City of Ottawa Community Safety and Well-Being Office

Integration of Crime Prevention Ottawa –
Interim Transition Plan

JUNE 2024

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I.   INTRODUCTION

Background and Context

Crime Prevention Ottawa (CPO) was established in 2005, following the findings of a 2004 report by the City-commissioned Panel for Community Crime Prevention, titled "Community Crime Prevention: Investing for a Safer Ottawa." The Panel's report called for a "permanent crime prevention responsibility centre," laying the groundwork for CPO, which operated as a city-funded municipal board dedicated to contributing to "crime prevention and enhanced community safety and well-being in Ottawa through collaborative, evidence-informed initiatives."

Throughout its 18-year journey, CPO experienced an evolution shaped by changing perspectives on prevention and a deeper understanding of root causes. The organization has demonstrated adaptability, evident in the evolution of its priorities and initiatives over time.

In July 2023, Ottawa City Council approved the merger of Crime Prevention Ottawa (CPO) with the Community Safety and Well-Being Plan for a more cohesive, integrated approach to crime prevention in the City. This transition is expected to bring opportunities and challenges, including the need for careful navigation of overlapping responsibilities and potential shifts in dynamics, both internal and external.

In the past, CPO made notable efforts in community engagement with a clear commitment to addressing social determinants and applying a community development lens. It will be crucial that future initiatives are responsive, sustainable, and adaptable to emerging challenges – relying on evidence, input from the community, and collaboration with partners.

Note: For continuity purposes, CPO is referenced under its pre-integration name throughout this plan. Please be aware that CPO no longer exists as a separate entity following the merger.

Document Purpose

The purpose of this Interim Transition Plan is to support CSWBO staff to achieve the following objectives:

- **Seamlessly Integrate CPO and CSWBO:** To blend the expertise of CPO with the City Community Safety and Well-Being Plan (CSWBP), creating a unified voice for community safety and well-being in Ottawa.

- **Foster Collaborative Efforts:** To enhance collaborative strategies between partners, ensuring a cohesive approach to safety and well-being across the community.

- **Amplify Impact:** To build on CPO's achievements by exploring new ideas and adopting best practices, thereby advancing community safety and well-being in more impactful and sustainable ways.

This document is a roadmap that focuses on strategic, operational, and communications lenses. It outlines specific activities and includes guiding steps to assist in the implementation phase leading up to the CSWBP's mid-term review.

The transition represents an opportunity for innovation, allowing for the exploration of new ideas and the adoption of best practices that will continue to advance community safety and well-being in Ottawa. The goal is to ensure that the work done so far by CPO is not just preserved but also expanded upon, resulting in more impactful outcomes for our communities in Ottawa.

About the Process

The plan's development was structured around a comprehensive four-phase approach. This approach was informed by extensive engagement with a wide range of community partners and a thorough review of the CPO's strategic documents, studies, and initiatives. This was further enriched with best practices and insights gathered from various jurisdictions.

Subsequently, all the findings were synthesized and compiled into an environmental scan report, which served as preparatory reading material for a visioning workshop that convened CSWBO staff, and a CSWB Advisory Committee (AC) representative. Utilizing the outcomes of this workshop, a preliminary framework for the transition plan was established. This framework underwent further refinement and finalization during a second workshop, ensuring a tailored and comprehensive strategy for this transition.

Engagement Approach

As mentioned above, targeted engagement with a broad range of CPO's former community partners and other interested parties was crucial in shaping the priorities and initiatives outlined in this plan. The table below provides more information.

Format	Engagement Objectives
1:1 Interviews	**To understand…** • How the transition has been to date. – Potential obstacles and concerns to transition. • CPO's unique value proposition (i.e., what CPO does differently and more effectively than other actors in the space.) • What's worked well and what are the areas for improvement. • Opportunities to leverage synergies between CPO and CSWBO (what is duplicative or complementary). • Where CPO's expertise and initiatives can advance CSWBO's vision.
Focus Groups	Four focus groups were conducted for each of CPO's previous strategic areas: Gender-Based Violence, Youth, Neighborhoods, and Vulnerable Adults. **Within the context of each priority area, to understand…** • Community partners and other interested parties' perspectives on CPO's unique value proposition. • The challenges and successes experienced in working with CPO in the past. • The nuances of existing initiatives and how they can be effectively integrated and amplified within the broader CSWB plan. • Their perspectives on areas for future initiatives and areas of improvement and growth within CSWBO.
Online Survey	As additional data input, a short survey composed of a total of nine (9) questions was distributed to capture community partners and other interested parties' insights and perspectives on CPO and its integration with CSWBO.

In aggregate, 93 community partners and other interested parties were involved through a combination of one-on-one interviews, focus groups, and an online survey. Participants included nonprofit organizations, community leaders, representatives from the City, law enforcement, educational institutions, and former CPO volunteers.

Integration Framework

To develop a systematic understanding of the core components and characteristics of both the CSWBO and CPO pre-integration, a Target Operating Model (TOM) was used as a framework for analysis. The same framework will be used as a framework for integration.[1]

Governance and Leadership	Governance involves the framework and principles guiding decision-making and accountability within an organization. Leadership refers to the ability to guide and drive a group toward shared goals by making effective decisions and fostering innovation.
Strategic Priorities and Programs	This encompasses the key objectives and actionable initiatives that an organization identifies and implements to achieve its long-term goals and vision. Strategic Priorities are set by the governing body, and programs or initiatives are designed, and implemented by management and staff.
Core Functions and Capabilities	Core functions are the essential activities vital to fulfilling an organization's primary objectives or delivering key services. Capabilities encompass an organization's collective strengths and resources, including skills and competencies, enabling the delivery of core functions.
Underpinning each component of the TOM are the CSWBO **partners** who play a crucial role in the development, implementation, and success of a target operating model. Whereas the TOM outlines how an organization will function in achieving its strategic objectives, community partners are the individuals or groups who have a vested interest in the organization and can be affected by its operations and outcomes.	

