

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

**FIRST ANNUAL EVALUATION REPORT  
- YEAR 2018**

Prepared For:  
Crime Prevention Ottawa and OSVGS Steering Committee

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## EXECUTIVE SUMMARY

In the fall of 2017, Crime Prevention Ottawa (CPO) and community partners refreshed their collective approach to addressing street violence and gang-related activity in the city. The refreshed **Ottawa Street Violence & Gang Strategy (OSVGS)** for 2017-2020 builds on successful efforts from years past, and articulated a new set of priorities moving forward, in the areas of Neighbourhood Cohesion, Prevention, Intervention, and Enforcement & Suppression. The refreshed OSVGS was accompanied by a revised evaluation framework that set out collective intended impacts and outcome measures in the short-term, medium-term, and longer-term. This report focuses on the results of the evaluation of the OSVGS for 2018.

In 2018, a total of 24 organizations were partners of the OSVGS, and 10 organizations contributed data for this report. Results show that 11 of the initiatives put in place before 2018 and that were part of previous iterations of the Strategy were sustained in 2018. In terms of new activities, results show that partners improved their existing communication with the community in 21 different ways and instances, and initiated 13 new means of communication with the community (presentations, websites, tip sheets, booklets, workshops, etc.). As for organizations and community groups working together, partners reported 22 instances in which existing partnerships between the community and service organizations were improved or enhanced, and 45 new partnerships initiated to facilitate working together on issues relevant to the OSVGS (trainings, community events, committees, referral pathways, etc.). The number of actions that partners took to increase the awareness of available services amongst residents, families, and neighbourhoods was 79 (presentations, info sheets, resource booklets, etc.).

In terms of raising awareness between service providers, the number of actions partners undertook to build connections with each other was 68 (presentations, workshops, forums, deliberate connections, etc.). Partners reported 30 instances of concrete enhanced service coordination (joint community events, committees, tailored programming, counselling, skills development, culturally appropriate programming) and three (3) instances of enhanced collaboration amongst services through service agreements such as Memorandums of Understanding.

Access to prevention services for youth who are most at-risk of involvement with violence and gang activity is central to the OSVGS. In 2018, partners served 617 youth through targeted outreach and referrals to services, including through the Youth Outreach Worker (YOW) program and Diversion program. Partners also served 69 youth through more intensive prevention supports, including through the YOW program and On Point program. Those involved in On Point reported decreases in criminogenic risk factors and increases in protective factors from the time they entered and exited the program; increased connection to school, recreational activities, employment; improved relationships with family, guardians and siblings; decreased time spent with anti-social peers, and increased structured time.

Intervention services for those already involved in street violence and gang activity are also a focus of the OSVGS, and they were provided to around 50 males aged between 18-38 years through the Time 4 Change (T4C) program. This resulted in connections to employment resources, education resources, community resources, specialized counselling and health resources, gains in employment for 38 individuals, and family supports and resources. In addition to these activities and results for 2018, background research and/or initial program development were also undertaken in the areas of mentoring, access to after-school and recreational programming, employment, and entrepreneurship opportunities for target groups.

In terms of enforcement and suppression, the Ottawa Police Service (OPS) Guns & Gangs Unit and PIVOT initiative reported the following statistics relevant to the OSVGS: a total of 114 breaches, 37 traffic stops, 91 Criminal Code charges, 12 federal drug charges, and a total of 75 direct gang-related charges in 2018. Resident perceptions regarding police performance in reducing crime was low in 2018 (21%), however most residents trust and feel satisfied with the police overall. Specifically, nearly three-quarters of residents report being satisfied with the Ottawa Police Service's (OPS) reliability when they are needed, and the majority are satisfied with how they treat individuals generally. Less than half of residents were satisfied, however, with the treatment of individuals with mental health issues and just more than half felt that the level of cultural sensitivity of the OPS was sufficient. These findings are consistent with the results of consultations held in 2017 to refresh the OSVGS. The evaluation of the OPSVGS over three years (2018-2020) will hone in on positive and effective responses of police and other institutions to calls and issues related to low-level violence in affected neighbourhoods, as this was identified as a priority in 2017.

This collective impact evaluation is in its initial stage and this report provides a snapshot of some of the service level outputs and preliminary outcomes associated with OSVGS activities in 2018. Due to the complex nature of the street violence and gang issue in Ottawa, a more in-depth picture is needed in order to draw conclusions as to the extent to which OSVGS activities have contributed to reported outcomes – much of which is projected to be captured in years 2 and 3 of this Evaluation framework.

## INTRODUCTION

In the fall of 2017, Crime Prevention Ottawa (CPO) and community partners refreshed their collective approach to addressing street violence and gang-related activity in the city. The refreshed **Ottawa Street Violence & Gang Strategy (OSVGS)** for 2017-2020 builds on successful efforts from years past and articulated a new set of priorities moving forward. The refreshed OSVGS (2017-2020) was accompanied by a revised evaluation framework that set out collective intended impacts and outcome measures in the short-term, medium-term, and longer-term.

This report focuses on the evaluation of the OSVGS for 2018. It begins by quickly recapping the partners and priorities of the OSVGS<sup>1</sup>. It then presents how the OSVGS will be evaluated for 2018-2020, including the scope of the evaluation, its methodology, key outcomes and indicators. The final section of this report presents the findings to date for the evaluation of the OSVGS for the calendar year of 2018 and ends with some overall conclusions.

