

SAFER COMMUNITIES GRANT APPLICATION

Please complete (type or print) all sections of this form

APPLICANT INFORMATION

Name of Organization/Group/First Nations Chief & Council: South East Ottawa Centre for a Healthy Community		Name and Title of Project contact: Abid Jan, Community Developer	
Address: (Street/City/Town/Postal Code): 600-1355 Bank Street Ottawa, ON K1S 5L5		Telephone No: 613-737-7195 Ext. 409 Facsimile No: 613-739-8199 Email: abidj@seochc.on.ca	
Mailing address if different from above:			
Street:	City/Town:	P.O. Box:	Postal Code:

DESCRIPTION OF APPLICANT ORGANIZATION

Briefly describe your organization, its history, mandate, membership (attach additional sheet for this section if necessary):

Originally an outreach project of family service agencies, South-East Ottawa Centre for a Healthy Community has been funded as a Community Resource Centre since 1976, incorporated since 1985, added community health services in 1988, and sponsored Better Beginnings Better Futures in 1991. The Centre offers community health and social services to over 70,000 residents of South-East Ottawa, working with diverse communities and service partners throughout the area to foster a healthy community, strengthen the well-being of individuals and families, and provide a place to give and receive help. We have endeavored to be particularly accessible to low-income families, immigrants and refugees, children and youth, and elderly and disabled persons. A key element of programming concerns facilitating access to urgently needed services and resources, including skill-building opportunities for job readiness.

The main activities of SEOCHC are to:

- Engage in and maintain a process which will assist neighbourhoods to determine their own needs and take initiatives toward meeting them;
- Ensure the availability and accessibility of a wide range of health and social services using a multi-disciplinary approach; and
- Promote social change that will benefit residents and the overall community.

These activities are addressed via a broad range of services and programs launched through effective social mobilization: family health care, health education/promotion, community development/outreach, advocacy, employment supports, counseling for individuals/families/groups, home management program, community support services for seniors and disabled, community nutrition and food security initiatives, programs which address the particular needs of families with young children (including Better Beginnings Better Futures), youth, immigrants/ refugees, vulnerable populations (including GLBT, and people living with mental illness), and seniors/disabled), and countless opportunities for volunteer involvement and participation.

Are you a not-for-profit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Are you incorporated? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If no, include name and address of sponsoring incorporated organization:
Date of formation: 1976	Corporation # 615281	
Do you have \$5 Million in Liability Insurance? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Name of local police service(s): <div style="text-align: right;">Ottawa Police Services</div>	

PROJECT INFORMATION AND DESCRIPTIONTitle: **Foundations for Safer communities**

Area of operation (e.g. province-wide, neighbourhood, etc.): Ledbury/Banff and Heatherington in South East Ottawa

Is project: <input checked="" type="checkbox"/> New <input type="checkbox"/> Existing	Start Date: March 01, 2005 End Date: April 31, 2006	Total cost of project: \$ 35,811.00	Applicant's contribution: \$ 15,811.00	Amount requested: \$ 20,000.00
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If funding is approved, name of organization to receive cheque (if different from above):

PROJECT BUDGET (attach additional sheets for this section if necessary)

Detailed Budget – Funding from Other Sources:

Financial Sustainability of Project:

List any additional funding sources for your project (including any funding from other government ministries):

PROJECT PARTNERS

Coordinated approach with Partnerships:

Local Police Involvement:

Ottawa Police Services would be fully involved in all activities of the project. Through planning, implementation and evaluation, police representatives would be asked to participate, suggest different options and contribute in the process of Action Plan development. During the implementation phase, coordination between police and local community would occur as per strategic plan of the project.

Describe your project partners, i.e. police services, community, business (attach letters of support/endorsement):

Our active partners would be the Community House at Ledbury/Banff and Heatherington as well as Tenant Associations at both the community houses, Ottawa Police Services, Ottawa Community Housing Community House Boards and other interested agencies in South East Ottawa would also be partner in this project.

The remaining pages of this application will ask you to detail the needs assessment you have conducted, the design of your program, and your evaluation plans. Please use the attached evaluation framework (Appendix 'A') as an instruction manual when completing these sections.

NEEDS ASSESSMENT

Please describe the ways in which you have assessed that a need for the proposed program exists in your community (i.e. indicator approaches, community input approach, surveys, focus groups, etc.).

