abreast on what is happening in the area in terms of crime, safety and drug trends. I find that everyone at the meetings has something important to contribute and share that benefits everyone. This project is unique in that there are not a lot of places in Ottawa where this regular info sharing in such an open way, happens between service users and service providers. It makes a big difference in planning and service delivery. I see it is a best case scenario."

From the UNLOC Partner Survey

What We Do: 10 Key Strategies

3. Coffee Houses - Residents and partners help organize monthly gatherings where people can get to know one another, build trust, offer informal supports and have an informal forum to discuss and learn more about issues related safety, mental health and addictions and available resources.
4. Neighbourhood Walkabouts - Residents and partners coordinate regular walks through the community to map any problem areas and identify ways to promote the positive use of public space. Information from these walks are documented in Walkabout Logs, which are used to inform safety audits and other more formal planning activities.
5. Promoting the positive use of public space - UNLOC staff, residents and partners work to improve community space through initiatives such as murals and beautification efforts. We also help residents reclaim public space that may have been temporarily claimed by crime or violence by organizing fun events in that space, such as public storytelling, movies in the park and community barbecues.
6. Providing wrap-around support and referrals - UNLOC works closely with key community services to ensure that residents are connected with supports they might need. The PQCHC Systems Navigator is key to this process and helps to match residents to a variety of services. "Who to Call" wallet cards are distributed regularly to help residents navigate different resources.
7. Developing inter-agency protocols - UNLOC works with partners to find more effective ways to share information and work collaboratively while complying with privacy policies. This helps all partners be more effective in responding to community safety concerns, and proactively identify vulnerable and at-risk individuals and households with an aim to reduce potential crisis.

"UNLOC benefits the overall work of PQCHC to reduce mental health issues, isolation, and increase cohesion through collaborative community development." PQCHC Systems Navigator

"Coffee Houses were a direct line to and from the community to respond in real time to neighbourhood needs. The network that grew from these gatherings are proactively engaging to increase the overall safety in Morrison. There is now trust and collaboration where fear and isolation used to be."

Resident participant in UNLOC

What We Do: 10 Key Strategies

8. Coordinating a collective response to community incidents - Following serious incidents in our neighbourhoods, partners work collaboratively to support residents and facilitate communications. We were able to share our experiences with this work and contribute, along with other service providers, to a city-wide post-incident responses framework. This process ensures a more coordinated response following a violent incident by mobilizing existing resources to address community needs, facilitating community discussions and coordinating communication and information sharing.
9. Informing and being informed by city-wide initiatives – ensuring we have representation at city-wide tables such as the Ottawa Gang Strategy and the Multi-Stakeholder Approach to Problem Addresses Framework (MSAPAF). Our involvement in these tables has allowed us to both strengthen our own work, and contribute to these initiatives from a neighbourhood-based vantage point.
10. Using data to drive decision-making - UNLOC collects and monitors data about crime and safety in our communities to help us assess our progress and ensure our efforts are having an impact. We analyze statistics about calls for service from Ottawa Community Housing and Ottawa Police Services, we conduct regular surveys with partners and residents, and we evaluate all of our training, Coffee Houses and events.

* Please see Tool Kit section for more details on how to carry out some of these activities.



What makes UNLOC unique?



Neighbourhood-based and resident-led crime prevention approach



Brings together resident leaders and partners from different neighbourhoods to work collectively across all communities in the west end



Multi-pronged approach with strategies including community capacity building, art-based methodologies, promoting positive use of public space, addressing social determinants of health, and balancing targeted enforcement with identifying and supporting at-risk and vulnerable households



Actively engages youth as well as adults in community



Connected to and informed by Trauma in Neighbourhoods research



Emphasizes creating caring, compassionate communities that foster strong sense of belonging



Chapter 2

Accomplishments, Challenges
and Lessons Learned



Accomplishments and Impact

The most significant impact of this project has been the strengthened capacity of our community to work effectively and collaboratively in response to residents' concerns about crime and safety, while building a stronger sense of belonging, inclusion and community cohesion.