## OSVGS PRIORITIES & PARTNERS

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

Through this holistic lens, four pillars are used to drive change simultaneously: (1) Neighbourhood Cohesion (NC); (2) Prevention (Prev.); (3) Intervention (Int.); and (4) Enforcement & Suppression (E&S). The OSVGS uses a Collective Impact approach where various partners agree to work collectively to address street violence and gangs in Ottawa. This approach provides a framework for addressing complex social problems, through: a common agenda; continuous communication; the coordination and mutual reinforcement of activities; and shared impact measurement<sup>2</sup>. Table 1 below summarizes the Pillars and Partners of the OSVGS to date. For some partners, their work aligns with a specific pillar of the OSVGS, while for other partners their work relates to more than one pillar.

**Table 1.** OSVGS Pillars and Partners

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

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

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

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

**Network Partners (alphabetically)**

- Boys & Girls Club of Ottawa\* – Youth Outreach Worker (YOW) Program and Diversion Program
- Canadian Friends of Somalia
- Children’s Aid Society (CAS) – Ottawa Police Liaison
- City of Ottawa
- Community Development Framework\* (CDF)
- Crime Prevention Ottawa\* (CPO)
- Elizabeth Fry Society of Ottawa
- John Howard Society of Ottawa (JHSO)\* – Time for Change (T4C)
- LASI World Skills Inc.
- Ministry of Children, Community and Social Services (MCCSS)
- Ontario Justice Education Network\* (OJEN) - Youth Police Dialogues
- Ottawa Catholic School Board (OCSB)
- Ottawa Carleton District School Board (OCDSB)
- Ottawa Coalition of Community Houses
- Ottawa Community Housing (OCH)
- Ottawa Community Immigrant Services Organization (OCISO)
- Ottawa Police Service\* (OPS)
- Ottawa Public Health
- Ottawa Youth Justice Services Network\* (OYJSN) – Connecting Transitions
- Pinecrest-Queensway Community Health Centre - UNLOC
- Rideau Rockliffe Community Resource Centre\* (RRCRC)
- Somali Centre for Family Services\*
- Youth Services Bureau (YSB) of Ottawa – Youth Justice Services
- Youturn Youth Services\* – Gang Prevention & Intervention Program (GPIP) / On Point

*\* Note: Partners with an Asterix contributed data for this report for 2018.*

## The Scope of the OSVGS and its Evaluation

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

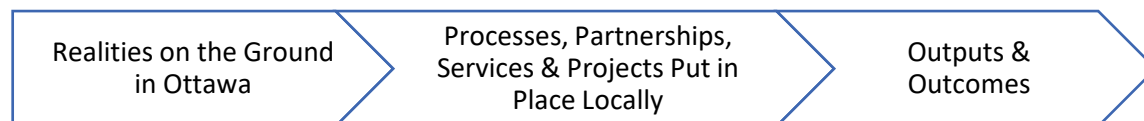
The Evaluation of the OSVGS from 2018-2020 seeks to shed light on **three areas** in the local context (see Figure 1):

**(1) the current realities of street violence and gang activity in Ottawa,**

**(2) the processes, partnerships, services and projects put in place** to address street violence and gang activity in Ottawa, and

**(3) the outputs (service level data) and outcomes (impacts) of those initiatives** in the short-term and medium-term.

Figure 1. Scope of the Local Evaluation of the OSVGS



## METHODOLOGY

### Common Evaluation Metrics

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

### Evaluation Approach

The evaluation of the OSVGS uses a “Realist” approach where the focus is on determining *what is effective, for whom, under what circumstances, and through what causal mechanisms*<sup>4</sup>. This is a mixed methods evaluation with both quantitative and qualitative data collection methods. This

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

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

allows numerical representations of outputs and outcomes to be captured, and narrative accounts of successes, challenges, lessons learned, and impact stories to be shared.

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



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

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

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

In early 2018, consultations were held with OSVGS partners to examine their existing datasets and to identify indicators along the common outcome measures of the OSVGS (see Appendix 1 for the detailed Evaluation Indicators and Data Collection Plan for the Refreshed OSVGS). OSVGS partners agreed to provide CPO with data that is relevant to their initiatives through an **OSVGS Evaluation Input Sheet** tailored to each partner. Each partner agreed to complete their input sheet and share it with CPO biannually, as appropriate, and at least annually for the preparation of Annual Evaluation Reports.

## RESULTS

The following sections highlight the results of the evaluation of the activities related to the OSVGS in 2018. Table 3 below outlines the results in 2018 along each Common Outcome Measure of the OSVGS identified in 2017. The Common Outcome Measures and evaluation indicators are all the same as were identified in 2017, but they have been re-organized slightly here to present the data in a manner that makes most sense for the reader (Common Outcome Measures 6 and 9 have been combined into new number 8).

Table 3. Results for 2018 on the Common Outcome Measures of the OSVGS.