SEOCHC has been working within South East Ottawa neighborhoods for the past 30 years. It has gained valuable knowledge and historical perspective about these neighborhoods and associated problems and needs. Recent media coverage highlights incidents in low-income community housing, and these incidents links to gangs and drug related crimes. Our experience and ongoing presence paints a more complex picture. New initiatives have been undertaken but none can realistically make a major impact due to the fact that most of these are stand alone projects. Youth, drugs and

gang related problems not only persist but continue to make life miserable for residents.

This project would target two communities, Banff/Ledbury and Heatherington. These communities are composed of Ottawa Housing Units, where low income, multicultural communities, with a wide ethnic mix, are facing a host of problems including unemployment, alienation, loss of community spirit, poor health, drugs related problems and increasing crime. All units are managed by Ottawa Housing, and many are in poor condition. The problems are most severe in Banff/Ledbury. Youth involvement with drugs and gang activities and other anti-social behavior is extensive, and the area's image has been damaged by higher than average gang-related crime and negative media labeling.

It is our understanding, through feedback that we receive from the community leaders and allied service providers that the Banff/Ledbury community is being severely impacted by drug trafficking, addicting the neighboring communities. The project proposes a comprehensive approach and a set of measures aimed at addressing crime within this targeted program area. However, keeping the time and availability of funds, it would limit its program to Ledbury and Heatherington. Please note that our knowledge of prevailing situation has been gained throughout program interactions with the community, including Tenants' Association meetings, community leadership training, one-on-one meetings with community members and meetings with Community House directors.

Indicate the number and types of group(s) and/or individuals who will benefit from your program. Explain how.

Although Tenants' Associations and other organized groups would be the main participants in planning and implementing this project, the larger communities in the target areas will benefit from the initiative. Adjacent communities would be positively affected, as existing problems are not confined to the low income house units. Youth from at risk communities involved in criminal activities move to neighboring communities for sharing and selling drugs.

The intended outcome of this project is for neighborhoods to be empowered to direct their present and future development and that experience results in real and lasting changes related to the determinants of health.

The principal beneficiaries would be communities who have been most severely affected by the absence of coordinated, comprehensive, community-based strategies.

All participating stakeholders will also be the beneficiaries in the sense that their collective input and implementation of activities in an integrated manner would increase their effectiveness and impact, demonstrating organizational objectives in meaningful ways. The project would focus on incremental changes and fine-tuning the overall approach of the stakeholder's systems of dealing with the community and community's problems, so that the overall impact would be sustainable.

PROGRAM DESIGN

Please outline all the components of your program. This will include the proposed activities of your program, and their associated expected outcomes, specific objectives and goal(s).

This proposal follows a recommended 'audit to action' process that revolves around developing locally responsive action plans based on audited problem analysis. This process would result in no single 'product', but a set of actions that are locally appropriate. This approach involves:

- bringing together a neighborhood steering group (sometimes referred to as a 'neighborhood action group'), which will include representatives from key agencies, business, the voluntary sector and the community;
- working with the community to audit the neighborhood's crime and related problems, looking at what has been done already, and determining priorities;
- develop a 1-year strategy and annual action plan based on systematic option appraisal;
- acting as a catalyst for implementing the action plan by encouraging local partners to act and helping raise additional resources;
- monitoring progress against agreed outcomes and outputs, and ensuring that the project remains outcome focused
- evaluating and reporting on project outcomes; and
- sustaining activity beyond the lifetime of the program.

Aims and goals

South East Ottawa Centre for a Healthy Community's one-year neighborhood safety project aims to achieve significant and sustainable reductions in crime and disorder. Specifically, it seeks to reduce:

- recorded crime and incidents of anti-social behavior reported to the police by up to 25%;
- the number of young people arrested by up to 30%;
- anxiety about crime among residents, workers and visitors and the direct costs of crime.

The proposed project emphasize achieving sustainable improvements by:

- addressing risk factors that lead to young people to become young offenders
- empowering and supporting community members, including young people, to resolve the issues that concern them

The extensive involvement of local residents, together with joint working between police and other agencies, is a critical part of the project process. This project can also contribute to other social outcomes, such as better health and greater engagement in community commitments.

Priorities for action

Activities of the proposed project would be designed in consultation with the local residents, police and other partners to meet the particular requirements of its specific locality. Nevertheless a number of common themes have already emerged. For example, youth (12 and above) issues are a priority for action, while drug sale and use in the community has been identified priority both the neighborhoods. Other known problems such as lack of communities' involvement, diminished communities, anti-social behavior and racism would be prioritized with the help of the community in each area.