- 78 adults and 191 youth have taken part in UNLOC training.
- Over 1,450 people have participated in programs or initiatives that mobilize communities to affect positive change.
- 100% of youth trainees reported that they were better able to identify a peer who was at risk of or facing mental health issues.
- 90% of residents say they feel more confident to report suspicious or criminal activity as a result of participating in UNLOC.
- 85% of residents surveyed say that because of this project, residents and organizations are working together more effectively to respond to community safety concerns.
- 75% of partners say that this initiative has helped reduce the number of vulnerable individuals and households, open market drug dealing, home take-overs and related violence.
- 94% of partners said that participating in UNLOC has helped their organizations to more effectively respond to residents' safety concerns.
- A majority of participants report feeling safer in their neighbourhood compared to 3 years ago.

"The most positive outcome in my opinion is the sharing of responsibility and collaboration between different agencies and partners in making positive safety changes in the catchment area."

From the UNLOC Partner Survey

Other UNLOC accomplishments include the following:

- PQCHC and UNLOC staff partnered with CPO to commission a study "Reactions to Trauma at the Community Level". Findings from this research project deepened our understanding about the impact of trauma on residents, and led to the development of resources and training for residents and community workers on trauma-informed approaches to care.
- UNLOC staff and partners took a lead role in piloting the implementation of the Multi-Stakeholder Approach to Problem Addresses Framework, which is a collaborative approach to the complex issues of problem addresses that threaten the safety, security and peace of citizens living in the same neighbourhood. Signing onto this protocol represents a significant change in practice for many of the organizations involved as it requires the sharing of information and strategies between and among organizations. This framework is based on the same evidence-based research as our Pulling Levers approach. As a result of implementing this pilot, we have carried out a number of problem address interventions with successful outcomes - the problems have subsided, the negative impacts have been reduced, and the individuals involved are being supported.
- Along with staff from other Community Health and Resource Centres, UNLOC staff contributed to the development of the Framework for Post-Incident Neighbourhood Support Networks. This framework, which stemmed from the work of the Ottawa Gang Strategy, is now being used in many communities across the city to help ensure coordinated supports and resources in neighbourhoods following critical incidents. Although there are still incidents of violence that occur in our community, UNLOC staff have noticed that the community response following such incidents has significantly shifted and improved in 3 key ways: 1) among residents; 2) among partners; and 3) between residents and partners. Residents are coming forward to ask for and provide support from one another and from service providers, partners are coordinating their supports and communication to residents, and collectively we are holding community debriefs to continue to learn and strengthen our responses following these incidents.



Unintended Outcomes

- As a result of participating in UNLOC, residents had the opportunity to meet other engaged leaders who live in other neighbourhoods, and share struggles and successes. Over time, staff noticed that residents from one community were supporting and mentoring residents in other communities.
- Other organizations and partners have adopted many of UNLOC's tools and techniques, including the "Who to Call" wallet cards, organizing Coffee Houses, and carrying out Community Wellness Check-ins following critical community incidents.
- UNLOC staff are often invited to other neighbourhoods to share our model with others that are interesting in replicating or adapting it for their community.
- Many of our staff, trainees and volunteers have received awards and recognition for their community involvement.