EVALUATION INDICATORS AND RESULTS FOR 2018			
Common Outcome Measure	Related Indicators	Sources of Data	Results
<b>Short-Term Outcomes (2017-2018)</b>			
<p>1. Existing effective strategies are maintained and <b>sustained</b></p>	<p>- number of relevant programs/strategies from 2017 that continued</p> <p>- number of programs/strategies initiated in 2018-2020 that continue</p>	<p>From 2017: LASI/SCFS; RRCRC; PQCHC (UNLOC); OJEN; BGCO; City of Ottawa; OYJSN (AYWR &amp; CT); JHSO (T4C); Youturn (GPIP); OPS</p>	<p>- 11</p> <ul style="list-style-type: none"> <li>• Boys &amp; Girls Club of Ottawa – Youth Outreach Worker (YOW) Program and Diversion Program</li> <li>• Community Development Framework (CDF)</li> <li>• John Howard Society of Ottawa (JHSO) – Time for Change (T4C)</li> <li>• Ottawa Police Service (OPS) outreach and enforcement</li> <li>• Ottawa Youth Justice Services Network (OYJSN) – Connecting Transitions</li> <li>• Pinecrest-Queensway Community Health Centre - UNLOC</li> <li>• Post-Incident Neighbourhood Support Protocol (RRCRC)</li> <li>• Ontario Justice Education Network (OJEN) - Youth Police Dialogues</li> <li>• Youth Services Bureau (YSB) of Ottawa – Youth Justice Services</li> <li>• Youturn – Gang Prevention &amp; Intervention Program (GPIP) / On Point</li> </ul> <p>- Initial program development was undertaken with regards to both employment and entrepreneurship programming for targeted clients</p> <p>- Outreach conducted to mentoring programs funded by the Ontario Black Youth Action Plan</p>

EVALUATION INDICATORS AND RESULTS FOR 2018			
Common Outcome Measure	Related Indicators	Sources of Data	Results
2. New and improved means of <b>communication</b> between community and organizations	- number and nature of <i>improved</i> means of communication between community and OSVGS partners - number and nature of <i>new</i> means of communication initiated between community and organizations	All OSVGS Partners	- 21 (presentations, training, committees, liaising, culturally appropriate activities)  - 13 (discussions/forums, tip sheets, website, workshops, toolkits)
	- number of times the Post-Incident Neighbourhood Protocol is initiated - level of satisfaction of residents and service providers with the communication between stakeholders immediately after a major traumatic incident	RRCRC data and results of post-survey for participants in Post-Incident Protocol	- 16  - <i>Data is not available for 2018 (surveys not completed)</i>
3. New and improved <b>partnerships</b> between community and organizations	- number and nature of <i>improved</i> partnerships between community and OSVGS partners - number and nature of <i>new</i> partnerships initiated between community and organizations	All OSVGS Partners	- 22 (committees, knowledge exchange, website, fund-raising)  - 45 (presentations, training, community events, committees, knowledge exchange, referral pathways)
4. Increased <b>awareness of available services</b> amongst families, neighbourhoods, and service providers	- number of actions to raise awareness of residents of available services	All OSVGS Partners	- 79 (presentations, information sheets, resource booklets, committees, knowledge exchange)

EVALUATION INDICATORS AND RESULTS FOR 2018			
Common Outcome Measure	Related Indicators	Sources of Data	Results
	- number of actions to raise awareness of service providers of available services	All OSVGS Partners	- 68 (presentations, discussions/forums, knowledge exchange, deliberate connections, referral pathways)
		OYJSN - Connecting Transitions	- 78% of service providers who attended 1-day training agreed that the event will lead to better communication between service providers in Ottawa
		OYJSN – Amazing Youth Worker Race (AYWR)	- 98% of participants in the AYWR said they learned about at least one new organization - 95% of participants in the AYWR said they will access one of the organizations they visited during the event for their clients when/if needed - 68% of returning participants said they have accessed some of the agencies/services they learned about at past AYWR events
5. Positive and meaningful <b>engagement</b> of youth, families, schools and communities	- number and nature of initiatives and activities relevant to the OSVGS - number and demographics of those involved, including community leaders and residents  - number of people involved with lived experience including young men and those with lived experience of drug use or the sex trade	All OSVGS Partners	- 15 (presentations, discussions/forums, knowledge exchange, deliberate connections)  - 421 (demographics TBD)  - Time 4 Change (T4C) program has been researching best practices at it relates to peer mentors or lived experience staff to work towards having individuals with lived experience involved in some sort of capacity

EVALUATION INDICATORS AND RESULTS FOR 2018			
Common Outcome Measure	Related Indicators	Sources of Data	Results
<b>Medium-Term Outcomes (2018-2020)</b>			
<b>6. Enhanced cross-agency service coordination and collaboration</b>	<ul style="list-style-type: none"> <li>- number and nature of <i>enhanced service coordination</i> with other agencies</li> <li>- number and nature of <i>enhanced collaboration</i> with other agencies</li> </ul>	<p>All OSVGS Partners</p> <p>OYJSN - Connecting Transitions</p> <p>OYJSN – Amazing Youth Worker Race (AYWR)</p>	<ul style="list-style-type: none"> <li>- 30 instances of enhanced service coordination (presentations, community events, committees, tailored programming, counselling, skills development, culturally appropriate programming)</li> <li>- 3 instances of enhanced collaboration amongst services</li> <li>- 67% of service providers who attended 1-day training agreed that the event will help enhance coordination and collaboration across service providers in Ottawa</li> <li>- 98% of participants in the AYWR said they learned about at least one new organization</li> <li>- 95% of participants in the AYWR said they will access one of the organizations they visited during the event for their clients when/if needed</li> <li>- 68% of returning participants said they have accessed some of the agencies/services they learned about at past AYWR events</li> </ul>

