

Designing a way to Evaluate Safety, Cleanliness, and Inclusion Initiatives in Prince George

Evaluation Process and
Outcomes

March 2023



Coeuraj

This presentation was prepared collaboratively by the City of Prince George and Coeuraj, a consultancy firm that supported the Prince George community to develop the Prince George Safety, Cleanliness, and Inclusion (PGSCI) Evaluation Framework.

We respectfully acknowledge this place on the unceded ancestral lands Lheidli T'enneh First Nation, on whose live, work and play.



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What we'll cover today

- 1.Context and how this project connects to your work
- 2.Overview of our process and project journey
- 3.Evaluation findings
 - Program outcomes
 - Community outcomes
 - Improvement options
- 4.Conclusions
- 5.Q+A

Project Goal and Deliverables

Develop an **evaluation framework** for continuous gathering of data and evidence to enable the community to learn from their actions and make informed, strategic decisions to deliver the most effective and efficient programs to achieve a shared vision through continuous improvement.

Community
Vision of
Change

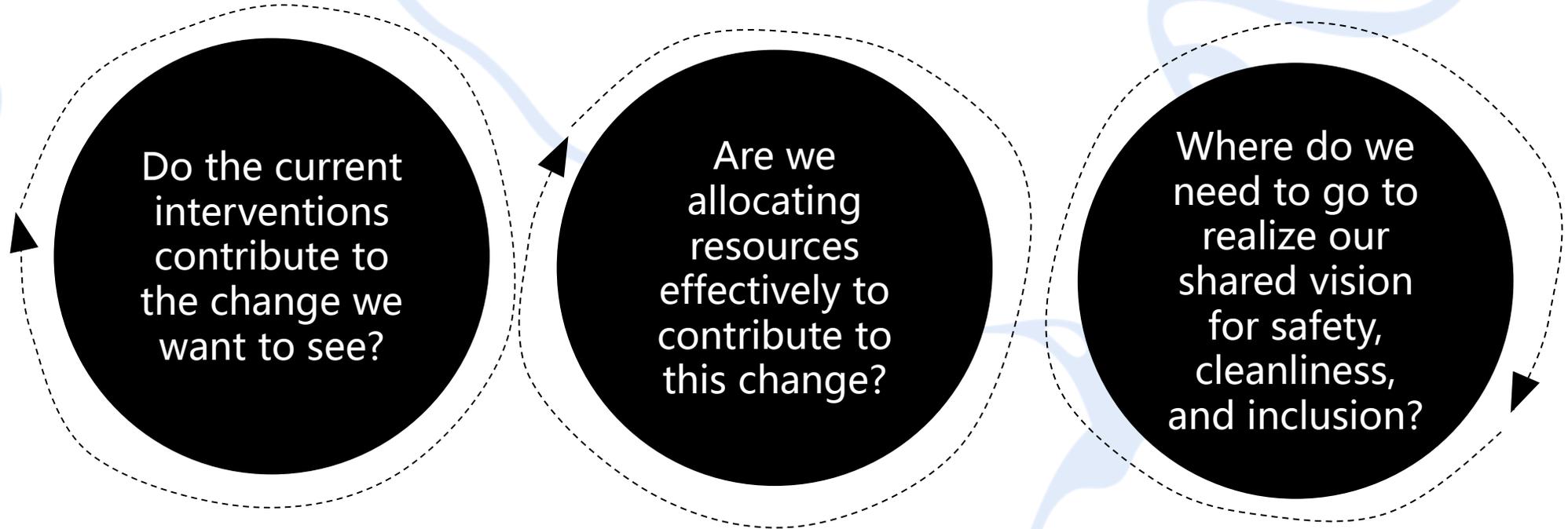
Evaluation
Framework

Evaluation
Guidebook

Evaluation
Report

The Why? Evaluating Complex Change

This work allowed us to explore complex questions related to initiatives, policies, and decisions about how to increase safety, cleanliness, and inclusion in Prince George



What is a co-design process?

Principles of co-design and the work it enables

People love what they design and own what they create.

