

No Community Left Behind

Creating a better place to work, live and play

No Community Left Behind is a vehicle to show that we can create neighborhoods that are outstanding places to live.

The purpose of *No Community Left Behind* is to implement a comprehensive approach towards social development and crime prevention. This approach will be applied to address the roots of the problems in the targeted community, reduce and prevent crime and improve community members' overall quality of life.

Vision

Safe Neighborhood is a collaborative effort among organizations, agencies and community members who care about Ledbury and Banff community, the neighbourhood selected for this pilot project. This collaboration is demonstrated in the work of the Steering Committee, which provides a structure for building a commitment to the process that will work beyond the life span of short term projects.

The Steering Committee will coordinate programs and services for local community members and ensure stakeholder's involvement in working toward the same goals. The most basic objective is to avoid duplication of activities, activities working in isolation from other complementary services, while maximizing the impact for each investment made in this community.

The overarching goal is that residents will be able to live, work, and raise their families in a safer and more prosperous environment. The primary objectives at each *No Community Left Behind* project site are to:

- develop a comprehensive community-based strategy for undertaking social development work, while working to reduce/prevent criminal activities;
- mobilize community members and police services to assist each other in identifying and removing criminal elements from their neighborhoods;
- assist human service agencies to identify and respond to social/community/health service needs; and
- empower community members to participate more fully in neighborhood planning and decision making processes.

Fundamental Principles

The project's approach is based on four fundamental principles: collaboration, coordination, community participation and leveraging resources. These principles set *No Community Left Behind* apart from traditional approaches of the past and are key to the success of the strategy at the neighborhood level.

Collaboration

A large and varied number of social service agencies, community organizations, private sector businesses and community members will be invited to play an important role in the community's safety and restoration. Each one has a responsibility to the community and a stake in its future. It often happens that stakeholders don't have many opportunities to coordinate and share information, let alone plan strategically and pool their resources for jointly addressing the roots of community problems. This project challenges communities to establish a collaborative process to capitalize on the full potential of benefits made possible in the formal and intentional interaction of stakeholders.

Collaboration to this degree inevitably leads to permanent channels of communication among stakeholders, partnerships among organizations with similar goals, a strategic approach to effective crime prevention, broader support for this strategy and additional resources.

Coordination

For this element, the core objective is to reduce overlap and duplication of services and to complement service partners' initiatives. The Steering Committee will bring together representatives in decision making positions from the concerned organizations to ensure coordination and guide the process of implementation. This means **vertical coordination** across disciplines, such as law enforcement, social services and economic development and **horizontal coordination**, across levels of government. This planning that is critical to the project's strategy.

Community Participation

Communities that are empowered to solve their own problems function more effectively than communities that depend on services provided by 'outsiders'. Initiatives that empower communities to help themselves, involve residents in decision-making processes and encourage broad citizen involvement are more effective than those designed to simply provide services to people or dependent clients. Therefore, community participation is a priority element for the project.

Leveraging Resources

There are few exceptions to the reality of limited resources for community-based services. At the outset, it is difficult to accurately estimate the value and amount of resources required to transform and revitalize a neighborhood experiencing high crime, and social and economic hardship. However, this project's strategy presents an opportunity for a community to leverage available resources for supporting strategic planning and organizational structure, and will enable the community to tap into additional resources from provincial and local agencies, foundations, corporations and other funding organizations.

The Four Components of *No Community Left Behind*

The *No Community Left Behind* strategy is a multilevel strategic plan that includes four basic components:

1. Law enforcement
2. Community policing

3. Prevention and empowerment
4. Neighborhood restoration

Law enforcement and community policing represent the **correctional** aspect of the strategy. Intervention, and empowerment and neighborhood restoration represent the **preventive** phase. Community policing would be involved in both corrective and preventive activities and would serve as a bridge between the two components.

Law Enforcement

This aspect of the project would focus on both collaborative problem-solving processes to reduce and prevent crime at the neighborhood level. Efforts would be directed mainly at identifying and addressing the most serious and visible criminal activities in the neighborhood.

Reducing the community's fear through rigorous law enforcement would give back hope to community members living in distressed neighborhoods and set the stage for effective implementation of other projects and community revitalization.

Community Policing

Community policing supports intensive law enforcement operations and serves as a bridge to the correctional components of *No Community Left Behind* project. Community policing would embrace two key concepts — community engagement and problem solving. Under this model of policing, officers establish an ongoing dialog with community members to solve crime problems through a systematic process to address the underlying causes of crime.

This continued interaction (as opposed to situational/issues meetings) fosters a sense of responsibility within the community to contribute to solutions, focus on increasing police visibility and develop cooperative relationships between the police and community members. Some proposed community-policing activities could include foot patrols, victim referrals to support services, nuisance abatement programs and support in gathering evidence about criminal activities.