EVALUATION INDICATORS AND RESULTS FOR 2018			
Common Outcome Measure	Related Indicators	Sources of Data	Results
7. Enhanced <b>trusting relationship</b> between the community, police and other services	- resident level of overall satisfaction with police service, at the neighbourhood level and city level	OPS - Secondary analysis of Public Survey on Policing Services	- 72% satisfied with quality of police service total (neighbourhood-based TBD), which is a 6-point decline from 2015;
	- resident perception of performance of police service at reducing crimes related to guns and gangs		- 21% satisfied with performance of police service at reducing crime related to gun violence and gangs (down 25 points from 46% to 21% who rate performance as very good/good)
	- resident level of trust in police and other justice services	OJEN - Youth Police Dialogues	- 64% have a good level of trust in the Ottawa Police (rating of high or very high); in line with previous years; twice as many residents say their trust in the OPS has declined compared to three years ago; residents who do not identify as either male or female, Millennials (18-34), crime victims, citizens with disabilities, and those who contacted the police within the past three years are significantly more likely to say their level of trust has declined
	- TBD	OCH CDF	- 85% of youth participants had better skills for interacting with the police



EVALUATION INDICATORS AND RESULTS FOR 2018			
Common Outcome Measure	Related Indicators	Sources of Data	Results
<p><b>8.</b> Increased access to <b>prevention</b> services, and positive outcomes for, youth who are most at risk of involvement in violence and gang activity:</p> <ul style="list-style-type: none"> <li>effective gang prevention programs, including: mentors and positive role models youth can relate to; access to affordable, engaging and well supervised sports, recreation and leisure opportunities in affected neighbourhoods</li> </ul>	<ul style="list-style-type: none"> <li>- number and demographics of youth who interacted with a Youth Outreach Worker (YOW), by neighbourhood and total</li> <li>- number of youth who were referred to services by a YOW, by neighbourhood and total</li> <li>- number of youth and families who received intensive YOW support services, by neighbourhood and total</li> <li>- number of YOW follow-ups, by neighbourhood and total</li> </ul>	Boys & Girls Club of Ottawa (YOW Program)	<ul style="list-style-type: none"> <li>- 466 youth total (demographics and neighbourhood-based TBD)</li> <li>- 222 youth total (neighbourhood-based TBD)</li> <li>- 41 youth and families total (neighbourhood-based TBD)</li> <li>- 299 follow-ups total (neighbourhood-based TBD)</li> </ul>
	<ul style="list-style-type: none"> <li>- number of youth who enrolled in diversion programming</li> <li>- number of youth who completed diversion successfully</li> </ul> <p>(both Extrajudicial Measures &amp; Extrajudicial Sanctions)</p>	Boys & Girls Club of Ottawa (Diversion)	<ul style="list-style-type: none"> <li>- 170 cases opened total in 2018; 19 never started (13%) 24 still active as of Dec. 31 2018</li> <li>- 146 cases closed in 2018 <ul style="list-style-type: none"> <li>- 98 closed / completed successfully (67%)</li> <li>- 15 closed /partially successful (10%)</li> <li>- 14 closed non-compliant (10%)</li> </ul> </li> </ul>

EVALUATION INDICATORS AND RESULTS FOR 2018			
Common Outcome Measure	Related Indicators	Sources of Data	Results
	<ul style="list-style-type: none"> <li>- number and demographics of individuals and families accessing specialized On Point gang prevention services (# served)</li> <li>- nature and intensity of services provided by On Point (# hours direct service)</li> <li>- number and demographics of individuals and families receiving prevention programming (less intensive)</li> </ul>	Youturn – GPIP newly renamed On Point (prevention stream)	<ul style="list-style-type: none"> <li>- 28 youth served (9 female; 19 male)</li> <li>- 420 hours of direct intensive service to youth and their families</li> <li>- data not available for 2018</li> </ul>
	<ul style="list-style-type: none"> <li>- number and demographics of individuals and families accessing prevention services (# served)</li> <li>- nature and intensity of prevention services provided (# hours direct service)</li> </ul>	CDF – under development PQCHC – under development Other - TBD	

EVALUATION INDICATORS AND RESULTS FOR 2018			
Common Outcome Measure	Related Indicators	Sources of Data	Results
	New initiatives under development	Providers and Recipients of new initiatives	<ul style="list-style-type: none"> <li>- CPO Background Research completed on youth mentoring: <a href="#">Youth Mentoring: An Overview of Programs and Initiatives in Ottawa</a> (Nov 2018)</li> <li>- CPO outreach to newly funded mentoring programs through the Ontario Black Youth Action Plan; Exploring Ottawa Community of Practice for mentoring programs</li> <li>- CPO Background Research underway on access to after-school and recreational programming: How to map out what is currently available and gaps</li> <li>- OSVGS Partners awaiting details on how the new investment of \$400,000 by the City of Ottawa for vulnerable youth will be spent</li> </ul>
	- pre/post improvement in criminogenic risk & protective factors, including overall risk score, and risk reduction by domain	Youturn – GPIP/On Point (prevention stream) <i>(including JH Ontario evaluation)</i>	- for On Point prevention stream, 28 youth served (9 female; 19 male) - decrease in criminogenic risk factors and increase in protective factors from the time youth enter and exit the program; increase in connection to school, recreational activities, employment; improved relationships with family, guardians and siblings; decreased time spent with anti-social peers, and increased structured time
9. Increased access to <b>intervention</b> services, and positive outcomes for, those involved in violence and gang activity:	- number and demographics of individuals and families impacted by street level violence accessing specialized intervention services (# served)	John Howard Society of Ottawa - Time 4 Change (T4C)	<ul style="list-style-type: none"> <li>- 29 males aged 18-35 actively engaged from Jan 1-July 31; 36 males aged 19-38 actively engaged from Aug 1-Dec 31</li> <li>- All individuals have previous or current charges and/or convictions for street level violence or have family members who do</li> <li>- Individualized case planning offers brief, practical support and/or long-term intensive supports. Services are client-</li> </ul>