The people who are closest to a problem hold the solutions.

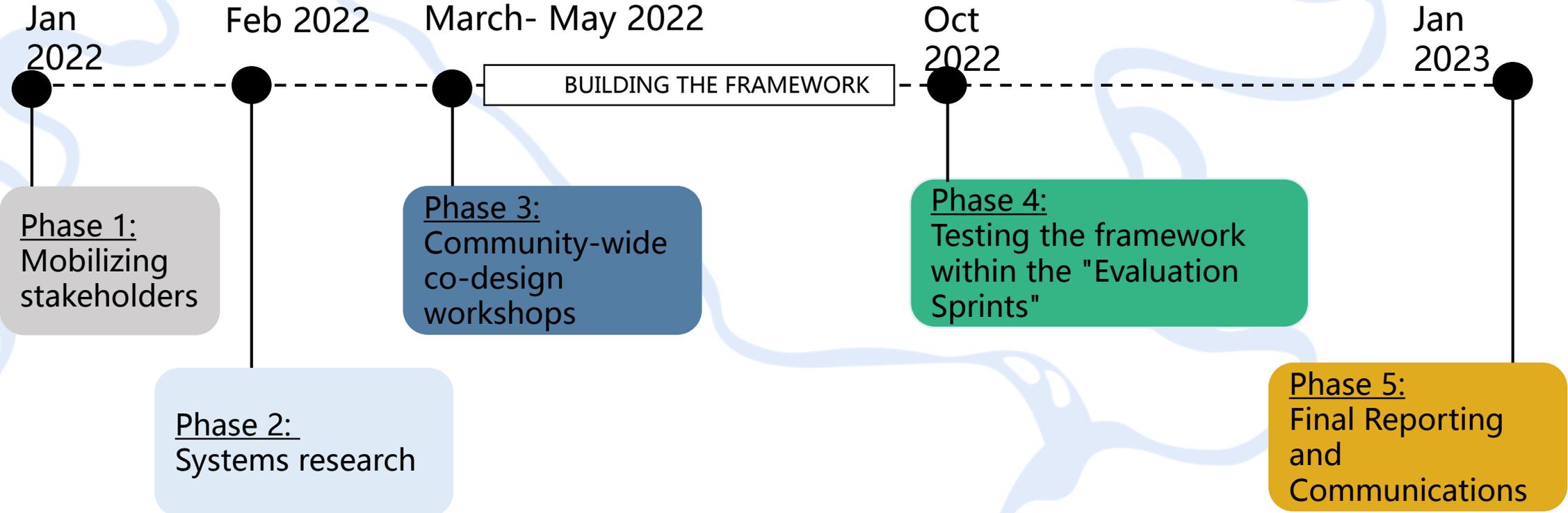
Co-design builds capacity within the system.

Strengthens shared understanding and deepens relationships across systems.



Project Journey and Timeline

FIVE PHASES OF WORK



Defining our Shared Vision

COMMUNITY VISION OF CHANGE

Everyone is seen as a member of the community, community, deserving of **social connection** and **support**, where everyone feels safety, purpose, purpose, and a sense of belonging.

We envision a community where everyone can say “I can say “I am a proud member of Prince George and George and am responsible for its future.”

A focus on **three indicators** to serve as signals of change:

- Feeling safe downtown
- Access to secure housing of reasonable quality
- Sense of belonging within the community

These indicators were used to signal systems change and the contribution of specific interventions towards achieving the vision.

Evaluation Findings

Evaluated outcomes of **three City interventions**:

1. Increased Bylaw Presence Downtown
2. Downtown Prince George Clean-up
3. The Community Safety Hub

For each intervention, we will cover:

- Highlights related to key evaluation questions and findings
- Figures from the data
- Improvement options that emerged from the engagements

Executive Summary

- The evaluation indicated that stakeholders saw value in all three interventions; however, there was a polarization of viewpoints on the community perception of the effectiveness and utility of all three.
- For all interventions, it is recommended that there is an increased emphasis placed on improved data practices.
- There needs to be more community ownership in addressing the root causes of the key issues and conditions holding the problems in place, specifically:
 - Housing availability and affordability
 - Social connection
 - Stigma of unsheltered peoples
- People feel greater belonging and ownership of the outcomes of Prince George the more they connect with the community.

