

Developing a Collective Impact Strategy to Address 'Street Violence' in Ottawa

Request for proposals

Crime Prevention Ottawa (CPO) invites qualified applicants to respond to this Request for Proposal for the development of a new approach to the current collective impact strategy to address "street violence" and gun violence in Ottawa. This will entail reviewing existing community literature and community feedback, designing and implementing community consultations with a particular focus on people who are most impacted by street violence, and proposing a new collective impact strategy to address street violence. We are expecting proposed changes to the deliverables and the governance model of the strategy.

Background on collective work to address Street Violence in Ottawa

Since 2013, Crime Prevention Ottawa (CPO) has been working actively on a collective impact strategy to address street violence (OSVGS). The OSVGS is a multi-year, multi-stakeholder plan for action to achieve collective impact on the issues surrounding street violence activity in the City of Ottawa. The plan has identified 11 projects within 4 key pillars:

- **Neighbourhood Cohesion** – building resilient children, families and communities through positive relationships in neighbourhoods affected by street violence;
- **Prevention** – Taking inclusive and preventative approaches through social development, situational measures, education, and awareness;
- **Intervention** – Identifying intervention opportunities for children, youth and adults, including those at-risk, on the edge of getting involved in street violence, or looking to leave a life of street violence;
- **Enforcement/Suppression** – Conducting targeted, sustained and effective enforcement

Since inception, there have been two strategies, [the Ottawa Gang Strategy 2013-2016](#) and the [Ottawa Street Violence and Gang Strategy 2017-2020](#). There are yearly evaluations and [final reports on each strategy](#) available for review.

A note on our evolving approach to the issue

Since the inception of this work, the strategies have continually evolved to match the changing realities of gun violence and street violence in Ottawa.

Some indicators of this change include:

1. a formal shift away from the term “gang” in this work. In consultation with members of the broad steering committee that guides the strategy, in 2018 we drafted a [“Street Violence Messaging”](#) document that was accepted by the steering committee. In 2020, after the murder of George Floyd, we revisited the document, updated it, presented it to the CPO Board, and encouraged the board members and their respective organizations to adopt the messaging standards as well.
2. An evolving approach that recognizes that these activities in Ottawa are no longer tied to specific geographies but rather involve informal, fluid relationships within the illicit drug trade.
3. A sharper focus on anti-racism, for example, renewed contracts with CPO that pertain to street violence explicitly state that clients do not need to admit to any “gang” affiliation to receive services and adding a commitment to an anti-racist approach in Crime Prevention Ottawa’s new [strategic plan](#).
4. A recognition that approaching prevention and intervention from a program delivery point of view is not always addressing the deeper root causes such as poverty, marginalization, and the international drug trade.

Purpose, Activities, and Deliverables

Purpose

This project will involve the development of collective impact strategy to address “street violence” in Ottawa. This will entail reviewing existing community literature and community feedback, designing and implementing community consultations with a particular focus on people who are most impacted by street violence, and proposing a new collective impact strategy (deliverables and governance model) to address street violence.

Project Activities:

- a) Conducting accessible consultations with the community – particularly those who are most impacted by street violence – and service providers via multiple formats and platforms, this consultation will include, but not be limited to:

- a. At least 3 focus groups with people with lived experience living in affected communities with a focus on Black, Indigenous and People of colour; parents and youth.
 - b. The development and analysis of two questionnaires to be administered with the clients of prevention and intervention programs with lived experience of street violence (see 2017 [Technical report](#), pages 37-42 for an example of previous consultations)
 - c. An online survey for the general public
 - d. An engagement with members of the OSVGS steering committee members
- b) Review of the relevance and effectiveness of the current four pillar approach
 - c) Explore community feedback for ideas for enhancing existing services
 - d) Collecting and reviewing local community surveys and needs assessments from the past 3 years
 - e) Articulating a new 3-year collective impact strategy to address street violence
 - f) Proposing roles in this strategy for all partners, from grassroots community organizations to the Ottawa Police Service, that will promote the best outcomes for people impacted by street violence
 - g) Proposing a new governance model for the strategy that promotes equity and accountability to community, agencies, and funders
 - h) Rewrite draft terms of Reference to reflect a renewed approach
 - i) Suggestions for refining the evaluation approach

Project Deliverables:

1. A draft strategy with two rounds of feedback
2. A compilation of the results of the consultations
3. Short and long versions of a new street violence strategy
4. Governance model for the strategy, including draft terms of reference
5. A refined evaluation framework document

Request for Proposal Process

This is an open competitive process for non-profit, for-profit, academic, and other capable corporations. CPO seeks qualified candidates to apply for this funding.

The community investment amount you quote should be inclusive (taxes included) and must not exceed **\$50,000.00**.

Evaluation Criteria

The following criteria will form the basis upon which Crime Prevention Ottawa will evaluate proposals. The mandatory criteria must be met and include:

- Organization must be based in Ottawa.
- Confirmation that your agency is incorporated insured and has been in operation for more than two years and has the capacity to deliver this project.
- Organization must have proven experience in delivering community-based research projects and reports.
- Include a timeline of your project and a detailed budget.
- Organizations with BIPOC leadership and staff and/or lived experience and experience in the sector will be prioritized.

Format for Proposals

Please use the following as a guideline to format your proposal:

Proposal, Length and Font Size:

Please use fonts no smaller than 12 points.

Maximum proposal length should not exceed 10 pages (excluding appendices).

Information meeting

There will be an information meeting for interested contractors on Month, date on Zoom.

Application Deadline

Proposals including all supporting documents must be emailed or received by **Thursday, October 21, 2021** to be considered. Please send the application and supporting documents to:

Crime Prevention Ottawa

e-mail: cpo@ottawa.ca

If you have any questions, we are hosting a Question and Answer session on Tuesday, October 5, 9:30am-10:30am. [Please register here.](#)