Design Principles

Building upon foundational elements of the CSWB approach, and incorporating additional principles to inform both the integration process and future endeavors:

- **Holistic Approach:** Utilize the Provincial CSWB Framework as a cornerstone, augmenting capabilities in the "Prevention" and "Social Development" domains.

- **Intersectional and Equity-Based Lens:** Apply a lens that acknowledges and addresses intersecting identities and promotes equity across all initiatives.

- **Collective Impact:** Foster collaborative efforts across sectors to achieve shared goals and maximize community outcomes.

- **Community Engagement:** Prioritize meaningful involvement of communities in decision-making processes and program development.

- **Relationships and Partnerships with Inuit, Metis, and First Nations:** Interviews with Indigenous community representatives confirmed that the CSWBO's current approach to engaging local Indigenous Peoples (First Nations, Metis, Inuit) has been received positively by those engaged.

  Note: Engagement should continue to recognize that colonial structures do not serve Indigenous Peoples, make space for Indigenous voices and processes, and acknowledge that the City should not be leading on Indigenous issues; include representatives of

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[1] A Target Operating Model refers to a blueprint or framework that outlines how an organization intends to operate in the future to achieve its strategic goals. It generally describes the desired state of operations, processes, structure, technology, and capabilities needed to support the organization's objectives. For the purposes of this document, it has been adapted to best suit the CSWBO's current needs.

Indigenous communities at the table so they can contribute their knowledge and stay apprised of current developments; refrain from automatically grouping Indigenous Peoples with 'marginalized' or 'vulnerable' populations; recognize the uniqueness and heterogeneity of these communities; and be cautious not to conflate the concepts of 'well-being' and 'crime' and understand what 'well-being' means to different communities

Community partners have affirmed the importance of carrying forward and applying the above principles to the transition process. Additionally, two more principles have emerged for consideration.

- **Non-Duplicative Efforts:** Streamline initiatives to avoid redundancy and optimize resource allocation within the City of Ottawa's organizational infrastructure for greater impact.

- **Communication and Demonstration of Progress:** Maintain transparent communication channels and consistently demonstrate tangible progress towards goals, fostering accountability and trust within the community, for both internal and external audiences.

Existing Work Within the City of Ott awa

As CPO is integrated into the CSWBO, it is important to have a clear understanding of what work is currently underway in the City of Ottawa. The CSWBO (which also includes a Policy and Analytics function) sits within the City's Community and Social Services Department, along with six other branches: Children's Services; Employment and Social Services; Housing Services; Long-Term Care; Gender and Race Equity, Inclusion, Indigenous Relations, and Social Development; and Business Support Services.

Working together, these units are delivering services and programs that support the mandates and objectives of several strategies, plans, and initiatives. These include the Anti-Racism Strategy; Women and Gender Strategy; Integrated Neighbourhood Services Team; Indigenous Reconciliation Action Plan; 10-Year Housing and Homelessness Plan; Childcare and Early Years Service System Plan; Older Adult Plan; and the Ottawa Youth Engagement Committee.

Within the Community Safety, Well-Being, Policy, and Analytics Service Area (CSWBPA) more specifically, recent developments include the approval of a plan focused on safer ways to respond to mental health and substance use crises; the CityStudio framework; the Poverty Reduction Roundtable; and work under the Building Safer Communities Unit. These activities across the department and within the branches will all be considered in this Plan.

II. GOVERNANCE AND LEADERSHIP

Governance and Leadership Transition Objective: To communicate to CPO's former – and CSWBO's current – partners and other interested parties about the current governance structures and future opportunities for engagement and collaboration.
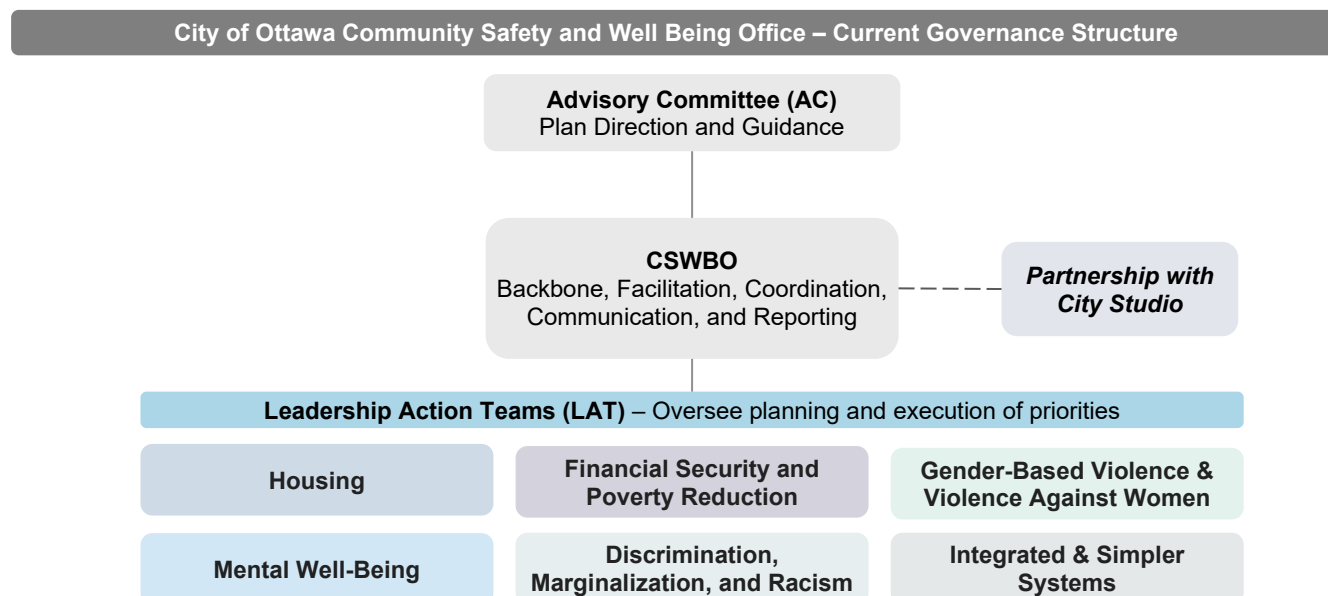
What We Heard – Consultation Feedback