Increased Bylaw Patrols

QUESTIONS WE WERE ASKING

How are Bylaw officers responding to incidents downtown and what incidents are occurring?

Are people satisfied with the service level?

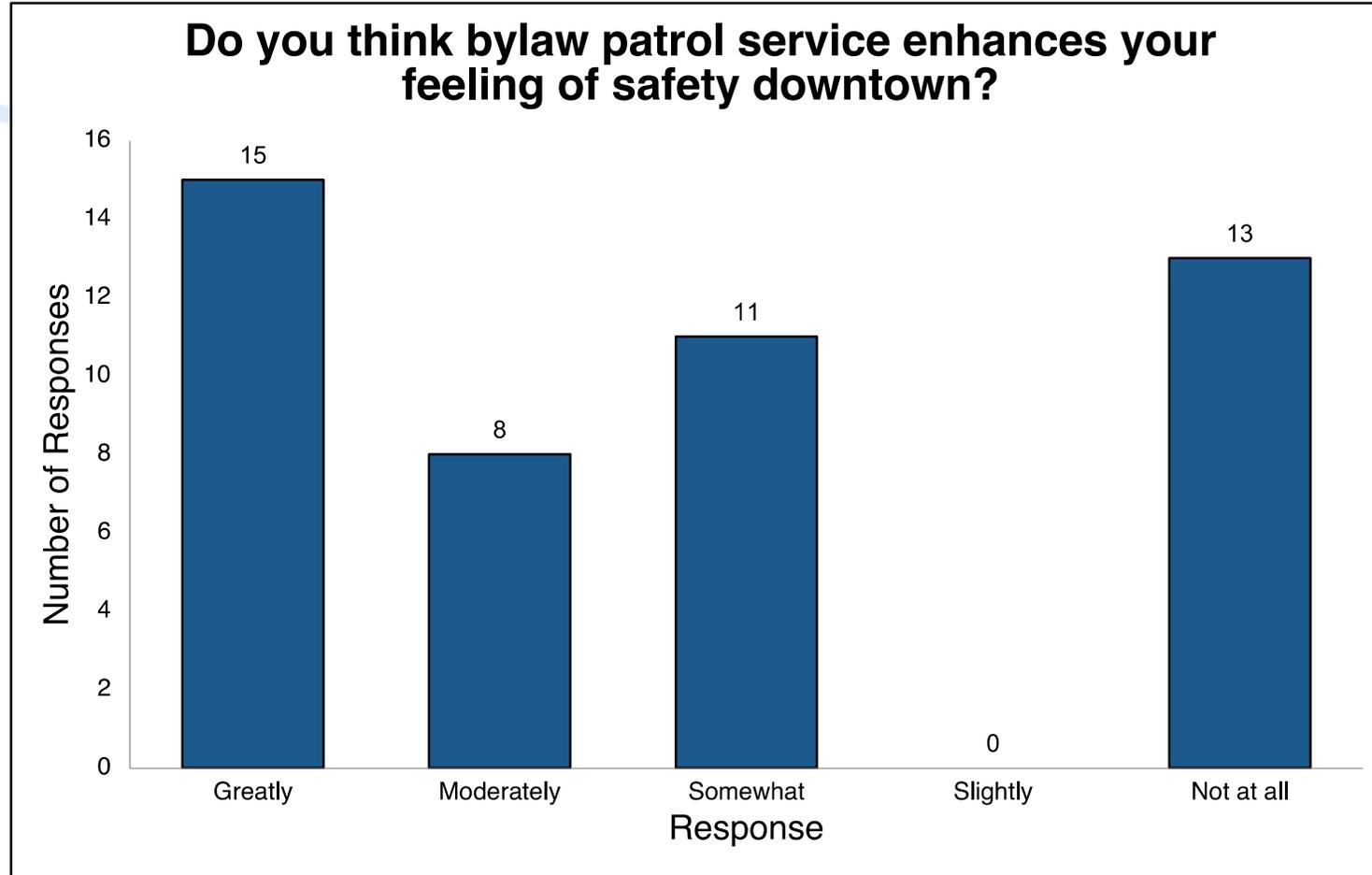
How does the community perceive the patrols?