EVALUATION INDICATORS AND RESULTS FOR 2018																							
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<ul style="list-style-type: none"> <li>effective intervention and gang exit programs and strategies, including: positive lifestyle options; tangible employment and entrepreneurship supports and paid employment / training opportunities; tangible and respectful opportunities for parents and families to be an effective part of positive change</li> </ul>	<ul style="list-style-type: none"> <li>- nature and intensity of specialized intervention services provided</li> <li>- outcomes in key risk, strength and need areas</li> </ul>		<p>centered and culturally responsive, and include: crisis intervention, safety and stability, workforce development and education, housing, mentorship, as well as family and community connections. Interventions also include structured programming that addresses risk factors associated with criminal behaviour and connections to specialized mental health counselling.</p> <table border="1"> <thead> <tr> <th>T4C Success Indicators</th> <th># in 2018</th> </tr> </thead> <tbody> <tr> <td>Offer &amp; Agree to Service - Critical Period</td> <td>55</td> </tr> <tr> <td>Safety Planning</td> <td>27</td> </tr> <tr> <td>Connections to Employment Resources</td> <td>42</td> </tr> <tr> <td>Gained Employment</td> <td>38</td> </tr> <tr> <td>Connected to Education &amp; Training Resources</td> <td>12</td> </tr> <tr> <td>Connected to Specialized Counselling/ Health Resources</td> <td>37</td> </tr> <tr> <td>Connected to Housing Resources</td> <td>58</td> </tr> <tr> <td>Family Support &amp; Resources</td> <td>42</td> </tr> <tr> <td>Connected to Other Community Resources (Immigration/ Legal Services, Victim Services, Diabetes Ass.)</td> <td>47</td> </tr> </tbody> </table>	T4C Success Indicators	# in 2018	Offer & Agree to Service - Critical Period	55	Safety Planning	27	Connections to Employment Resources	42	Gained Employment	38	Connected to Education & Training Resources	12	Connected to Specialized Counselling/ Health Resources	37	Connected to Housing Resources	58	Family Support & Resources	42	Connected to Other Community Resources (Immigration/ Legal Services, Victim Services, Diabetes Ass.)	47
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Gained Employment	38																						
Connected to Education & Training Resources	12																						
Connected to Specialized Counselling/ Health Resources	37																						
Connected to Housing Resources	58																						
Family Support & Resources	42																						
Connected to Other Community Resources (Immigration/ Legal Services, Victim Services, Diabetes Ass.)	47																						

EVALUATION INDICATORS AND RESULTS FOR 2018			
Common Outcome Measure	Related Indicators	Sources of Data	Results
		Youturn – GPIP/On Point (intervention stream) <i>(including JH Ontario evaluation)</i>	<i>Under development</i>
		YSB Youth Justice Services	<i>Under development</i>
<b>10.</b> Improved consistency of a <b>policing approach based on respect and dignity</b> for residents in affected neighbourhoods	- % satisfied with various types of contact with police service, at the neighbourhood level and city level	OPS - Public Survey on Policing Services	- 50% satisfied with actions taken by police - 64% satisfied with the treatment of individuals - 43% satisfied with the sensitivity to those with mental health issues - 56% satisfied with the level of cultural sensitivity - 73% satisfied with the reliability of police when needed
<b>11.</b> Positive and effective <b>responses</b> of police and other institutions to calls and issues related to <b>low-level violence in affected neighbourhoods</b> (i.e., ensure partners are equipped to provide a high-quality response so that residents in affected neighbourhoods feel heard and supported)	- % satisfied with various types of contact with police service, at the neighbourhood level and city level  % of respondents concerned at the neighbourhood level and city level with → “street gangs” → “presence of drugs/dealers” → “youth crime”	OPS - Public Survey on Policing Services	- <i>See Common Outcome Measure 11 (above) for data</i>  26% 3% 40%
	- TBD	OCH CDF	