Implementing the project

Involving the community

Besides the power of partner agencies to effect change, community involvement is crucial to the success of this project in the short-term, as well as for long-term sustainability. Therefore, this project will:

- Involve residents - Residents would become more prominent as the programs become more established.
- Develop skills - Skill-building within the community would give local residents confidence to contribute to this process.
- Empower communities – This project would provide a forum for residents to articulate their concerns and enable communities to tackle issues, paving the way to an increase in social capital and energy that will ensure the sustainability of the project in the high crime neighborhoods.
- Develop community involvement, a key factor in the process towards attaining sustainable neighborhood safety.

Critical success factors and main obstacles

The development of this partnership model working at a local level, the re-orientation of service delivery, community involvement and the proposed 'audit to action' approach are the key areas in which the project aims to achieve locally.

The positive aspects on which SEOCHC can further build a rationale are the following:

- Identified and appropriate geographical locations.
- Well-established partnerships well in place in the form of tenants' associations and community houses, a solid base for recruitment to form a neighborhood safety committee.
- Targeting those most at-risk of victimization or offending, to yield the best results
- Working to support local neighborhood-based objectives, which are more realistic, and maintain higher levels of credibility than externally imposed ones.

Key stages of the Project

The proposed project would use a well known process for crime prevention called "weed and seed" in the US and 'audit to action' in UK.

This is made up of four key stages:

- *conducting neighborhood crime audits*
- *consulting and engaging the community (using a process known as 'Audit Plus')*
- *setting priorities and appraising the options*
- *planning the action*

The neighborhood crime audit

The audits would identify the crime and disorder problems of the select neighborhood and, where possible, provide an analysis of those problems (the 'who, what, where and whys'). This process would begin immediately following budget approval. The actual time span of the project is 12 months, but this work would begin two months before the actual project time schedule, thus extending the project duration to 14 months. SEOCHC would share the cost for the crime audit and other activities in the first two months in preparation for the project implementation.

This will assist in identifying priorities and supporting the process of target setting.

The audit report is likely to include:

- a socio-economic description of the area - population, housing tenure, employment rates etc.
- an analysis of recorded crime - by type, offender and identified 'hotspots' with comparisons with other local areas
- an early indication of community issues and priorities - gained through focus group work.
- a document and activity review - local strategies and any current or planned crime preventions activities in the project areas

1. Gathering audit data

It is not always easy to obtain appropriate data, or data that is specific to the neighborhood. Assistance from the local police and law enforcement agencies would play a key role in this regard right from the beginning of the project. Main areas for information collection would be: recorded crime data, data on total arrests, youth arrests and incidence data. Data collection would be compliant with Privacy Act Legislation and SEOCHC policies and procedures relating to privacy issues.

2. Consulting and engaging the community

Frequently very localized neighborhood experience can be masked by larger data collection areas, and incomplete reporting and recording of crime and disorder can give a false impression. Consequently it is absolutely imperative that a community perspective informs the audit process.

The aim of getting the community's perspective is to secure a more in-depth understanding of the community safety issues in the project area, and to start the important process of on-going engagement.

SEOCHC would achieve this through a series of consultation exercises with the local community, but also information sharing with police, other partner agencies and voluntary organizations in the area.

There is no specific blueprint for developing measures of community engagement, and the techniques employed will

depend on the nature and views of existing community groups, neighborhood or community workers and the tenants' associations. Issues such as what has, or is, happening in the project area will affect these decisions, as well as factors such as time, community infrastructure and resources.

When community-focused measures are developed as the proposed project matures, then techniques for consulting and involving the community would evolve and continue with time. The community engagement work will begin with a range of consultation techniques.

The safer communities grant would be utilized more effectively if people within the community are increasingly involved in managing and supporting the delivery of action. Therefore, the main consultation techniques suitable for working with communities in order to develop the proposed project's community consultation strategy would be:

- focus groups
- block, Community House meetings
- community consultations
- Outreach activities
- surveys

3. Setting priorities and appraising options

This stage of the process would be about making sure the design of the proposed project's activities match the problems identified in the neighborhood, and that the project will ultimately help to achieve a sustainable reduction in crime, the impact of crime, and the fear of crime.

It would also be an excellent capacity-building exercise for the neighborhood steering group and other agencies and residents.