What are current concerns regarding public safety? Has public perception about public safety changed? Do people feel Bylaw patrols make them feel safer?

Evaluation Findings

- The community appears to recognize the value of Bylaw patrols, but perspectives are mixed
- Relationships between Bylaw services and the unsheltered are unclear and/or strained, despite the efforts to improve this
- Current program data is incomplete, making it challenging to draw conclusions about the effectiveness of this intervention

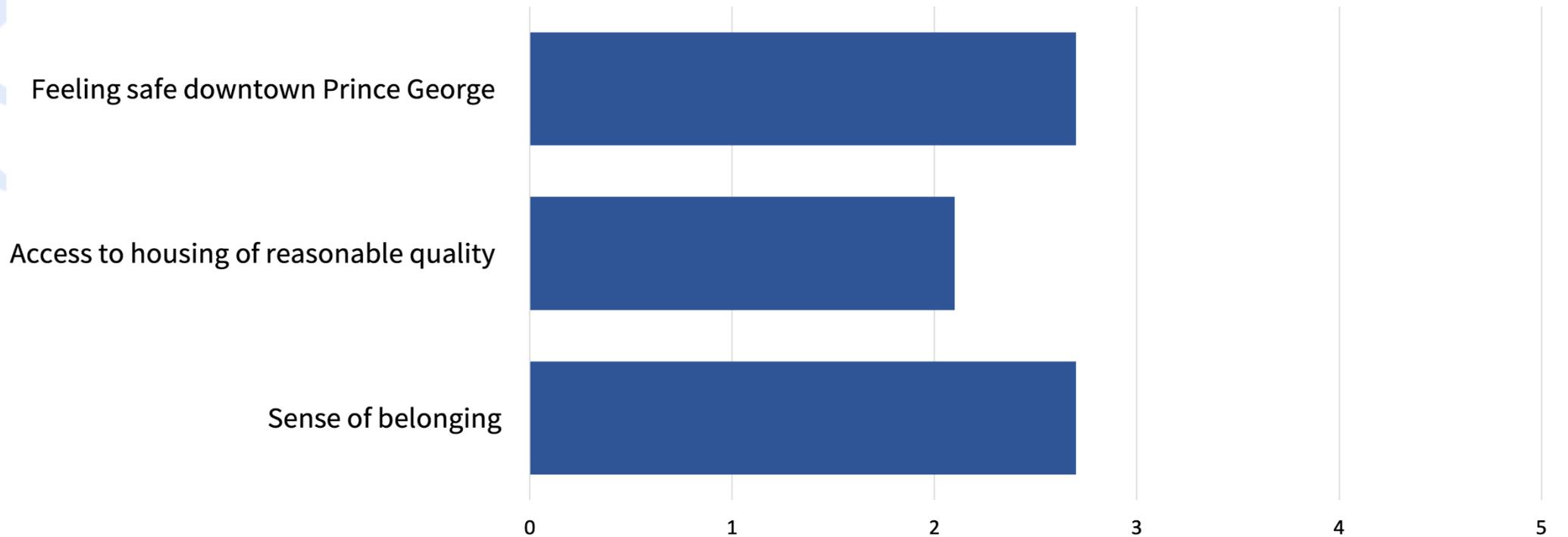
There is mixed and polarized perception of how Bylaw Officer presence effects safety downtown



Survey data showing community opinion on Bylaw enhancing feeling of safety downtown
Source: Evaluating Cleanliness, Safety, and Inclusion in Downtown PG Survey, Sept 20-Oct 14, 2022

How do you think the intervention contributes to the community's feeling safe, access to housing, or sense of belonging?