Challenges and Lessons Learned

1. This approach takes time. It is essential to factor in the time staff will need to build relationships with residents and staff from partner organizations, to reach out to and welcome new participants, and to continue to support those already involved.
2. Resident leaders need support. As staff were more and more successful in building trusting relationships with residents and creating safe spaces for people to learn about issues such as mental health and addictions, it became apparent that many of these same residents were facing challenges themselves. As a result, many residents turned to UNLOC staff for support rather than accessing other services where they did not already have a trusting relationship. It is important that community staff are trained in how to provide this type of support while maintaining healthy boundaries, and finding ways to connect residents with more specialized supports where needed.
3. It is important to stay within the scope of the project while also being responsive to emerging issues. UNLOC staff have been very successful in creating forums for residents to come together both formally and informally to discuss issues in their communities. Although the main focus has always been on crime and safety, many other issues related to the social determinants of health have been raised. This, in turn, creates expectations that UNLOC staff and its partners will take action to respond to these issues. This is a key part of effective community development but requires constant prioritization, broad collaboration and sometimes a change in strategies to ensure that limited resources are going where they are most needed. There is a risk in one initiative, such as UNLOC, trying to respond to all issues raised and spreading its resources too thinly and broadly to be effective.

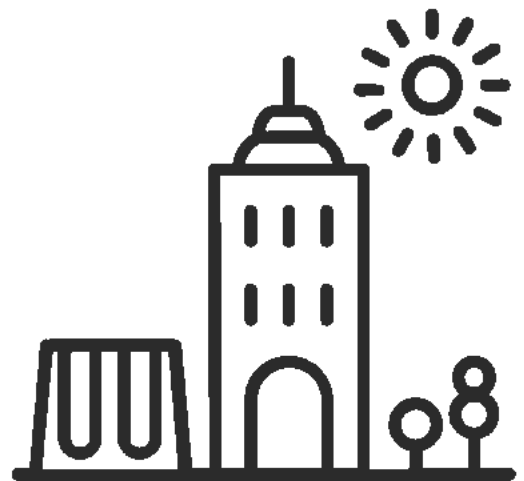
"Through the UNLOC training I learned more about mental health and addictions. What I learned supported me in coping with PTSD and no longer enabling those around me."

From a resident participant

Challenges and Lessons Learned

4. Residents who get involved in crime prevention work can experience negative repercussions. It can be risky to be seen taking a role in addressing crime in small neighbourhoods where everyone knows everyone else. UNLOC staff met many residents who were reluctant to get involved because they feared retaliation or attracting unwanted attention to themselves or their families. In some cases, involved residents may have neighbours, friends or even family members who are involved in criminal activities, which can put them in a challenging situation. UNLOC participants have also found themselves the target of neighbourhood gossip or harassment, stemming perhaps from resentment of their perceived status as a community leader. The negative impacts of gossip were also confirmed in the neighbourhood trauma study (see below for more details.) Finally, having a group of residents taking leadership in a neighbourhood can also create conflicts around power, or perception of power, that may need to be addressed. UNLOC staff have had to navigate how to encourage residents to become more involved in creating positive change in their communities, while acknowledging the real risks they face in doing so and trying to ensure engaged residents are safe and supported.