Community mobilization is also important to community policing for crime prevention purposes. Programs that encourage community participation and help prevent crime would include neighborhood watches, citizen marches and rallies, initiatives led by various faith communities, drug-free zones and graffiti removal.

Prevention and Empowerment

Studies show that risk factors such as economic deprivation, lack of meaningful support to families at risk, and early academic failure increase the likelihood that a child will develop health and behavior problems in adolescence. Similarly, protective factors such as individual characteristics, bonding, healthy beliefs and clear standards set by parents and society would reduce the impact of risk factors on children.

The prevention, intervention and empowerment component will therefore concentrate on an array of human services on the designated neighborhood to create an environment in which crime and violence cannot thrive. Links among law enforcement and social service organization and agencies, the private sector and the community will be strengthened to improve the overall quality of services to community members.

Activities in this area would focus on community-based services provided as part of the overall *No Community Left Behind* project with a specific focus, not as isolated activities. Some suggested services could be *Early Years* programming, family visiting, outreach to newcomers in the multicultural population, after school programs, homework clubs, parenting courses, drug prevention programs, mental health services, family counseling, nutrition and food security programs and primary care services (nursing outreach).

Neighborhood Restoration

The fourth component of *No Community Left Behind* project attempts to improve and revitalize the economic and social conditions of distressed neighborhoods through neighborhood restoration strategies. This component would address and seek to expand the economic vitality of the community so that crime and disorder will not thrive. As with the other components, neighborhood restoration would be achieved through the coordinated use of provincial, local and private-sector resources. Strategies would focus on economic development, job readiness support, employment opportunities for community members and improvements to the housing stock and physical environment of the neighborhood. Restoration activities would include renovating and refurbishing housing, improving public spaces such as parks and recreational facilities, and creating opportunities for job readiness and employment training, including entrepreneurship and job creation.

No Community Left Behind
Banff Avenue Community

Different Phases and Activities	Outcomes/Results & Outputs	Indicators	Methods/ Sources
<ol style="list-style-type: none"> 1. Organizing and convening a Safe Neighborhood Steering Committee. 2. Selecting or confirming the designated neighborhood. 3. Conducting a community needs assessment of the designated neighborhood. 4. Selecting priorities and strategies to address neighborhood problems and unmet needs in the respective neighborhoods. 5. Identifying goals, objectives and major tasks. 6. Developing detailed Activity and Implementation Plan (AIP) including final budgets. 	<ol style="list-style-type: none"> 1. Formation of a Steering Committee, comprised of local officials, representatives from all stakeholders, implementing organizations and community reps. 2. Ensured Stakeholders' commitment 3. Roles and responsibilities of all partners determined 4. A focused process for understanding and addressing specific problems. 5. Realistic assessment of major tasks and resource availability. 6. Activities to undertake in priority areas identified and respective work plans prepared. Implementation process begins with the development and approval of Action Plans for core components. 	<ol style="list-style-type: none"> 1. Steering Committee formed 2. Partnership agreement signed 3. Sub-committees formed for correctional prevention, evaluation aspect of the project and also according to partners specific roles 4. Assessment reports prepared 5. Strategic plan prepared and approved by the Steering Committee 6. a) Overall Implementation Plan prepared and approved by Steering Committee. b) Final Budget prepared and forwarded to NCPC along with all other stakeholders c) Organizational structure and system well in place 	<ol style="list-style-type: none"> 1. Consultative meetings 2.. Information extracted from City's <i>20/20 Human Services Plan Priority on People</i>, school data, directly from community's perspective, social services data, socio-economic data, police records, 3. Focus groups, surveys and forums. 4. All stakeholders, including members from NCPC participate in a Strategy Planning workshop.
<p>Community Mobilization</p> <p>Step 1: Securing resident commitment and involvement</p> <p>Step 2: Encouraging community members to help provide community perspective.</p> <p>Step 3: Building community networks</p> <p>Step 4: Creating resident-led leadership structures</p> <p>Step 5: Leveraging internal and external resources</p> <p>Step 6: Creating additional communication mechanisms</p>	<ol style="list-style-type: none"> 1. Empowered individuals engaged in the rebuilding of their neighborhoods 2. Clear vision of what the community would look like, 3. Increase in community members' responsibility for the positive community changes; and 4. Increased capacity for sound decision-making. 	<ol style="list-style-type: none"> 1. Increase in the number of community leaders involved 2. Number of initiatives proposed, planned and undertaken by the community 	<p>Door-to-door campaigns; In-house (community center, etc.) coffees; Street fairs and festivals; Community rallies; Promotional materials that highlight project.; Dissemination of fliers in public facilities; dissemination of fliers at other events in or near target community; Church/Mosque/Temple or other religious institution-based functions such as revivals, church meetings, and concerts.</p>