All efforts would be made to ensure that the community does not perceive project activities as something imposed by SEOCHC or government agencies: they must have the full support of the local community. The community will be asked to prioritize any problems illustrated by the audit, and identify activities that can address these difficulties — and that are achievable in the local context.

The option appraisal process would help to select the most appropriate response(s) to the identified priorities based on identified best practice and their applicability to the particular circumstances. The option appraisal process would be expanded beyond the community, to include other relevant local agencies, where needed or appropriate.

A range of initiatives would be needed to address the social and situational aspects of any crime, and the community may also need specific inputs from police or other authorities to impact on the 'offender' aspect of the issue.

The aim of this process would be to produce a maximum of five or six community priorities, with a range of feasible activity options.

In addition to the crime and disorder priorities identified through the audit process, one priority relating to partnership building would be added. This will embed capacity building and partnership development as a core activity of the project.

The finalized priorities and activity options would be shared with all community members. This will communicate what the project intends to do. A newsletter would be a simple and effective way to do this, and will signal that the project is ready to move to its implementation stage.

4. Action planning

Once the priorities are agreed upon and the feasible options and associated risks assessed, the community would need to put it into a strategic action plan, specifying the following:

- priorities - the issues identified as priorities for action by the safe-neighborhood group or wider local community
- objectives - a breakdown of each priority, where appropriate, into achievable objectives
- actions - the activities that the project will undertake in order to achieve its objectives
- inputs - the resources, defined in terms of funds (including volunteer hours) invested in the program
- outputs - the products of the program (what the organization will do)
- outcomes - the broader consequences of the program's outputs (impact)
- targets - targets established for the planned inputs, outputs and outcomes
- timescales - the date by which a particular activity is to be completed

- lead agency or personnel - the partner who will lead on a particular initiative - preferably a named individual

5. Setting targets

The checklist below sets out some key questions for the community to consider in deciding what its targets should be.

1. What is our position at the outset?
 - What is the scale of the problem?
 - What is the baseline (numbers and rates)?
 - What is the trend?
2. What's been achieved by similar activity elsewhere?
 - What was the mechanism?
 - What were the conditions?
 - What resources were invested?
3. How does this differ from what we are proposing to do?
 - How different is our starting point?
 - Will we be applying the same mechanisms?
 - How do the conditions differ?
 - Are we putting in the same resources?
4. What else is going on that may affect performance?
 - How might local or regional strategies, initiatives and targets affect our targets?
 - How, if at all, are recorded rates likely to change?
5. What will the outcome performance indicators, relating to the problem, look like?
6. Taking account of the above, how is the target best framed?
7. Are the targets:
 - SMART (Specific, Time bound, Attainable, Realistic and Time bound)
 - challenging?
 - satisfying?
 - easily assessed?
 - cost-effective?

Setting input and output targets

1. What must actually happen for the target outcomes to be achieved?
 - What mechanism are we applying?
 - What do the conditions need to be in order for the mechanism to achieve the outcomes?
 - What resources do we need put in?
2. What are the numbers going to be?
 - What do the mechanism, conditions and resources required mean for target inputs, outputs and processes?

Project Activities

Community Engagement Pyramid



Most of the project activities in the initial phases would involve organising the community around the theme of crime prevention and building meaningful partnerships. During the planning and implementation phases the focus would be on the three main approaches to reducing community crime: how to follow a problem-solving approach and the types of intervention should we consider developing (law enforcement, situational measures and criminality prevention).

The agreed upon actions to take would vary widely, according to the particular needs of the local communities, but the process and approach to identifying and responding to local issues would be the same. This section gives a brief introduction to tackling some of the concerns already identified by residents in the proposed project areas: anti-social behavior, drug-related crime, hate crime, and dealing with young people as victims and perpetrators.

Traditionally, there have been three main approaches to crime reduction:

- **Law enforcement** (to deter, detect and 'treat' crimes and the criminal, using the criminal justice system)
- **Situational measures** (Situational measures focus on situations in which crime might occur. This approach aims to deter or detect crime, using technology, people, design and management)
- **Criminality prevention** (focuses on the people in society who are most at-risk of becoming offenders.)

In each community, the nature and types of problems faced and the appropriate responses to them will vary. The only way to be confident that the project is tackling the correct issues and responding to them in an effective way, would be to follow the audit to action and problem-solving approach to each of the issues identified. There are a number of different problem-solving systems in use successfully in the crime reduction field. The approach this project would follow is the **Problem Analysis Triangle** with some additions that may clarify this project's approach. (See Annex 1)

The project would be focusing on three main activities through planning with the community.