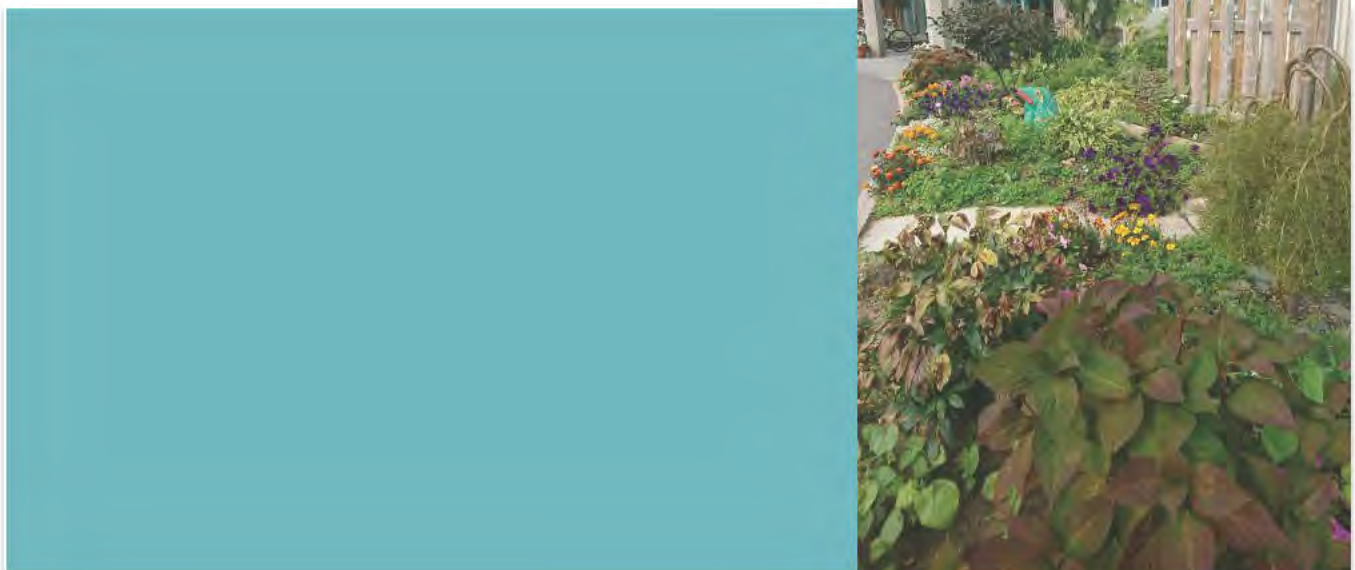
5. Our communities are affected by trauma and can be re-traumatized by how service providers respond to critical incidents. Findings from the study "Reactions to Trauma at the Community Level" have played an invaluable role in our understanding of trauma and have led us to adopt a more trauma-informed approach in our work. For example, we learned that following a serious incident in a neighbourhood, service providers need to ensure we are checking in, communicating with and supporting residents as a first response, before asking for people to come forward as witnesses. This research also highlighted that the day-to-day effects of sustained poverty contribute significantly to residents' experiences of trauma - even more so than any critical incidents related to violence that may occur.



Challenges and Lessons Learned

6. Good data is hard to get. UNLOC staff adopted a Results-Based Accountability Framework early on in order to define key indicators at the community-level that would help inform our work and track progress. It has been challenging to collect the type of data we need at a neighbourhood-level. For example, UNLOC staff had hoped to track the number of home takeovers in each community over the past 3 years, however this data is not tracked formally by any of our partners. UNLOC was able to access year-by-year crime statistics by the Ottawa Police from 2014-2016 through our OPS representative. In 2017 protocols for sharing this data changed, and staff had to submit a Freedom of Information request, which was time-consuming to prepare, and resulted in a delay in receiving (and using) the information. Finally, UNLOC has conducted regular resident surveys over the years, but it takes a significant amount of time and resources to get surveys filled out from a large number of residents across 7 communities.

7. There are strengths and limitations to a neighbourhood-based approach. A neighbourhood-based approach is well-positioned to increase residents' perceptions of safety and increase their capacity to work with partners in response to safety concerns. It is harder for a neighbourhood-based strategy to influence systemic issues such as the availability of guns, the dynamics of city-wide gangs, and the effects of poverty, marginalization and racism.

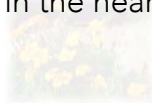


Challenges and Lessons Learned

7. (con't) A few serious incidents took place in the west end of Ottawa this past summer, which have been linked with a city-wide escalation in street-level gun violence. Although this violence did not take place directly in the social housing neighbourhoods that UNLOC works in, UNLOC staff were able to play a key role in bringing together local partners and residents to respond in a timely and coordinated way to support affected residents.

This neighbourhood-based approach has been effective in improving our community's capacity to respond collectively when incidents like this do happen. UNLOC staff also continue to participate in many city-wide initiatives that work at a broader systems-level approach to crime prevention, such as the Ottawa Gang Strategy. Finally, UNLOC is part of a larger community health centre that is focused on providing services to improve the social determinants of health for its clients - these factors are often at the root of many criminal justice issues.