EVALUATION INDICATORS AND RESULTS FOR 2018																					
Common Outcome Measure	Related Indicators	Sources of Data	Results																		
<p><b>12.</b> Those involved in street violence and gang activity are prosecuted and convicted (effective enforcement)</p>	<ul style="list-style-type: none"> <li>- OPS DART / PIVOT enforcement statistics (Compliance Checks; Public Presentations; Crime Prevention / Intervention; Proactive Policing; Traffic Stop; Warrants; Arrests; CDSA Charges; CC Charges; Breaches; Drug Occurrences (Seized / Possession); Tickets)</li> <li>- number of problem addresses identified and dealt with, repeat calls, etc.</li> <li>- other relevant enforcement statistics</li> </ul>	OPS	<p>GUNS AND GANGS UNIT (2018)</p> <p>PIVOT (2018)</p> <table border="1"> <tr> <td>BREACHES</td> <td>64</td> <td>50</td> </tr> <tr> <td>TRAFFIC STOPS</td> <td>11</td> <td>26</td> </tr> <tr> <td>DRUG OCCURRENCES</td> <td>64</td> <td>13</td> </tr> <tr> <td>CDSA CHARGES</td> <td>9</td> <td>3</td> </tr> <tr> <td>CC CHARGES</td> <td>68</td> <td>23</td> </tr> <tr> <td>TOTAL GANG-RELATED CHARGES</td> <td>585</td> <td>172</td> </tr> </table>	BREACHES	64	50	TRAFFIC STOPS	11	26	DRUG OCCURRENCES	64	13	CDSA CHARGES	9	3	CC CHARGES	68	23	TOTAL GANG-RELATED CHARGES	585	172
			BREACHES	64	50																
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CDSA CHARGES	9	3																			
CC CHARGES	68	23																			
TOTAL GANG-RELATED CHARGES	585	172																			
<p><b>13. Resources</b> (financial and human) are matched to needs</p>	<ul style="list-style-type: none"> <li>- funds applied for; attracted; deployed;</li> <li>- financial resources allotted</li> <li>- human resources allotted</li> <li>- equity across neighbourhoods / availability of services where they are needed;</li> <li>- intensity and quality of services match needs;</li> </ul>	All OSVGS Partners	<p>This measure is a work in progress. Not all partners provided data for the Resource categories identified. For example, this does not yet include resources dedicated through the Ottawa Police Service and others. It is also known that numerous partners applied for funding through a Call for Proposals of the National Crime Prevention Strategy (NCPS), but specific data is not available in this area. Further work will be done to capture resource outcomes.</p> <p>The total for partners who did report data is \$2,645,673 in financial resources spent in this area in 2018, and the equivalent of 24 FTE in human resources allotted in this area.</p>																		

## Mechanisms for change

All OSVGS partners were provided the opportunity to indicate the nature of their program activities in their data collection Input Sheets. This information was analyzed and several themes emerged, including (1) building awareness; (2) formal information-sharing; (3) training, education and support; (4) dialogue between partners (community and service providers); (5) tailored service delivery; and (6) enforcement. These themes and their related activities (outlined in Table 4) illustrate the mechanisms of change used by partners to achieve their OSVGS objectives.

**Table 4.** Mechanisms Used by OSVGS Partners to Create Change.

BUILDING AWARENESS	FORMAL INFORMATION-SHARING	TRAINING, EDUCATION, SUPPORT	DIALOGUE BETWEEN ORGANIZATIONS/ INDIVIDUALS IN THE COMMUNITY	TAILORED SERVICE DELIVERY	ENFORCEMENT
<ul style="list-style-type: none"> <li>- Tip sheets</li> <li>- Information sharing</li> <li>- Website</li> <li>- Word of mouth</li> </ul>	<ul style="list-style-type: none"> <li>- Presentations</li> <li>- Community events</li> </ul>	<ul style="list-style-type: none"> <li>- Training</li> <li>- Toolbox/Toolkit</li> <li>- Workshops</li> </ul>	<ul style="list-style-type: none"> <li>- Networks</li> <li>- In person meetings</li> <li>- Discussions/forums</li> <li>- Committees</li> <li>- Knowledge exchange</li> <li>- Deliberate connections</li> <li>- Referral sources</li> </ul>	<ul style="list-style-type: none"> <li>- Liaising</li> <li>- Tailored programming</li> <li>- Mental health and/or trauma counselling</li> <li>- Youth skill development</li> <li>- Culturally and linguistically appropriate services</li> </ul>	<ul style="list-style-type: none"> <li>- Charges laid</li> <li>- Compliance checks</li> </ul>

According to the data provided, Neighbourhood Cohesion partners were equally likely to use dialogue between partners as well as training, education and support to promote resiliency and positive relationships in communities impacted by gang activities. Prevention partners, whose main goal is to use inclusive and preventative approaches, were more likely to use formal information-sharing, and Intervention partners used dialogue between partners and members of the community more than any other mechanism to achieve their goal of identifying intervention opportunities. Suppression & Enforcement partners, whose primary role in the OSVGS is to conduct targeted, sustained and effective enforcement, largely used training, education and support as a method of proactive policing and enforcement in the form of charges and compliance checks.

## Mechanisms by Common Outcome Measure of the OSVGS

Dialogue between organizations and the community was the primary mechanism of communicating in new ways (56% across all partners) and tailored service delivery was used to enhance existing communications by 40% of partners. Formal information-sharing appeared to be a first step for 38% of organizations building new partnerships and dialogue between organizations and the community was the mechanism used by roughly 40% of OSVGS partners to improve existing partnerships.

Dialogue between organizations and the community was the primary mechanism by which awareness of community members and partners was raised (40% of partners used dialogue to raise awareness of residents; 67% used dialogue to raise awareness of partners). Informal (20%) and formal (40%)

information sharing were also used to raise awareness of residents, however partners appeared to stick to more formal means of sharing information with partners and organizations (33%).

In order to enhance service coordination, partners demonstrated flexibility in tailoring programming to suit partnership needs (57%) and all related enforcement was achieved through charges and compliance checks.

## Successes, Challenges, & Moving Forward

### NEIGHBOURHOOD COHESION

#### *Successes*

Police Officers were engaged in the opportunity to improve two-way communication with the community to improve relationships, particularly with youth. Youth knowledge regarding the criminal justice system has improved, providing youth with the confidence to express their views and interact positively with the justice sector, supporting the overarching goals of Neighbourhood Cohesion within the context of the OSVGS. Community forums and information sharing events hosted by partners provided resources for community partners including materials, discussions and insights from guest speakers. Access to knowledge and resources across the sector has shown to be a benefit among partners, for example, having the opportunity to engage gives partners a better understanding of the drug dealing activities in their neighbourhood, which allows organizations to move forward with appropriate partnerships to support those at risk and involved in gangs. Having information and resources on hand also allows service providers to easily access what they need to advocate for their clients.