Consultation with CPO's former community partners and other interested parties revealed the following themes regarding the application of CPO's previous governance and leadership practices as it further integrates into the CSWBO:

Stop	• Using the term 'crime prevention,' which generates a stronger association with law enforcement than accurately represents the organization's focus.
Start	• Enhancing efforts to increase diversity at the Advisory Committee level to better represent Ottawa's communities. • Communicating clear governance structures and processes.
Continue	• Leveraging strengths of community leaders at Advisory Committee level. • Maintaining connections and providing support at the grassroots level. • To have the individual leading this work be someone with a similar level of passion, knowledge, and relationships in this space as CPO's former Executive Director

Current Context

The current structure, as illustrated below, is reflective of the December 2022 update on the classification of various local entities within the City of Ottawa as 'Local Boards.' Despite previously being deemed non-Local Boards due to their advisory nature without decision-making authority, a recent court ruling regarding Hamilton's LGBTQ Advisory Committee suggests that Ottawa's Advisory Committees may fall under the Local Boards category.

City of Ottawa Community Safety and Well Being Office – Current Governance Structure

Advisory Committee (AC)
Plan Direction and Guidance

CSWBO
Backbone, Facilitation, Coordination, Communication, and Reporting

Partnership with City Studio

Leadership Action Teams (LAT) – Oversee planning and execution of priorities

Housing	Financial Security and Poverty Reduction	Gender-Based Violence & Violence Against Women
Mental Well-Being	Discrimination, Marginalization, and Racism	Integrated & Simpler Systems

Most of the former CPO board members are now engaged either through the CSWBO Advisory Committee or the Leadership Action Teams. Although the Advisory Committee does not possess the decision-making power that CPO's board previously had, it is solely responsible for driving and guiding the implementation and revision of the Community Safety and Well-being Plan. Two councillor sponsors also sit on the Committee as non-voting members; their role is strictly to inform, with the Office reporting directly back to the Family and Social Services Department. All information regarding the governance structure and roles and responsibilities is publicly available for transparency purposes.

Despite potential concerns that the independence and representation of diverse voices, which were highly valued at CPO, might be compromised, the current structure of the CSWBO provides numerous opportunities for collaboration and leveraging resources to foster collective action. Additionally, to address these concerns CSWBO will implement feedback mechanisms to allow for continuous community input and to evaluate the effectiveness of the governance structure.

The office is also committed to inclusive representation and continuously reviews the composition of the Advisory Committee and Leadership Action Teams. Targeted outreach strategies will be implemented to engage equity-deserving groups and Indigenous communities, ensuring their perspectives are not only heard but actively influence decision-making processes.

Transition Activities and Implementation Considerations

Below are high-level activities to support the key governance-related transition from CPO to CSWBO. Each activity is accompanied by key considerations that are meant to be applied and/or contemplated at the time of implementation. These considerations are informed by community partner feedback.

Note: Because the Local Board structure is somewhat rigid, the focus of this workstream is more focused on communicating the implications of the Advisory Council's updated designation. Further communications guidance is provided in 'Section V: Additional Implementation Guidance.' The steps above should be developed and implemented in alignment with the CSWBO's broader communications activities.

Key Activities	Key Considerations and Initial Implementation Steps
Early Communication: Provide an update to the CSWB Advisory Committee (AC) on June 18 on the informed approach of the transition. Socialize this informed approach with a group of interested parties.	• This meeting will be a public forum and will have both collaborating partners and critics in attendance. • It serves as a good opportunity to communicate with the AC and a broader audience of interested parties about the status of the integration. • Socializing the informed approach will also provide an additional opportunity for collaborative partner feedback and validation.

Key Activities	Key Considerations and Initial Implementation Steps

Audience Identification: Identify primary audiences, both internal and external, and assess their levels of engagement, influence, support, or dissent to shape the communication strategy.	Audiences include:
	• Internal
	  – Council
	  – Staff (particularly leaders of connected services/ initiatives)
	• External
	  – Community-based Organizations
	  – Equity-Deserving Groups
	  – Members of Indigenous Organizations and Community Representatives
	  – Previously/Currently Funded Organizations
	  – Previous CPO Board Members
	  – Residents and Volunteers
	  – Community Safety and Well-Being Advisory Committee
	
	Partner engagement surfaced different perspectives.
	• Supporters: The majority of community partners were supportive of CPO and wanted to see components of its previous work carried through to the CSWBO.
	  – Most were optimistic about integration because there are logical synergies between CPO and CSWBO.
	  – Some were disappointed that CPO was being integrated into the CSWBO because it was losing independence from the City.
	• Critics: A smaller but important group of community partners were more critical of CPO and wanted to see fundamental change.
	  – These individuals were generally ambivalent about integration and felt that it would be "more of the same."
	  – Some were optimistic that it is an opportunity to redefine the focus of crime prevention to a more holistic view of safety.
	
	Perspectives appeared to differ depending on the individuals' roles within the community and the engagement they have with CPO's initiatives and priority areas.
	• These different perspectives should be considered when developing communications materials on the governance structure.

Milestone Identification: Identify key milestones to coordinate communication efforts around.	• Identify a set of tables at which the CSWBO and/or the City participate, and leverage these to provide updates and news about what the Office is doing and how to get involved. • The major upcoming governance-related milestone is the mid-term governance review, which is being tabled at Community Services Committee on November 30 and Council on December 1. This could be leveraged as an opportunity to update the public on the transition, while also educating them on the 'Local Board' function.