1. Activities to address anti-social behavior
2. Activities to address drug related crimes.
3. Activities to address hate crimes

1. **Activities against Anti-social behavior**

Anti-social behavior is generally defined as acting 'in a manner that causes or would likely to cause harassment, alarm or distress to one or more persons not of the same household. This includes nuisance, disorder and quality of life incidents, including noise, racial slurs, rowdy behavior, damage to property, intimidation and rubbish dumping.

Activities around this problem would include

- The 'TOGETHER' Campaign, to takes a stand against anti-social behavior and put the needs of the community first. The campaign includes two free training workshops for community members and others involved in tackling anti-social behavior at a local level.

- The creation of TOGETHER Action Areas. This will pilot new approaches to sorting out particular anti-social behavior problems.

Tackling anti-social behavior would be tackled through a cocktail of measures as follows:

- **prevention** – identifying (Who's doing it? What are they doing? Who are the victims, and is it happening again and again? when is it happening? How much is it costing?) anti-social activities) and stopping it happening in the first place
- **intervention** - nipping it in the bud
- **enforcement** - holding perpetrators to account
- **resettlement** - preventing a repetition

The communities could agree on a number of activities to undertake in this regard according to their choice and local conditions. Such as they could agree on any of the following to stop anti-social behavior:

- campaign for changes in housing allocation policies of Ottawa Housing
- sign good neighbor agreements
- improved lighting or think of a Closed Circuit TV, where law enforcement demand for evidence but the community cannot come up with anything despite witnessing everything happening under their nose.
- appointing neighborhood wardens
- neighborhood watch
- youth projects and facilities
- inter-generational work/meetings
- multi-agency case conferences
- problem-solving meetings
- information sharing
- mediation and community conferencing

2. **Activities against drug-related crime**

Drug related crime is a complex problem, which the proposed project can only contribute towards, rather than tackling alone. Addressing drug-related crime requires partnership working at a level beyond the remit of a limited neighborhood safety project as this.

Drug-related crime falls into three types: a) Crimes of supply, b) Crimes committed as a consequence of dependency or intoxication, and c) Possession of illegal substances.

Offenders may commit one or all three of these, but offenders in the third category (possession) will not necessarily be involved in any other type of crime.

A neighborhood safety projects as proposed here can contribute to a range of actions that can help disrupt local drug market in the community, including:

- encouraging members of the local community to give information about drug dealing in their area, using informal or anonymous reporting pathways
- facilitating regular meetings and developing clear protocols about confidentiality and disclosure between police and other partners concerned with the management of public spaces, parking lots and buildings, including housing providers
- engaging with drugs users themselves where possible, to identify and better understand the causes and effects of drug use in their neighborhoods
- providing information and education about drug use to members of the local community, including early intervention and advice projects aimed at users who may not yet be involved in the criminal justice system, and their parents and friends
- developing linkage with effective prevention programs in schools, backed by work with parents, and providing support and education to those young people most at-risk - truants, those excluded from school and young offenders tackling the image and status of drug suppliers in the eyes of young people and offering alternative role models
- working with Ottawa Housing to control behavior and managing public spaces where drug supply and use is prevalent. This can include: stronger, localized housing management, with sanctions against antisocial behavior; redesigning to minimize the number of places where dealing can occur; supported housing for drug users; close

management of vulnerable tenants who may be at risk of exploitation

3. Activities against Hate crime

Hate crime is broadly defined as a crime where the perpetrator's prejudice against any identifiable group of people is a factor in determining who is victimized. A victim of hate crime does not have to be a member of a minority or someone who is generally considered to be vulnerable. In some cases, the perpetrator's perception may be wrong. This can result in a person entirely unconnected with the hate motivation becoming a victim. In reality, anyone can become a victim of a hate crime.

The proposed activities for addressing hate crimes in the partner communities would include:

Hate Crime Reporting Schemes.

Victims would be encouraged to report incidents of hate crime both to the neighborhood safety committee as well as to the police officer partnering in this project.

Community Education Campaigns

Educating the community members to undertake workshops in multiculturalism as well as some basic community safety awareness for encouraging confidence in the police service has been a key strategy of tackling hate and homophobic crime. Presently most community members are unwilling to come forward and report their experience through the traditional route of going into the police station. The project would help establish community-based reporting of racially motivated offences in non-threatening environments, such as community houses, health centres and places of worship.