Trends in our community are changing. We are increasingly seeing more violent incidents outside of social housing neighbourhoods into private rentals, condominiums and business areas, which makes a neighbourhood-based approach more challenging. Another shift we see is an increasing number of people with complex needs being moved into social housing neighbourhoods from the priority housing list. This changes the community dynamics and puts pressure on existing services to support this highly vulnerable population. These recent trends are not expected to change in the near future and have impacts that are beyond the scope of the work of UNLOC.





Sustainability and Next Steps

With funding from Ontario Trillium Foundation coming to an end, UNLOC is in the process of developing next steps to maintain the momentum of partners and residents to work collaboratively to address community safety concerns. The strong relationships and sense of trust that have been built both within each local neighbourhood and across the broader catchment area will support our continued work together. We are committed to continuing to:

- Convene resident leaders and service providers
- Offer opportunities for training, volunteering and mentoring to residents
- Play a key role in supporting a coordinated response to community incidents when they occur

"Neighbours know each other just a little more because of UNLOC staff and other providers making the effort to help bring people together. It takes work, but not everyone has time to do this in the community. Having someone coordinate this is of critical importance. Even communities where there is a lot of leadership, there always needs to be someone coordinating all the many projects and things. We need to figure out a way to keep this momentum going as it has taken years to get to this place and I don't want to see the energy lost."

From the UNLOC Partner Survey

Case Studies

Case Study, Michele Heights Parent Engagement Group

In response to an escalation in violence in 2014 a group of residents came together in the community of Michele Heights. They wanted to do something to reclaim their neighbourhood and decided that community beautification would be a good place to start. Working with the Community House staff, the Michele Heights Parent Engagement Group secured some seeds and began planting flowers in different areas throughout the neighbourhood. They found some old planters and painted them. They even got creative and started painting old tires, turning materials that were old and discarded into beautiful planters with artwork that reflected the community's spirit. This simple initiative created many positive outcomes- it brought neighbours together, contributed to community pride and created a more welcoming atmosphere for everyone. Members of the group were recognized for their work at PQCHC's annual general meeting where they received the Ruth Wildgen Award, an award for west-end grassroots groups that make a contribution to improving the quality of life of their neighbourhood.



Case Studies



Case Study: Morrison Gardens, Reclaiming Public Space

Following a violent event that occurred in the heart of the community, UNLOC staff and partners conducted door to door wellness check-ins to provide support and to see what residents felt was needed. Based on the feedback, we organized a community event in partnership with resident leaders. The event, which was entitled "Here Comes the Sun," featured story-telling and games for children, as well as resources for parents on talking to children about trauma. The event was held in the same area where the violence had occurred, and created an opportunity to re-claim this space with positive, playful, child centered activities.

Chapter 3

Tool Kit





Tool #1: Resident Training Curriculum Outline

Week 1: Introduction to UNLOC, Group Agreements, Introduction to Community Development & Nurturing Leadership

Week 2: Effective Communication, Facilitation and the Spirit of Motivational Interviewing

Week 3: Introduction to Mental Health & Addictions

Week 4: Community Policing, Neighbourhood Watch and Safe Reporting, and How to Host Coffee Houses & Walkabouts

Week 5: Connecting People to Community Resources (Resource Fair)