Key Activities	Key Considerations and Initial Implementation Steps
Core Message Development: Develop a narrative detailing the implications of the CSWBO Advisory Council's Local Board status.	• Community partners want to know about the status of the integration and about how their organizations' interests are being represented at the Advisory Committee level. • Individuals who were engaged in informing the transition process showed some concern about the politics and process within municipal government operations. • It will be important for messaging to confirm that the CSWBO will focus on ensuring that political considerations do not impede progress, but rather inform strategic decision-making; and ensure that municipal processes and structure augment impact, rather than dilute it. • On a separate point, given the risks associated with having too close of a connection with the Ottawa Police Service (OPS) identified in the consultations, it is worth considering separate core messages and branding (i.e., OPS has 'Community Safety and Well-Being' Unit).
Communication Material Development: Share with interested parties that the governance structure of the CSWBO's Advisory Committee, will be the same as CPO's former local board structure.	• In addition to the communication already being disseminated on the transition more broadly, use existing channels (e.g., city website, newsletter, mailing list, etc.) to their optimal potential (i.e., tailored to audiences, aligned to key milestones, etc.), to communicate the significance of the 'local board' status. This will help alleviate concerns about the AC's independence/autonomy. • Tailor certain materials to the specific needs, interests, and knowledge level of the particular audience to ensure relevance and effectiveness (e.g., messaging focused on keeping former CPO board members engaged.)
Communication Execution: Distribute materials and promptly address partner questions in alignment with other communication activities.	• Transparency of the AC membership appointment process is critical to demonstrating the independence of CSWBO's work and highlighting the community's central role in the plan.

III. STRATEGIC PRIORITIES AND PROGRAMS

Strategic Priorities and Programs Transition Objective: Establish a consensus between the CSWBO leadership and the CSWB Advisory Committee on the integration of CPO's strategic priorities into the CSWBO framework. This involves identifying which of the CPO's former priorities will be adopted and determining the continuity of specific programs.

What We Heard – Carrying Forward CPO's Priorities and Programs

Consultation with CPO's former community partners and other interested parties revealed the following themes regarding the application of CPO's previous strategic priorities and programs as it further integrates into the CSWBO:

Stop	• Pursuing new initiatives that do not focus on the root causes/threats to safety.
Start	• Scoping activities to prevention-specific systemic changes versus reactive, incident-based responses. • Increasing focus on equity-deserving groups and updating terminology to be more inclusive. • Communicating more about the transition and identifying areas to begin implementing and demonstrating early impact.
Continue	• Focusing on stated priority areas, e.g., Neighbourhoods and Youth programs, while supporting the CSWBP's other relevant priorities. • Sustaining high impact and highly valued programs such as PINS and after-school activities for youth, which underscores their importance in the community. • Being adaptive and responsive to emerging needs, fostering innovation and collaboration.

Current Context

CPO's former strategic priorities remain relevant and largely aligned with the CSWBO's overarching objectives. As identified in the consultation findings above, there is an opportunity to enhance the CSWBP, particularly concerning CPO's initiatives focused on **Youth** and community engagement at the **neighbourhood** level. Further, it was suggested that this does not necessitate the establishment of a new standalone pillar, but rather could be integrated under existing priorities (e.g., more accessible youth programming under "Integrated & Simpler Systems', or mental health initiatives delivered at the neighbourhood level).
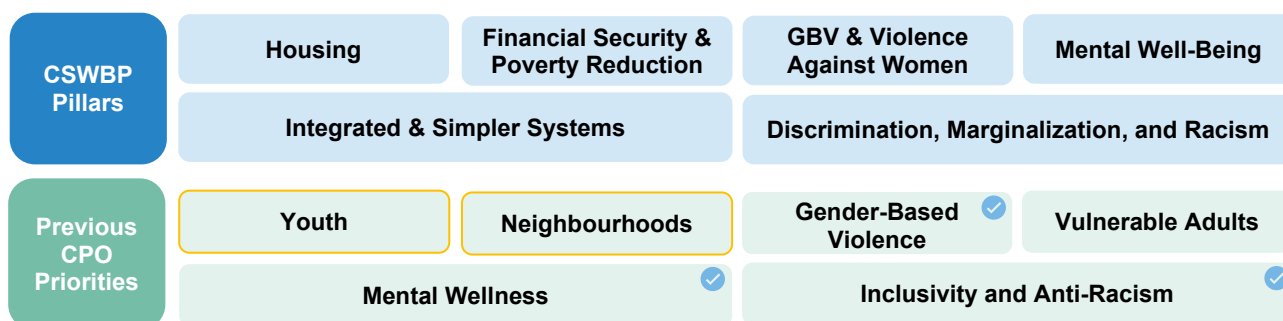
= Areas of direct alignment between priorities.

An initial review of CPO's programs within each strategic priority area was conducted by CSWBO Staff. The review considered several criteria:

- **Relevance:** Alignment of the program with current community needs and priorities.
- **Effectiveness:** Evidence of the program's effectiveness or potential impact.
- **Collaboration & Compatibility:** Opportunities for collaboration with existing initiatives and compatibility with organizational goals
- **Partner Support**: Support from community partners or community partners.
- **Resource Availability & Constraints**: Availability of funding and resources, considering any constraints.
- **Scalability & Opportunities:** Potential for scalability or expansion of the program, along with identification of opportunities.
- **Consistency:** Alignment of the program with organizational values and principles.
- **Responsiveness:** Program's responsiveness to emerging challenges or community concerns.
- **Evidence:** Presence of evidence-based research supporting the program's effectiveness.
- **Historical Performance:** Evaluation of the program's historical performance.