Community Liaison Groups / Campaigns

Efforts would be made to form multicultural, interfaith and multi-ethnic liaison groups. These groups would work with the police to encourage reporting, respond to abusive or violent incidents, support victims and often cover issues such as racial bullying and slurs.

Racial tensions

We are using the term 'race' because of the lack of a more accurate term. By using the term 'race' here, we are referring to people of all black, Arab and minority ethnic groups. Although the term is in common usage, delineating between groups on the basis of ethnicity can be misleading, and it can overlook the prejudice and degradation experienced by various ethnic groups, such as refugees from Africa, Asia or Middle East.

PROGRAM EVALUATION

Please indicate how you will evaluate the activities, expected outcomes, and specific objectives (if applicable) of your program. This section should include your plans for both the formative and summative evaluation. You should outline the kinds of data you plan to collect (quantitative and/or qualitative), and how you plan to collect them (measurements, statistics, etc.)

The monitoring and evaluation system

Measuring performance isn't an end in itself, but a vital tool to assess, modify and improve the impact of proposed project. Given the comprehensive audit to action process involved in creating this project, it would be short-sighted not to continue to check whether the project is meeting the requirements of the partner neighborhood.

It is common for project staff to find the completion of monitoring forms and the collection of data to be a lower priority than "getting out there and getting the job done". However the project would ensure that project staff commit to monitoring and 'own' the process. Effective use of monitoring data to identify what is working and what is not is key to maximizing project performance and impact.

Using data to drive the proposed project management would allow SEOCHC to adapt and change the project as it goes along, and maintain the audit to action approach as a method of ensuring the project is constantly problem-solving throughout its lifecycle. The monitoring data would therefore be utilized to tell what to do more of, what to adapt and what to stop doing altogether, in order to maximize impact and value for the investment.

This performance management approach would also improve the commitment of project staff to maintaining monitoring information consistently as the data becomes something meaningful and worthwhile, which is used, rather than simply handed over to an external evaluator who may not report until the end of the year, telling the staff certain parts of the project are not working when it is no longer very helpful.

Internal or external evaluation?

Using a professional external evaluator brings significant advantages. However, keeping the funding restraints, contracting a professional evaluator would not be possible and the project would be focusing on evaluation of the project through the partners involved in the program. Their feedback would be of much value throughout the process. It would ensure objectivity.

Separating the monitoring and evaluation regimes would provide benefits to the project. This would involve developing rigorous monitoring arrangements which are used as a performance management tool as well as forming the foundation of an external evaluation through partner agencies and the community.

The evaluation processes would include stakeholder interviews, user surveys, etc.

The monitoring system would have the following features:

1. A quarterly monitoring form to be completed by the project coordinator. The monitoring form would have sections to record:
 - housing data - numbers of anti-social behavior complaints.
 - details of community partners actively involved in community safety work
 - cumulative numbers of community volunteers
 - the number of active community groups in the project area
2. A quarterly report to the project steering committee by the project manager to explain the monitoring report and indicate what action is to be taken as a result of the monitoring findings
3. A final (annual) 'fear of crime' survey of a 10% sample of residents in the project area. This would contain all the original questions in the first Audit survey for comparative purposes, though additional questions may be added as local circumstances change.
4. An annual review:
5. An external evaluation which reports at the end of the project and supplements the internal monitoring regime and annual reviews. Although the evaluation would be conducted by the SEOCHC staff, but the feedback would be entirely independent from external individuals and bodies in order to assess the overall performance and impact of the project.

Evaluation reports would not be confined to only numbers and percentages. The Safe Neighborhood Committee would have access to both quantitative and qualitative information to help assess progress. Numbers relating to crime statistics would show a precise picture of the results of activities in the target neighborhood and can be used to allocate resources for law enforcement and community policing activities. Statistics can also reveal the number of people served by programs related to preventive activities; however, evaluation will also include the qualitative aspect of evaluation.

Community members' perceptions would be an important part of evaluating progress. For instance, the community members would respond to this question: Do you feel safer and more comfortable in their neighborhood, would help a lot.

Analyzing evaluation reports would yield valuable information about what was successful and what needs to be adjusted. While success is always the desired outcome; an important role of an evaluation process would be to know where improvement is need.