Tool #2: How to Host a Coffee House in 6 Easy Steps

1. Consult with community members to determine an area of need or topic they would like to address (i.e. Safety, Addictions, Mental Health, Youth drug use, or parenting)
2. Contact community partners you wish to attend & consult them about a good date and time. For a Community Safety Coffee House for instance, contact Police, Crimestoppers, By-Law, Transit Security. For a Mental Health or Addictions Coffee House, contact Addictions Services, Counselors, Addictions Specialists, and local mental health intake service providers.
3. Choose a date, time and location. Create a flyer poster, email message, about 3 weeks in advance announcing the date, time and location (and topic, if you choose), and broadly disseminate through outreach efforts of staff, partners and residents. Use email list-serves and Tenant Association lists. Use social media as much as you can. Post in public spaces. Contact people by telephone and in person as it helps make a stronger connection.
4. The day of:
 - a. **Arrive to Coffee House location, bringing with you useful pamphlets, resources**
 - b. **Partners may wish to bring their own pamphlets, magnets, pencils, kids safety books**
 - c. **Make coffee and tea, provide light snack if you can**
 - d. **Welcome everyone as they arrive**
 - e. **Provide a sign-in sheet so people can be added to your list serve and be notified for future Coffee Houses, and to be able to follow-up with them about actions on questions raised**
 - f. **Establish some very basic ground rules and respect guidelines**
 - g. **Start with introductions and purpose of meeting. Open the floor for dialogue & questions for partners OR have each partner/guest do a small overview of the services they provide to get the conversation and questions going**
5. Build an accessible and fun evaluation tool into your Coffee Houses to ensure they are effective and modify as needed.

Tool # 3: UNLOC Community Walkabout Pack

Thank you for participating in community walkabouts. These are casual, unstructured walkabouts that you can do to track the positive use of public space (children playing, gardening, beautification) AND the negative use of public space (possible criminal activity, graffiti, harassment, loitering etc.)

4 Easy Steps:

1. Take a Walkabout Checklist, a small community map, and a pen



2. Walk around the neighbourhood & write down your observations about what you see happening in public spaces



3. If you don't want to be seen writing things down, you can complete *AFTER* your walkabout



4. Please give the completed papers to the House Coordinator, any UNLOC staff or students, or bring to the next UNLOC Community Engagement Committee Meeting



Please be aware of your own safety at all times. Go with a friend or two on your walkabouts. Carry a cell phone if needed.

Use your best judgement & do not put yourself in danger. Walkabouts are intended to use public space in a positive way & get people out meeting their neighbours and building community safety.

Call 9-1-1 for emergencies (crime in progress, car accident, medical emergency, fire)

Call 613-230-6211 for non-emergency (suspicious activity or vehicle, alcohol or drug use in public)

Call 3-1-1 for any By-Law related issue or enquiry (i.e.: noise, parking)

UNLOC Walkabout checklist

Walkabout route:	
Date & Time:	
Walkers:	Leader:
	Community members:
	Partners:
	Guests:



Overview:

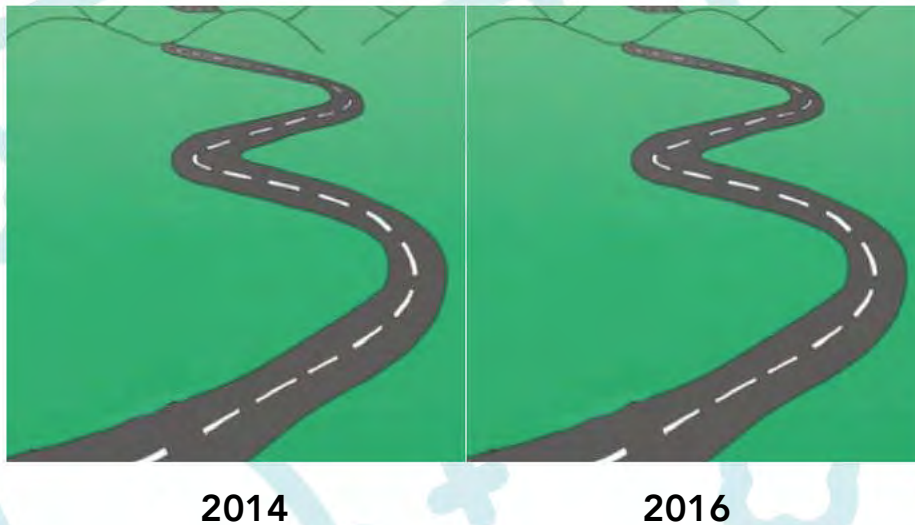
#	Questions:	YES	NO
1	Do you feel safe on this walk?		
2	If you were to walk this route at night, would it be well lit?		
3	Are the sidewalks easy to walk on with consistent and even surfaces for strollers, wheelchairs and learner cyclists?		
4	Are the sidewalks free from obstacles such as vegetation, signs and poles?		
5	Is the neighbourhood free from litter and broken glass?		
6	Are crossing points free of obstructions such as vegetation and parked cars that limit your view of traffic?		