The table below presents the initial evaluation findings, which will be discussed further with the CSWBO Advisory Committee. Although the majority of programs earmarked for continuation fall within the 'Youth' and 'Neighbourhoods' categories, several initiatives under 'Vulnerable Adults,' 'Gender-Based Violence,' and 'Cross-Cutting' are also being considered.

In this plan, 'Yes' indicates that the program should continue, though it has not yet been decided who will be responsible for its deployment (e.g., CSWBO or another city department). 'Maybe' suggests that the program could continue if enhancements and changes are made. 'No' means that the program should be permanently discontinued.

Priority Area	Program (Led or Funded)	Continue? Y/N/M	Rationale / Comments
Youth	Street Violence Strategy	Yes	Define project governance (e.g., establishment of a dedicated Steering Committee), integration into the new organizational structure, alignment with existing BSCF programs and initiatives, and development of a relaunch strategy considering the committee's dormancy for smooth transition and stakeholder re-engagement.
	Siblings at Risk Project	Yes	This program has been a consistent focus area for CPO over several years and is well-aligned with the 'Street Violence' priority. No changes are suggested for this initiative.
	Street Violence Exit programs – Community Reintegration Project	Yes	Funding for this program should continue until 2025 due to its alignment with the Street Violence Strategy and its demonstrated effectiveness. Recent evaluation findings underscore its importance and effectiveness.
	In-kind support to BBBSO's Mentoring Community of Practice	No	This program did not achieve significant traction, especially given its launch just before the pandemic. While mentoring holds promise for supporting youth, this particular initiative did not effectively take off.

Priority Area	Program (Led or Funded)	Continue? Y/N/M	Rationale / Comments
	Access to employment for people with criminal records	Maybe	This program aligns well with the Poverty Reduction pillar, warranting consideration of continued support due to its specialized approach. Opportunities exist to partner with the City Employment and Social Services department to enhance effectiveness. While the program is heavily advocacy-based, there is a need to clarify and potentially adjust advocacy methods to fit our capabilities. Additionally, enhancing employment counselor training could better support our clientele. Funding remains a critical aspect, with mechanisms through the CSWBO still under development. Effective integration and expansion of the program is contingent upon addressing these strategic areas.
	Conflict resolution training provided by BGCO	No	This program was designed as a short-term project and is not recommended for continuation.
	Paint It Up! Mural Program (Move)	Yes	Administrative responsibility for this program should be transferred to Public Works, as they are the funders and it falls within their area of expertise and mandate. While CSWB can remain a contributor, administrative duties are best handled by Public Works. Public Works is also currently leading a review of the program.
	SHINE Youth Arts Microgrants	No	While this program provided some value during the pandemic, its outcomes were mixed. Considering the City of Ottawa's Cultural Funding portfolio, which is mandated to fund arts initiatives like this one, discontinuation of this program within the CSWBO is recommended.
	Participation in, and in-kind support of, Ottawa Child and Youth Initiative (OCYI), United for All (UFA), Ottawa Youth Justice Services Network (OYJSN) and others as required	Yes	It is essential to maintain involvement in these initiatives to ensure alignment with organizational goals and support the community effectively. Identifying appropriate staff members to represent CSWB at these tables is crucial.
Neighbour-hoods	Funding for community-based crime prevention initiatives	Yes	Continued funding is recommended, provided adherence to the City of Ottawa Grants and Contribution Policy and approval by Council. There is potential to expand the scope to encompass more general priorities within CSWB. Effectiveness may vary based on the capacity of the CHRC leading the program. Leveraging SHCHC's research for funding from the province is also advisable.
	Technical support for neighbourhood-based prevention initiatives	Yes	Ongoing support should be provided as needed, offering materials, connections, and expertise to enhance neighborhood-based prevention efforts effectively.

Priority Area	Program (Led or Funded)	Continue? Y/N/M	Rationale / Comments
	Trauma and the Post-Incident Neighbourhood Support (PINS) Network	Yes	Funding for this program should continue until the end of 2024, with stability being a priority. Consideration should be given to providing stable funding or assigning a City staff member to ensure the program's continuity and effectiveness.
	Support Nepean Rideau Osgoode Community Resource Centre's work (NROC) on trauma-informed practices	No	While this project is interesting and holds potential for further development, its alignment with the mental well-being pillar is questionable. Exploring partnerships with local universities to develop a centre of expertise, such as the centre developed in Portland State University, may be beneficial in the future.
	General support for neighbourhood issues – Unsheltered Task Force	Yes	Continued participation in the Unsheltered Task Force is recommended to underline a safety perspective and gently hold partners accountable for the lack of safety in existing shelter spaces.
Vulnerable Adults	Home Takeovers	Yes	This program's continuation is essential due to its importance and potential impact on vulnerable populations. Consideration should be given to placing it within the City's Housing department and aligning it with the Older Adult Plan.
	Understanding complex victimization	No	CPO's previous operational plan stated CPO would develop a definition and a scope of work for this new pillar of vulnerable adults. Issues may include home takeovers; mitigating violence in drug user populations; sexual assaults and the homeless population; elder abuse and fraud
	Implementation of the recommendation in: "Creating a safer downtown for all: Improving services for people who use drugs in Ottawa"	Yes	Implementation of this recommendation is highly encouraged as it aligns with the organization's goals and objectives.
Gender-Based Violence	Understanding the effects of COVID on women and agender-diverse populations	No	Given the lack of relevance (no longer experiencing a pandemic), discontinuation of this program is recommended.
	Unsafe at Home Ottawa	No	CSWBO's involvement in this program is recommended to be discontinued as the City is currently providing core funding until December 31st, 2026 through the Sustainability Fund.
	Parent Information (web resource/booklet) on Preventing Sexual Assault	Maybe	While this program did not fully take off, there may be potential to explore it further within a GBV action table once established. It could serve as a valuable resource for the community.
	Support for Youth Services Bureau's (YSB) project on creating safe after-school spaces for 2SLGBTQ+ youth	Yes	Given the high risk of violence against people who are/support 2SLGBTQ+ issues, continued funding support for this project is advisable.
Cross-Cutting	Development and implementation of a more equitable funding model	Yes	To be aligned with the City's Community Funding Framework (CFF)

Priority Area	Program (Led or Funded)	Continue? Y/N/M	Rationale / Comments
	Awards to recognize excellence in community safety	Yes	Continuing this program is recommended, as it fosters community engagement and recognition of safety initiatives (last completed in 2022).
	Research Projects, Speaker series and communications products	Yes	Continuing these activities is advisable, as they contribute to knowledge sharing and community engagement.