#### *Challenges*

Because of multiple demands on Police Officers' time and the different roles they play, meaningful participation by Police Officers who patrol high-risk neighbourhoods in a way that promotes Neighbourhood Cohesion and positive relationship-building with residents was a challenge identified by partners. Another challenge identified by partners focusing on Neighbourhood Cohesion initiatives is retaining skilled Facilitators for their initiatives.

#### *Moving forward*

Neighbourhood Cohesion partners will continue building on successful programs and the desire that young people have to improve partnerships with the police. Programs have established a set of criteria for appropriate facilitator candidates and efforts will continue to recruit and retain appropriate facilitators.

### PREVENTION & INTERVENTION

#### *Successes*

Conscious efforts were made to translate materials for residents and families involved in engagement and outreach initiatives into various languages. The translation of resources was well-received by the



community as were the information-sharing presentations for community partners. Information and dialogue sessions have provided a positive avenue to begin discussions with individuals and families in the community. The community has benefitted by becoming more aware of services available and knowledge transfer between organizations has improved service providers' awareness around service eligibility criteria and available resources for clients. Mutually beneficial relationships have formed, including cross-organizational referrals and successful transitions of individuals from custody to the community. Increases in referrals between service providers (including from Ottawa Police Youth Section) appear to be correlated with recent in-person meetings and events where service providers have the opportunity to meet each other and form connections.

In terms of outcomes, partners delivering intensive intervention services reported successful community re-integrations and exit from gangs in some cases. Successful youth participants began engaging in academic environments, employment, improving familial relationships, improving life skills and demonstrating meaningful engagement in the community. Schools also reported a decrease in the use of disciplinary measures in participants. Youth participants are better connected with recreation and community activities including education, employment and familial relationships and spend less time with anti-social peers. Program participants have an increased awareness of the justice system, less interactions with the police and feel that they have more focus, a better ability to persevere and possess the tools and coping strategies to succeed after participating in programming.

### *Challenges*

The service landscape is constantly changing, making it challenging to maintain ongoing awareness and communication regarding what is offered. This leads to a lack of awareness - on the part of both individuals in the communities and service providers themselves - of the services available to support positive transitions. It was the opinion of those partners offering information sessions that the time allotted was often not enough time to cover topics in depth, limiting the knowledge exchange that partner organizations have the capacity to facilitate.

Despite schools being a critical partner in supporting youth involved in or at-risk of becoming involved in gang activity, partners report that building relationships with schools can be challenging. A critical partner in supporting adults involved in or at-risk of becoming involved in gang activity are Parole Officers, who can arrange or restrict access to individuals while they are incarcerated. Building positive relationships between key service providers and Parole Officers is key. Finally, prevention and intervention partners have experienced weariness and/or resistance of individuals at-risk of or involved in gang activity or families impacted by gang violence to participate in their activities and services. For example, families clearly identified their reluctance to be involved with a program that identified themselves or their child as gang involved or at risk of (i.e., Gang Prevention and Intervention Program or GPIP). As a result, the program has changed its name to On Point. Engaging those at highest risk is a perennial issue when providing programming to vulnerable populations, and a challenge that was identified throughout the current evaluation.

### *Moving forward*

Because schools are a hub in the community for students, families and service providers, OSVGS partners identify that it is important to connect with schools early in the year to allow for relationships to develop and early preparatory work to be done. Similarly, partners plan to continue to make the effort to build relationships of trust with individuals while incarcerated so that working relationships can begin and transition into the community upon their release.

Building on the positive reactions to translating resources, partners plan to continue to ensure that programming is socio-culturally responsive. Ongoing communication with all stakeholders regarding relevant programs and service offered is also critical in ensuring successful service provision for clients and their families. Partners plan to spread out the information sessions to cover more topics and allow for more widespread attendance, in addition to providing the opportunity to build awareness of programs across the community and facilitating ongoing relationship building and information sharing across partners. Connecting to community leaders and existing community initiatives is essential to reaching the appropriate audiences and ensuring that organizations have a good understanding of how families are impacted, particularly by getting feedback directly from families.

There is an ongoing need to build community awareness around programming and to engage participants in need of supports and their families. Once engaged in services, there are operational challenges to serving those in the justice system because of the inherent instability of individuals moving around within the system, which makes it challenging to serve them adequately. There are also systemic challenges including the lack of permanent affordable housing, the reluctance of employers to hire individuals with criminal records and a lack of housing and safety in general for those transitioning out of gang activities. In terms of program delivery, there are difficulties retaining appropriate mentors and given the voluntary nature of programs, there can often be a lack of participation by youth in need. Overall, partners delivering intervention services report being confronted with significant barriers to achieving their goal of providing effective intervention opportunities for those at risk of, involved in or impacted by gang activities. The need for “stabilization” (housing, mental health, additional stressors) before being able to engage in longer-term opportunities for change has been highlighted in candidates interested in programming.