Issue/concern:	Result:
	Action:
Location:	Details:

Issue/concern:	Result:
	Action:
	Details:
Location:	

Tool #4: Roadmap to Safety Evaluation

Please use the 2 pictures below to indicate your personal level of safety in your neighbourhood in 2014 vs. in 2016.



Do you feel safer today than in 2014 or less so?

Please use the back page to explain why or why not.

Please share any comments you have about community safety in your neighbourhood. If you would like to share any specific concerns about problem areas in public space, drug dealing or problem addresses, please let us know and we can follow up with you and our partners.

Thank you.

Tool #5: Example Coffee House Outreach Flyer

Community Coffee House



Please join your neighbours for coffee
& conversation about topics that
matter to you & your neighbourhood.

Your Voice. Your Vision.

PLACE
ADDRESS
DATE
TIME

Proudly Hosted by NAME and sponsored by:





THE ONTARIO
TRILLIUM
FOUNDATION



Ontario
Ministry of Community Safety
and Correctional Services



Centre de santé communautaire
Pinecrest-Queensway
Community Health Centre

Tool #6: How to Create a Group Agreement

Weaving Threads of Inclusion: Community Facilitation Guide, City for All Women Initiative (CAWI)
Ottawa, Ontario, 2012, p. 74

What is a group agreement?

A group agreement is created by participants and outlines how they will interact with each other. As such, it guides how a group works and learns together. It provides the opportunity for anyone to draw attention to group process when needed. The participants have a shared ownership.

Why use it?

- When a group creates an agreement, it creates a sense of support between group members, gives the group responsibility for how it operates, and promotes positive and respectful group interaction.
- A group agreement is a tool to assist the group in evaluating the group process at periodic intervals, and an aid to identify what changes need to be made to address those things that interfere with a productive and supportive learning and working environment

Keep in mind

When developing a group agreement, always:

- **Clarify** vague suggestions or statements by asking for practical suggestions:
- **Provide** an opportunity for group members to add, delete, or amend suggestions:
- **Obtain** group agreement of the complete list:
- **Read** it out, hand out a copy or post it in a visible place for the duration of the event: and
- **Act** as a model in how you personally conduct yourself and follow all of the guidelines

Tool #7: Tips for Facilitation

Weaving Threads of Inclusion: Community Facilitation Guide, City for All Women Initiative (CAWI)

Ottawa, Ontario, 2012, p. 20

A facilitator:

- Helps the group develop its goal and objectives
- Helps the participants identify their needs and figure out how to meet them
- Guides the process so that time is used efficiently and good decisions get made
- Keeps the discussion on track
- Makes accurate notes that reflect the ideas of participants
- Helps the group with the processes so that it can work effectively
- Makes sure that the assumptions are looked at and talked about
- Supports participants in recognizing their skills and building on new ones
- Facilitates consensus decisions that respects and integrate everyone's opinion
- Helps participants manage group dynamics
- Provides feedback to the group of participants so they can assess their programs and make adjustments
- Helps the group work together through conflict
- Helps the group communicate effectively
- Helps the group access resources
- Helps to create an environment where participants enjoy a positive growing experience while working to attain group goal
- Fosters leadership in others and shares responsibility to leading the group
- Empowers others to facilitate