Transition Activities and Implementation Considerations

Below is a set of high-level activities to support the transition of selected programs and initiatives from CPO to CSWBO.

- Each activity is accompanied by key considerations that are meant to be applied/contemplated at the time of implementation.

- These considerations are based on community partner feedback.

Key Activities	Key Considerations and Initial Implementation Steps
Communicate: Establish communication strategies and channels to disseminate information, updates, and key messages related to CSWBO's programs and initiatives.	• As part of broader communications planning, develop program/funding application-related messaging to engage internal parties (City Staff, CSWB AC member) and community partners, tailoring messages to diverse audiences and utilizing multiple channels when possible. • Regularly update community partners on program progress, including achievements, challenges, and lessons learned.
Resource Allocation and Role/Responsibility Definition: Determine the allocation of resources, including funding and staff, for implementing recommended programs. Define roles and responsibilities for all involved in program implementation.	• Use the City of Ottawa Community Funding Framework (CFF) to allocate funding. • Introduce to CSWB AC at upcoming June 18 meeting. • Identify which City departments will participate in implementation and monitoring. Initial actions include conducting a thorough assessment of resource needs and availability, considering program scope, complexity, duration, and anticipated outcomes. • Clarify roles, responsibilities, and reporting relationships for team members involved in implementation to promote clarity, accountability, and effective communication.
Engage Relevant Community Partners: Leveraging governance communications activities above, identify and engage with relevant community partners, to collaborate on the implementation of CSWBO's programs and initiatives.	• Engaging or re-engaging relevant community partners is crucial for fostering community ownership, expanding program reach and impact, and ensuring responsiveness to community needs. • Begin by conducting outreach to assess or reassess partners for programs slated for continuation. Confirm their interest, capacity, and alignment with CSWBO's objectives. • Upon confirmation, define the scope and nature of partnerships in alignment with the City's processes through the establishment of a Terms of Reference (TOR) or memorandum of understanding (MOU).

Engage other City Departments: Collaborate with other City departments and agencies to leverage resources, expertise, and support for CSWBO's programs and initiatives.	• Identify and engage key contacts and decision-makers within other City departments, establishing regular communication channels to facilitate collaboration and information sharing. • Seeking opportunities for joint funding, programming, and resource-sharing can enhance the efficiency and effectiveness of CSWBO's initiatives. • Aligning CSWBO's priorities with those of other City departments, fostering a culture of collaboration, and encouraging active engagement with counterparts can contribute to successful cross-departmental initiatives and projects.

Build out Rationale for Carrying Programs Forward: Further develop the rationale and other implementation considerations for the CSWB Advisory Committee (AC) review.	• Continuing certain programs and initiatives from CPO to CSWBO is essential for maintaining trust with partners, maintaining continuity, addressing ongoing community needs, and maximizing the impact of previous investments. The rationale for carrying programs forward should be based on several factors:
	  – Alignment with CSWBO's objectives and strategic priorities.
	  – Evidence of the program's effectiveness or potential for positive impact on the community.
	  – Opportunities for collaboration with existing initiatives and compatibility with organizational goals.
	  – Demonstrated support from community partners and residents.
	  – Availability of funding and resources to sustain the program's operations.
	  – Potential for scalability or expansion to reach a broader audience or address emerging needs.

Present Recommended Programs to CSWB AC: Present and gather feedback on programs and initiatives being put forward for continuation.	• The presentation will be a high-level and approximately 15 minutes.
	• Consider including the following in the Council report:
	  – Detailed information about each program
	  – Its alignment with CSWBO's objectives
	  – Anticipated impact
	  – Specific strengths, challenges, and opportunities

Develop Program Implementation Plans: Work with partners to document detailed implementation plans for each program.	• Develop comprehensive implementation plans that serve as roadmaps for program execution, ensuring alignment with strategic priorities, stakeholder expectations, and available resources. • Initiate by collaborating with relevant community partners, including program staff, community partners, and funding agencies, to integrate diverse perspectives, expertise, and insights into the plans. • Break down program activities into manageable tasks, assigning responsibilities, timelines, and resource allocations for each component. • Regularly monitor progress against implementation plans, adjusting strategies, timelines, and resource allocations as necessary to address emerging challenges or opportunities. • Ensure plans remain flexible and adaptable to accommodate unforeseen obstacles or changes in priorities.
Monitor and Evaluate: Establish processes to assess the progress, performance, and impact of CSWBO's programs and initiatives.	• Monitoring and evaluation are critical for assessing the effectiveness, efficiency, and impact of CSWBO's initiatives, guiding decision-making, and ensuring accountability to community partners. • Leverage the CFF's existing monitoring and evaluation processes.

IV. CORE CAPABILITIES AND FUNCTIONS

Core Capabilities and Functions Transition Objective: Integrate CPO's research and funding capabilities into the CSWBO's operational model, leveraging the existing Community Funding Framework (CFF).