Intervention partners will prioritize the investment of time to foster relationships with individuals in the community and service providers by conducting in-person meetings and case conferences to guide collaboration when multiple service providers are working with the same client. They will leverage the interest of individuals who want opportunities to give back and guide others and remain flexible to youth and families in order to build trusting relationships. Continued efforts will be made to tailor outreach programs and informal supports to suit the needs of relevant groups. Relationships with schools will also be leveraged to connect with parents and community supports in the interest of addressing needs of participants. Research on best practices for recruiting appropriate mentors is currently underway and efforts will be made to ensure that mentors are well-matched and relatable to program participants where appropriate.

Intervention programs also noted the importance of appropriate and accessible training opportunities which must take into consideration the complex risk factors of participants. Community and peers have been identified as an area of particular concern in preventing youth involvement in gangs, so collaboration with formal and informal supports will be facilitated to help youth examine their relationships and explore positive interests.

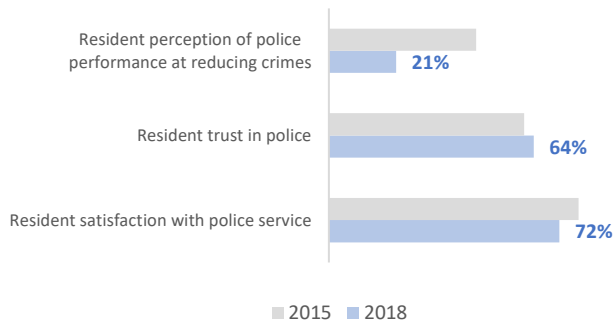
## SUPPRESSION & ENFORCEMENT

The Ottawa Police Service’s *Public Survey on Policing Services* released in 2018 shows that resident perceptions regarding police performance in reducing crime was quite low in 2018 (21%). However, most residents trust and feel satisfied with the police overall (see Figure 3 below). Specifically, nearly three-quarters of residents are satisfied with OPS reliability when they are needed and, while the rate is

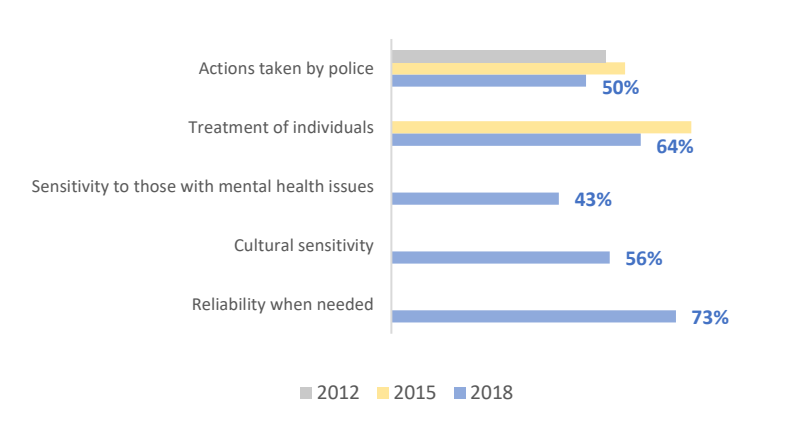
lower than 2015, the majority are satisfied with how they treat individuals generally. Less than half of residents were satisfied, however, with the treatment of individuals with mental health issues and just more than half felt that the level of cultural sensitivity of the OPS was sufficient (see Figure 4 below). Resident satisfaction with the actions taken by police has gone up and down over the cycles of data collection, peaking in 2015 and decreasing to half of those surveyed in 2018.

Youth who participated in OSVGS-related activities who were surveyed indicated an increase in their confidence and skills to interact with the police as a result of the program. Youth felt confident that their relationships with the police would improve (see Figure 5).

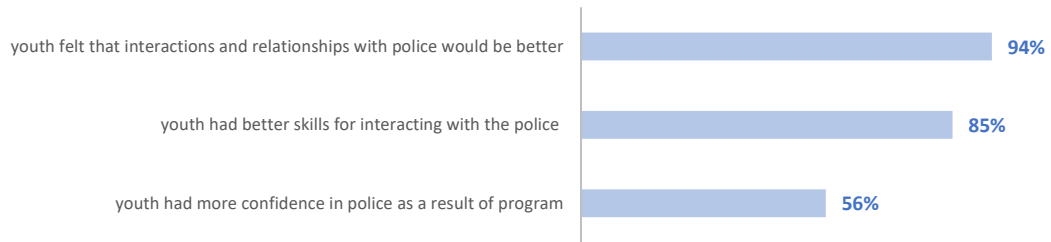
**Figure 3.** Resident trust and satisfaction with police service



**Figure 4.** Resident satisfaction with various types of contact with police service



**Figure 5.** Youth feedback after OSVGS program participation



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## CONSIDERATIONS MOVING FORWARD

This collective impact evaluation is in its initial stage and this report provides a snapshot of some of the service level outputs and preliminary outcomes associated with OSVGS activities in 2018. Some data indicators are still under development, and this report has helped to highlight where further work and coordination is needed for the evaluation.

Due to the complex nature of the street violence and gang issue in Ottawa, a more in-depth picture is needed in order to draw conclusions as to the extent to which OSVGS activities have contributed to reported outcomes – much of which is projected to be captured in years 2 and 3 of this Evaluation framework. In future years, further primary data around contextual factors and service participants will be collected, including in the form of a number of case studies across the various pillars and types of partners. This will allow the opportunity to take a closer look at how the mechanisms used impact a variety of individuals in unique contexts. The development of a set of Context-Mechanism-Outcome (CMO) configurations and a case study framework will be the next steps in this process.

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

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

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

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

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



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

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

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

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

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

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