Core Practices for Facilitation

- Listen well
- Ask questions
- Make sure there is understanding
- Synthesize ideas
- Allow for unscheduled learning moments
- Give and receive feedback
- Test assumptions
- Collect ideas
- Stay on track



Tool #8: Lending a Hand at the Morrison Gardens Community House:

A Guide for Volunteer Support and Community Engagement

There are three ways to become involved at the Morrison Gardens Community House:

1. Some volunteers are screened and placed through partner organizations that provide service in the Community House (i.e. Food Bank, City of Ottawa, Ottawa Community Housing (OCH), faith-based programs and more). These volunteers report to their host organizations. We ask them to become familiar with this document.
2. Some students and volunteers are screened and placed through Pinecrest-Queensway Community Health Centre (PQCHC). These students and volunteers adhere to PQCHC volunteer policies and report directly to the Community House Coordinator. We ask them to become familiar with this document.
3. Community helpers (i.e. connected with community house and/or family members) offer their time/energy to the community house in a number of ways (i.e. House Board members, supporting Community House programs and events). They are accountable to the community and supported by the Community House Coordinator. Seasoned community leaders also play a role to mentor peers. In some cases, they are also supported by other organizations.

The following chart describes community member roles (detailed job descriptions are also available):

Role	Description	Orientation Checklist	Peer Shadowing
Community Navigators	Navigators: <ul style="list-style-type: none"> • Have experience and training; • Wear lanyards for scheduled shifts; and, • Make referrals to resources. 	<ul style="list-style-type: none"> • Volunteering and Lending a Hand at the Morrison Gardens Community House: What you Need to Know • Safe People Training • Signed confidentiality forms • Crisis Cards • Referral resources 	SHADOWING
Community Leaders	Community leaders: <ul style="list-style-type: none"> • Lead events/groups and host discussions with Community House Coordinator in proximity 	<ul style="list-style-type: none"> • Volunteering and Lending a Hand at the Morrison Gardens Community House: What you Need to Know • Signed confidentiality forms 	
Community Ambassadors	Community Ambassadors support activities including; <ul style="list-style-type: none"> • Outreach; • the 'walking community house'; • set up and take down; • On call to support events/activities. 	<ul style="list-style-type: none"> • Volunteering and Lending a Hand at the Morrison Gardens Community House: What you Need to Know • Signed confidentiality forms 	

Other Resources & References

- Resources for Neighbourhoods, Crime Prevention Ottawa:
<http://www.crimepreventionottawa.ca/en/publications/neighbourhoods>
- Neighbourhood Trauma: What to do when a violent or traumatic incident happens, Crime Prevention Ottawa:
<http://www.crimepreventionottawa.ca/Media/Content/files/Publications/Neighbourhoods/Post-incident%20trauma%20info%20sheet-EN-final.pdf>
- Post-Incident Neighbourhood Support Networks - A Framework for Implementation:
<http://www.crimepreventionottawa.ca/Media/Content/files/Publications/Neighbourhoods/Post%20Incident%20Neighbourhood%20%20Support%20Network-Final%20Mar%208%202016-Rev%20Mar%2027-2017.pdf>
- A Multi-Stakeholder Approach to Problem Addresses:
<http://www.crimepreventionottawa.ca/Media/Content/files/Initiatives/Neighbourhoods/Multi-Stakeholder-Problem%20Addresses-signed%20copy%20as%20of%20December%205%202016.pdf>
- How to talk to kids after tragic events: Ottawa Carleton District School Board
<https://ocdsb.ss13.sharpschool.com/cms/one.aspx?portalId=55478&pageId=1114048>
- *Creating the Change We Want* manual, City for All Women Initiative (CAWI):
<http://www.cawi-ivtf.org/sites/default/files/publications/creating-change-we-want-en.pdf>
- *Weaving Threads of Inclusion: Community Facilitation Guide*, City for All Women Initiative (CAWI)
Ottawa, Ontario, 2012 <http://www.cawi-ivtf.org/community-facilitation-guide>

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