<p>Law Enforcement</p> <p>Step 1: Reviewing Needs Assessment to identify law enforcement Issues of greatest priority</p> <p>Step 2: Establishing law enforcement goals, objectives, and tasks</p> <p>Step 3: Identifying additional resources for law enforcement strategy</p> <p>Step 4: Developing an Activity & Implementation Plan (AIP) for the law enforcement strategy</p>	<ol style="list-style-type: none"> 1. Drafting law enforcement strategy 2. The collaborative planning process and activity coordination 3. Reductions in crime, violence, and community members' fear 4. Improved quality of life 5. Elimination of visible and covered drug markets 	<ol style="list-style-type: none"> 1. Approval and implementation of the law enforcement strategy by the Steering Committee 1. Feedback attesting to improved working relationships with police services 2. Change in the no. of calls for police assistance; 3. Reduction in crime rates 	<p>Community and police joint task forces; gang intervention programs; drug investigations; targeted prosecution</p>
<p>Community Policing</p> <p>Step 1: Creating a Community-Policing Neighborhood Partnership</p> <p>Step 2: Determining neighborhood characteristics</p> <p>Step 3: Developing an information and communication Network</p> <p>Step 4: Assessing and developing resources</p> <p>Step 5: Developing an Activity and Implementation Plan (AIP)</p> <p>Step 6: Collaborating on problem solving</p> <p>Step 7: Monitoring and assessing Success</p>	<ol style="list-style-type: none"> 1. Community Policing Implementation Plan prepared; 2. Police adopts community-policing style for effective delivery of services 3. Community is engaged in problem solving 4. Information communication net work in place 5. Continuity of community policy approach 	<ol style="list-style-type: none"> 1. Number of activities undertaken on the community policing implementation plan; 2. Number of criminal activities identified and addressed; 3. Number of repeat calls for police service; 4. Number of reported crimes; 5. Police and government resources committed to process; 6. Number of community policing initiatives planned 7. Number of information-sharing encounters with the community; 8. Integration of the community policing initiatives in the target community. 	<p>Community's formal meetings with the police and routine contacts in neighbourhood; out-reach activities to inform community at large about the new initiatives; using postcards that community members return with information about crime and other neighbourhood problems; and maintenance of problem solving log</p>
<p>Prevention and Empowerment</p> <p>Step 1: Reviewing the Needs Assessment and developing action plan</p> <p>Step 2: Developing plans for locating and staffing comfort zone</p>	<ol style="list-style-type: none"> 1. Development of framework for organizing a safe and healthy community that includes prevention, intervention and empowerment strategies; 2. Establishment of a comfort zone in each neighborhood. 	<ol style="list-style-type: none"> 1. Framework prepared and approved by the Steering Committee; 2. Activities in the Comfort Zones 3. Number of other agencies and organization integrating services 4. Number of after school, sports, groups, homework and other activities. 	<p>After school activities; recreation and sports programs; group activities. clubs such as Scouts, and similar groups; ESL classes; training; programs that teach children to take pride in themselves, their families, and their cultural heritage; healthcare services; homework assistance and tutoring;</p>

<p>Neighborhood Restoration</p> <p>Step 1: Revisiting the Needs Assessment conducted for the neighborhood</p> <p>Step 3: Formulating goals and objectives to be accomplished</p> <p>Step 4: Developing activities to achieve goals and objectives</p> <p>Step 5: Securing approval from the Steering Committee</p> <p>Step 6: Adjusting the goals, objectives, or activities</p> <p>Step 7: Evaluating the neighborhood restoration plan</p>	<ol style="list-style-type: none"> 1. Community stabilized and human capital in the neighborhoods restored; 2. Crime reduction 3. Restoration sub-committee established. 	<ol style="list-style-type: none"> 1.Number of persons benefiting from employment opportunities 2.Reduction in the number of criminal activities; 3.Restoration Committee is functional (meets, plans, implements and evaluates its activities); 4.Number of employment workshops offered; 5.Number of participants attended training and workshops.¹ 	<p>Employment related training opportunities, assistance in job readiness</p>
<p>Evaluation</p> <p>Step 1: Identifying a coordinator and the other members of the evaluation team</p> <p>Step 2: Reviewing priorities to be measured</p> <p>Step 3: Data entry forms to be prepared</p> <p>Step 4: Data entry software to be developed.</p>	<ol style="list-style-type: none"> 1. Quarterly and annual progress analytical reports prepared 2. Policy decision taken according to the analysis and assessments presented in these reports. 	<ol style="list-style-type: none"> 1.Reports available and influencing resources allocation and other adjustment decisions; 2.Data entry system in place generating periodic reports. 	<ol style="list-style-type: none"> 1. Students assist evaluation projects

¹ Core indicators would be important with reference to Phase 11 because they would measure the overall effectiveness of the restoration process, which includes both stabilization activities and restoration activities. Documentation would be required to assess, for example, whether the conditions in the community that affect community members are improving and resulting in an increase in the number of community members securing employment. Besides the given indicators, more indicators would be developed according to the activities planned after completing the joint strategic planning process in collaboration with all stakeholders.