(Scale 1-5, where 1= not at all, 5= a lot, N=27)



Results of a poll (n=27), included in the survey issued to all Sensemaking Workshop participants

Improvement Options

- Review the relationship between Bylaw and unsheltered groups by validating survey findings with unsheltered communities
- More formalized training for Bylaw officers to further improve relationship with unsheltered individuals
- Improved data collection and integration of data sources



Downtown Prince George Clean Up Team

QUESTIONS WE WERE ASKING

How do affected community members review the service?

How much clean-up work is performed on private property?

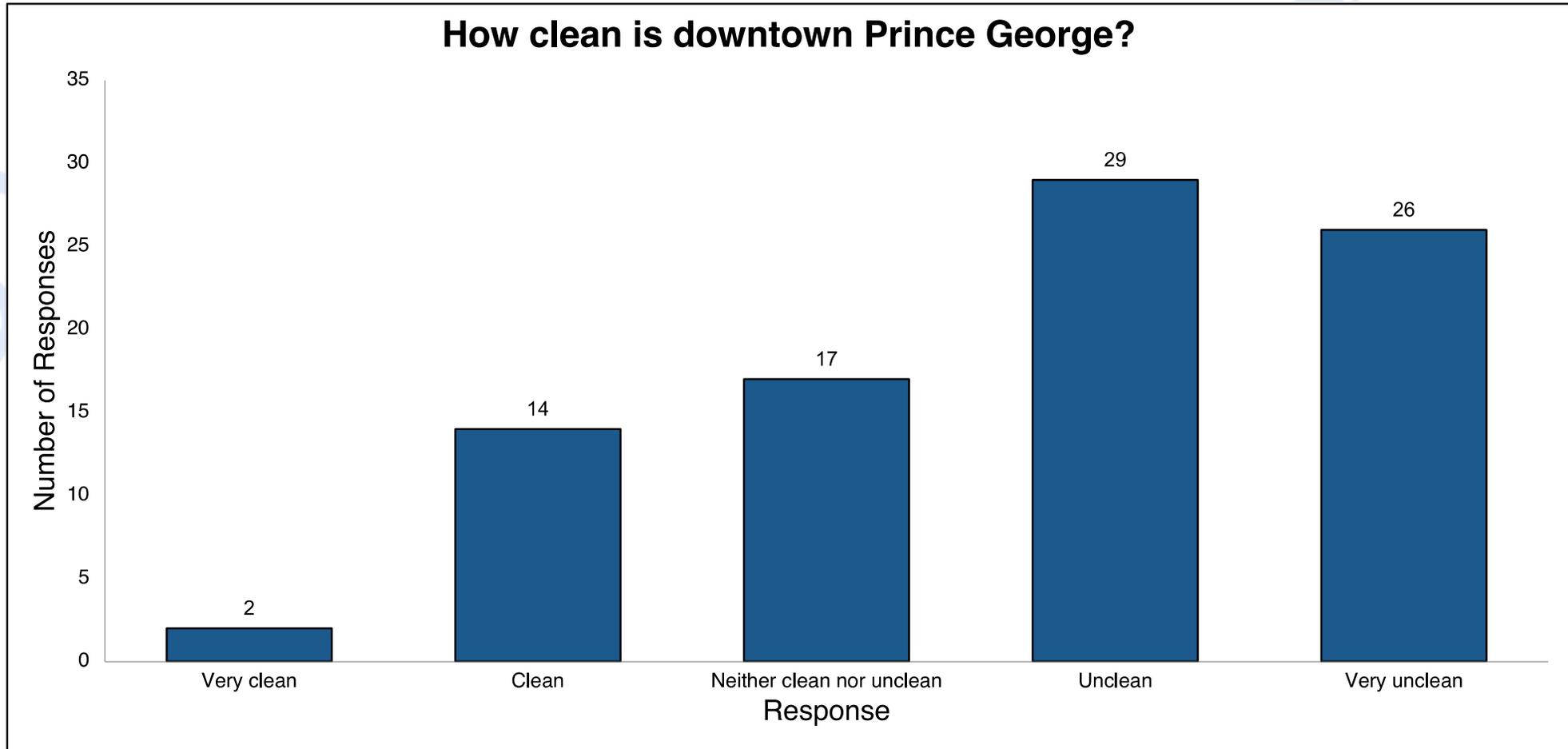
Are changes in feelings of safety downtown connected/correlated within changes in clean team requests and patrol reports?