What We Heard – Carrying Forward CPO's Capabilities and Functions

Consultation with CPO's former community partners and other interested parties revealed the following themes regarding the application of CPO's previous core capabilities and functions as it further integrates into the CSWBO:

Stop	• NA
Start	• Developing more robust impact measurement methodologies to assess the effectiveness of initiatives and programs both quantitatively and qualitatively. • Look into offering longer term and potentially core funding.
Continue	• Being flexible and agile with respect to responsiveness to emerging issues and funding needs. • Applying an equity lens to all activities, and funding, in particular. • Serving as a knowledge broker and supporting advocacy by convening well-attended events with quality speakers, and developing tools, training, and research. • Acting as "connective tissue" within the multi-sector ecosystem of providers and communities and maintaining long-term relationships.

Current Context

CPO's previous organizational functions encompassed proactive engagement in community safety, community empowerment, responsiveness to emergent issues, facilitation of stakeholder relationships, and a commitment to data-driven decision-making.

- **Leverage Partnerships:** Work with diverse community partners to maximize the impact of community safety initiatives in Ottawa.

- **Build Capacity:** Provide resources and support to enhance community resilience and active participation in safety efforts.

- **Research and Innovation**: Conduct new and share existing research and develop innovative approaches to address Ottawa's safety challenges.

- **Educate and Inform:** Offer accessible resources and programs to educate residents and encourage proactive safety measures, proactive actions, and informed decision-making to prevent crime and foster a culture of safety.

There is a strong alignment between the CSWBO's core functions and those of the former CPO:
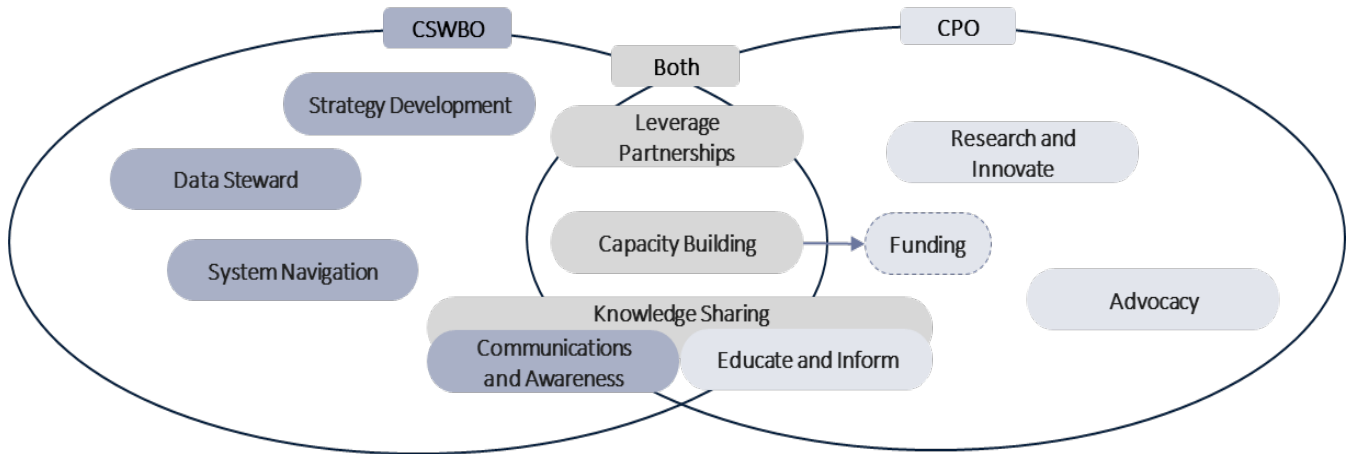
The key functions CPO performed that do not receive as much focus in the CSWBP are its **Research/Innovation** work, and the specific types of **Funding** it provided (e.g., microgrants, non-renewable grants, multi-year collaboratives).

Note: In its new configuration within the CSWBO, the Research function will be focused on funding research as opposed to developing original research. Research is included in the 'Programs and Initiatives' section above as a recommended initiative to continue, but the 'research funding function' of the CSWBO will benefit from further definition and additional implementation planning.

Transition Activities and Implementation Considerations

Below is a set of high-level activities to support the transition of the Research/Innovation and Funding functions from CPO to CSWBO. Each activity is accompanied by key considerations that are meant to be applied and/or contemplated at the time of implementation. These considerations are informed by community partner feedback.

Key Activities	Key Considerations and Initial Implementation Steps
Research Funding	
Conduct Current Research Landscape: Assess existing research efforts related to community safety across relevant city departments, and within the community.	• Identify areas with knowledge gaps, establish partnerships for research (e.g., CityStudio), and facilitate dissemination and application of findings. • Clarify focus areas, research questions, and desired outcomes. • Review existing reports, publications, and data for relevance. **Identify areas lacking research and collaboration opportunities. Share findings with the CSWBO Advisory Committee for feedback and planning.**
Identify Research Priorities: Collaborate with partners to identify key research priorities aligned with the CSWBO's goals and community needs.	• Once an understanding of the current research landscape is established, it will be important to clearly define what the CSWBO's research funding priority areas will be. **Priorities should be aligned with the CSWBP and aim to fill any information gaps discovered in the previous step.**