Maintaining the momentum

Once the project is up and running, SEOCHC would need to establish an on going process of planning, implementation and revaluation to keep up momentum.

Early action

In the context of the proposed project, early action on crime would be based upon two findings of previous work:

- While each disadvantaged neighborhood is unique, some consistent crime and disorder issues emerge in virtually all areas, such as drug dealings, youth's involvement in drugs, gang activities, anti-social behavior, (noise, graffiti,

fly tipping and so on), and racial tensions.

- To overcome skepticism and build local confidence, the project would need to undertake some early initiatives or 'quick wins' in order to demonstrate they are there to make an impact.
- Early action on crime in collaboration with the police can provide a range of interventions within neighborhoods that address those needs that are immediately obvious and discernible. This can be done via a rapid appraisal undertaken as part of the initial neighborhood crime audit. The specific focus depends on the outcomes of the rapid appraisal.

Early action interventions will act as a springboard for:

- winning community confidence
- community participation
- developing longer-term neighborhood plans

The precise content of this early action is locally dependent.

Sustainability

The proposed safer community project reflects funding lifespan of only one year. However, its main objective is to contribute to long-term reductions in crime, and improvements in quality of life in their neighborhoods. Its aim is to create sustainable activities wherever possible, from day one of the project. The project may also act as a pilot for certain initiatives to test their effectiveness. If these are successful, they can be mainstreamed by local agencies.

The objective is that during the first year a solid base would be provided to the community to further build on it in the future. It would be up to community and its successful initiatives to proceed. SEOCHC would be there to assist them in future fund raising endeavors. The capacity building activities during the project's life-time would focus on building capacity of the members of safe neighborhood for undertaking future activities on their own. Of course, not all of the initiatives will - or should be - maintained beyond the lifetime of the project, so it would not be difficult to work on a sustainability or succession strategy to be drafted at least in the first six months of the project. This will allow the stakeholders sufficient time to identify which elements of the project should continue and negotiate with funders and local providers for their maintenance.

The sustainability strategy would focus on the impact of initiatives, their requirement to be maintained and the feasibility of long-term funding, management and delivery in your local context.

The following steps will help in formulate a comprehensive succession strategy.

Step 1: evaluation

Step 2: Identifying succession options

Step 3: Appraising your succession options

Step 4: Developing an action plan

Step 5: Implementing your succession strategy

All information held by the **Ministry of Community Safety and Correctional Services** may be subject to release, pursuant to *the Freedom of Information and Protection of Privacy Act.*)

Project Implementation

Months of Project phase		-1	0	1	2	3	4	5	6	7	8	9	10	11	12
Phase 1															
	Bring agencies and community representatives together to establish neighborhood steering committee	■	■												
	Agree issues for immediate action with partners and steering group		■												
	Analyze issues for immediate action		■	■											
Phase 2															
	Project implementation begins		■												
	SEOCHC engages as project administrator		■	■											
	Continue needs analysis: identify others to present or consult on audit and appraisal findings		■	■											
	Agree priorities		■	■	■										
	Prepare strategic plan		■	■	■										
	Identify, test and select options		■	■	■										
	Draw up action plan with targets			■	■	■									
	Identify initiatives for immediate implementation and take action					■	■	■							
	Identify areas where further information or consultation is needed, and obtain					■	■	■							
	Set up management information system				■	■	■								
	Develop strategy for promoting active community involvement					■	■	■							
	Recruit and train project volunteers						■	■	■						
Phase 3															
	Obtain further resources for future initiatives											■	■	■	■
	Action Plan implementation begins								■						
	Draw up strategies for fundraising and communications											■	■	■	■
	Review strategy, priorities and action plan in light of further information and consultation, and revise if necessary												■	■	■
	Draw up forward strategy													■	■



Every crime problem has three components: offender, victim and location. If any one of these components is removed, the crime will not take place. To stop a single crime, removing a single side of the triangle is enough. However, to effectively solve a neighborhood crime problem (a pattern of crimes), the proposed project would consider all three sides of this 'crime triangle', and to have an effective and long-term impact on a crime problem, the project would aim to remove at least two sides of the triangle.

Using the data gathered in the audit process (and drawing in additional information if necessary) the problem analysis triangle would help the community look at each crime or other problem it is dealing with, by breaking it down to look at the offenders, the victims and the locations where the crime and or anti-social behavior is taking place. This would enable the community to determine how to remove these and reduce the likelihood of this crime taking place.