

**DATE:** March 17, 2023

**TO:** MAYOR AND COUNCIL

**NAME AND TITLE:** Walter Babicz, City Manager

**SUBJECT:** Evaluating Safety, Cleanliness, and Inclusion Initiatives – Final Report

**ATTACHMENT(S):** Coueraj PowerPoint Presentation  
Evaluation Report  
Evaluation Report Summary  
Evaluation Guidebook

**RECOMMENDATION(S):**

That Council RECEIVES FOR INFORMATION the report dated March 17, 2023 from the City Manager titled, “Evaluating Safety Cleanliness, and Inclusion Initiatives – Final Report”.

**PURPOSE:**

As part of its successful \$1.9 million application to the 2021/22 Strengthening Communities’ Services grant stream, the City received \$96,000 to develop and test a framework to evaluate safety, cleanliness, and inclusion services. The purpose of this report is to provide Council with an overview of the steps undertaken to implement this initiative, and to introduce associated outcomes. Representatives of Coeuraj Consulting will present their evaluation findings and conclusions.

**BACKGROUND:**

To address complex social issues the City funds a broad range of services to enhance safety, cleanliness, and inclusion, particularly in the downtown. These services are continually adapted to address changing circumstances and emerging needs and some quantitative data related to these services has been collected. However, until recently, the City did not have a formal process to fully evaluate the outcomes and impact of these interventions. The lack of metrics can be attributed to diverse community perspectives regarding what constitutes success, and the complexity of the environment in which these initiatives operate.

For this reason, the City contracted Coeuraj Consulting to collaborate with the community to co-design a framework that could be used to evaluate services in a way that reports three broad types of results including:

- **Strategic Learning:** The extent to which efforts uncover insights, which would be key to future progress (and that could be shared with other local governments).
- **Systems Change:** The extent to which efforts contribute to the community’s vision.

- **Desired Outcomes:** The extent to which the City’s efforts contribute to the agreed set of desired outcomes in relation to safety, cleanliness, and inclusion.

Tamara Kerr and Dani Prapavessis from Coeuraj Consulting will be presenting the evaluation findings and conclusions.

Three documents prepared by Coeuraj, including the Final Evaluation Report, the Evaluation Report Summary, and the Evaluation Guidebook are appended to this report. These documents represent a lengthy process facilitated by Coeuraj that mobilized diverse community participation in two project phases. Phase one involved a participatory co-design approach that was used to create a shared vision for a safe, clean, and inclusive downtown and a desired process to realize this vision in terms of intermediate outcomes and impacts. This component of the evaluation framework enables organizations to answer questions such as “are we doing the right things, in the right way?”. In addition, phase one involved the development of program specific evaluation questions.

Phase two of the project involved a series of evaluation sprints to “field test” the evaluation framework and its data collection methods for interventions including:

- The Community Safety Hub.
- Downtown Prince George (DPG) Contracted Clean-up.
- Increased Bylaw Presence Downtown.

Evaluation results of each intervention were different, leading to distinct recommendations.

Administration is acting on operational recommendations to the extent possible and will be sharing its learnings with the Province as part of required Strengthening Communities’ Services grant reporting. It is particularly noteworthy that although diverse stakeholders had a common vision for change, viewpoints regarding the pathways to achieve this vision of change were polarized. This learning will be of significant interest to communities designing and implementing local government responses to complex social issues. Administration will also be acting on Council’s priority to “continue to improve processes and practices to support effective and efficient service delivery” by determining how and when the Evaluation Guidebook can be utilized to evaluate additional City services designed to enhance safety, cleanliness, and inclusion.

#### **STRATEGIC PRIORITIES:**

Council has identified “ensuring a safe, healthy, and clean community for all” as a strategic priority. This funded initiative focused on the development and testing of an evaluation framework to determine the outcome and impact of City initiatives designed to enhance safety, cleanliness, and inclusion. The Evaluation Guidebook will be a tool to assist with the ongoing evaluation of City interventions, and as such will assist Administration to ensure the continued improvement of processes and practices to support effective and efficient service delivery.

#### **SUMMARY AND CONCLUSION:**

As part of its successful \$1.9 million application to the 2021/22 Strengthening Communities’ Services grant stream, the City received \$96,000 to develop and test a framework to evaluate safety, cleanliness, and inclusion services. The City contracted Coeuraj to collaborate with the community to co-design a framework that could be used to evaluate services in a way that reports results related to strategic learning, systems change, and desired outcomes. Evaluation results of each intervention were different, leading to distinct recommendations. Administration is acting on operational recommendations to the extent possible and will be working to utilize the Evaluation Guidebook to evaluate additional services.

**RESPECTFULLY SUBMITTED:**

Walter Babicz, City Manager

**PREPARED BY:** Chris Bone, Senior Manager – Civic Initiatives & Partnerships

Meeting Date: 2023/03/27