Key Activities	Key Considerations and Initial Implementation Steps
Establish Partnerships and Conduct Outreach: Engage with partners (current and new) to enhance research capacity and facilitate knowledge exchange.	• Engage both current and new partners to ensure a diverse network of collaborators such as academic institutions, research organizations, and community groups. • Foster collaborative efforts to enhance research initiatives and maximize their impact on community safety. **When considering a partnership with CityStudio, a City staff sponsor will work with students to scope and execute the research project. Consider how to incorporate community organizations and social service providers into this process.**
Develop Research Guidelines: Develop clear guidelines and protocols for conducting research, including ethical considerations, data management, and dissemination of findings.	• Develop comprehensive research guidelines encompassing ethical considerations, data management, and findings dissemination. • Include ethical standards, ensuring compliance and protection of participant rights. • Design user-friendly guidelines adaptable to diverse research methodologies while maintaining rigorous standards.
Allocate Resources: Allocate resources, including funding and personnel, to support research initiatives, ensuring alignment with identified priorities.	• In line with the broader granting strategy, allocate funding through the CFF or other applicable funding mechanisms, ensuring transparency in budgeting. Develop clear budgets covering data collection, analysis, dissemination, and knowledge translation. **Explore various funding sources and leverage existing partnerships for additional resources or expertise. Allocate personnel resources effectively, ensuring staff members have necessary skills and support for successful research activities.**
Program Funding	
Assess Current Funding Structure: Evaluate the CFF structure to find areas of alignment and divergence with CPO's former funding approach.	• CPO's former funding framework was reviewed in 2022 and updated in 2023 – Assess the ways in which the frameworks are the same and different to understand how the application and evaluation process will be different for community partners seeking funding. • Evaluate the level of flexibility and adaptability of the current City funding structure (CFF) to address emerging community safety needs and priorities. **A draft of this document was submitted to the CSWB AC at the upcoming June 18 meeting.**
Propose Amendment to CFF: Develop a proposal outlining adjustments needed to the CFF structure to better accommodate the CSWBO's priorities.	• This may include proposing the creation of an Emerging Needs Fund to address evolving community needs and enhance flexibility in funding allocation. • Engage potential beneficiaries to generate innovative ideas for restructuring the CFF to better serve CSWBO objectives. **Present the proposal to relevant decision-making bodies, such as the City Council or funding committees, for approval. Highlight the potential benefits of the proposed changes in addressing community safety needs and promoting equity and inclusion.**

Key Activities	Key Considerations and Initial Implementation Steps
Mobilize Funds: Allocate funding through the CFF or other applicable funding mechanisms.	• Ensure transparency throughout the funding allocation process by providing clear guidelines and criteria for eligibility, evaluation, and decision-making. • Communicate with interested parties to address questions or concerns regarding the allocation process. **Leverage existing CFF mechanisms for regular reporting and accountability to demonstrate how funds are allocated and utilized.**

V. ADDITIONAL IMPLEMENTATION GUIDANCE

A comprehensive document comprising high-level communication and implementation strategies will be provided separately. This document should be viewed as a dynamic implementation tool, adaptable to evolving circumstances over time.

High-Level Implementation Planning

The sections outlined above offer a strategic blueprint for the CSWBO to assess and integrate the essential governance, strategic, and operational components of CPO into the City's framework. This plan outlines a series of pragmatic steps designed to facilitate this complex integration process.

As the CSWBO embarks on this journey, it is anticipated that these activities will evolve, requiring nuanced adjustments to align with real-time challenges and opportunities. Some general considerations will be useful as the transition proceeds:

- **Flexibility and Adaptability**: While the Transition Plan provides a structured approach, unforeseen challenges are inevitable. The CSWBO team should remain flexible, ready to adapt strategies and timelines as needed. This adaptability will be crucial in responding to feedback, overcoming hurdles, and seizing new opportunities that arise during the transition.

- **Prioritization of Resources**: Given the lean structure of the team tasked with the Transition Plan, prioritizing tasks, and allocating resources efficiently is key. Identifying critical activities that will have the most significant impact on the transition's success allows the team to utilize its resources effectively, ensuring that efforts are concentrated where they are needed most.

- **Continuous Learning and Improvement**: The transition process offers a unique opportunity for the CSWBO team to learn and grow. Encouraging a culture of continuous improvement, where team members are invited to reflect on what is working well and what could be enhanced, will drive innovation and effectiveness. This approach also includes leveraging lessons learned during the transition to inform future strategies and initiatives within the organization.

High-Level Communications Planning

Continuous communication is critical to successful implementation of this transition plan. It is essential not only for aligning internal and external partner expectations but also for fostering robust collaboration and ensuring that the voices of the community are not just heard, but actively listened to and acted upon on an ongoing basis.

CPO's role in bridging gaps and fostering cooperation across diverse community organizations, along with its capacity to engage with equity-deserving and vulnerable groups—including youth, newcomers, and individuals impacted by crime—has been acknowledged as a key attribute of its past successes. These foundational relationships are vital assets for CSWBO to nurture and build upon during this transition.

The outlined communication strategy presents a comprehensive framework that not only identifies how to engage different audiences, and the methods through which information will be shared but also incorporates a dynamic feedback loop. This will serve as a tool for CSWBO staff to better understand their core audiences, produce more "communications ready" materials, and engage in communications activities consistently across the office (i.e., consistent messaging, use of channels, and use of plain and inclusive language, etc.)

Additionally, closing the feedback loop as part of this process is crucial for ensuring that community partner engagement is not only heard but also acted upon. Below are proposed tactics to do so effectively:

- **Update Partners Regularly:** Keep community partners informed with regular updates (e.g., monthly, quarterly, semi-annually) on the transition plan's progress, especially highlighting the impact of their feedback.

- **Highlight Future Opportunities:** Inform community partners about upcoming opportunities for engagement and how they can contribute to future iterations of the plan. This could involve invitations to workshops, submit ideas to City Studio, or surveys designed to gather more specific input. Emphasize how their ongoing involvement is vital for the success and continuous improvement of the initiative.

- **Implement a Transparent Feedback Mechanism**: Create and maintain a transparent system for community partners to see how their feedback is being used. This could include a dedicated section on your website or regular reports that detail decisions made based on community partner input, further reinforcing the value of their contributions.

- **Solicit Ongoing Feedback:** Encourage and facilitate continuous feedback by providing easy-to-use platforms for community partner comments and suggestions. Make it clear that feedback is welcome at any stage, not just at set intervals, to foster an ongoing dialogue.

- **Measure and Share Outcomes**: Regularly assess the outcomes of the transition plan and share these results with community partners. Demonstrating tangible results, as well as areas for improvement, helps validate the effectiveness of community partner feedback and reinforces the impact of their contributions.