To what extent do people report that downtown is clean?

Evaluation findings

- The community appreciates the presence of the DPG Clean-up service
- The volume of incidents outweighs the current capacity of the downtown clean-up service
- Incidents are believed to be underreported, including for things like needles, biohazards or graffiti and gaps in data was acknowledged

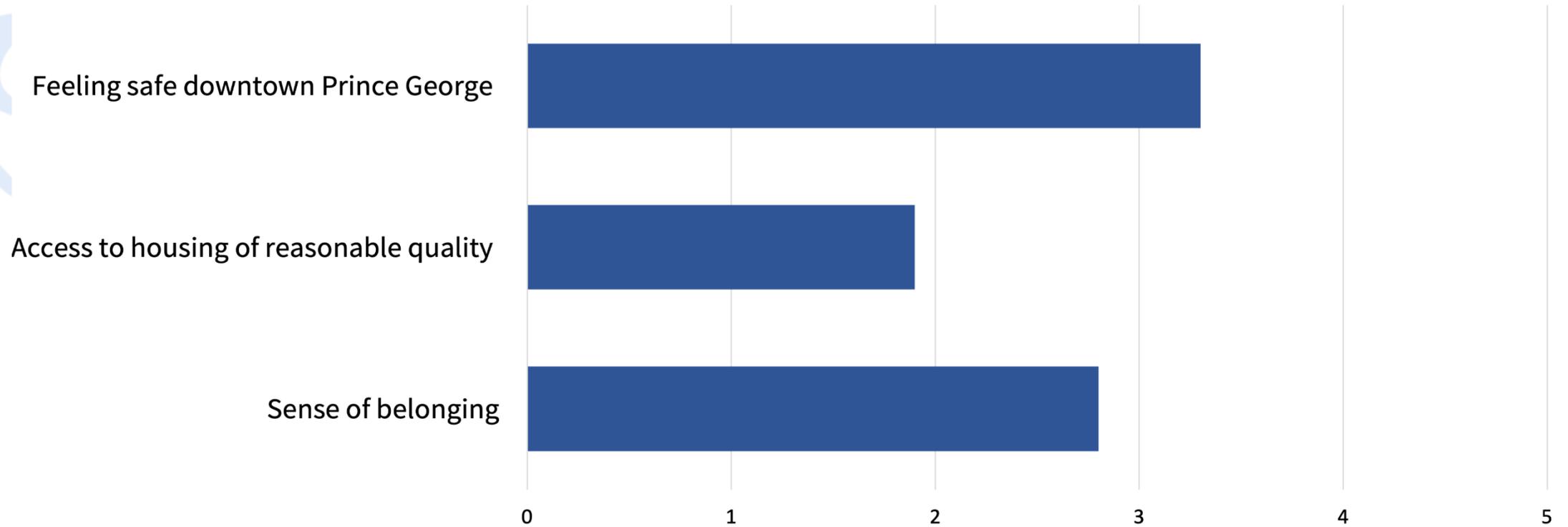
The community perceives downtown Prince George as unclean and that DTPG clean-up is a useful service



Prince George Downtown Community Survey Results: September 2022.

How do you think the intervention contributes to the community's feeling safe, access to housing, or sense of belonging?

(Scale 1-5, where 1= not at all, 5= a lot, N=27)



Results of a poll (n=27), included in the survey issued to all Sensemaking Workshop participants

Improvement Options

- Add a reporting option whereby incidents can be reported with and without call to Bylaw to build a complete picture of incidents
- Increase resources to meet the demand of clean-up
- Explore new solutions, including finding additional support partners for increased initiatives aimed at cleanliness



Community Safety Hub

QUESTIONS WE WERE ASKING

Which new projects or connections have emerged from these groups/meetings?

How are CSH agencies currently using the facilities/space? Is it changing?

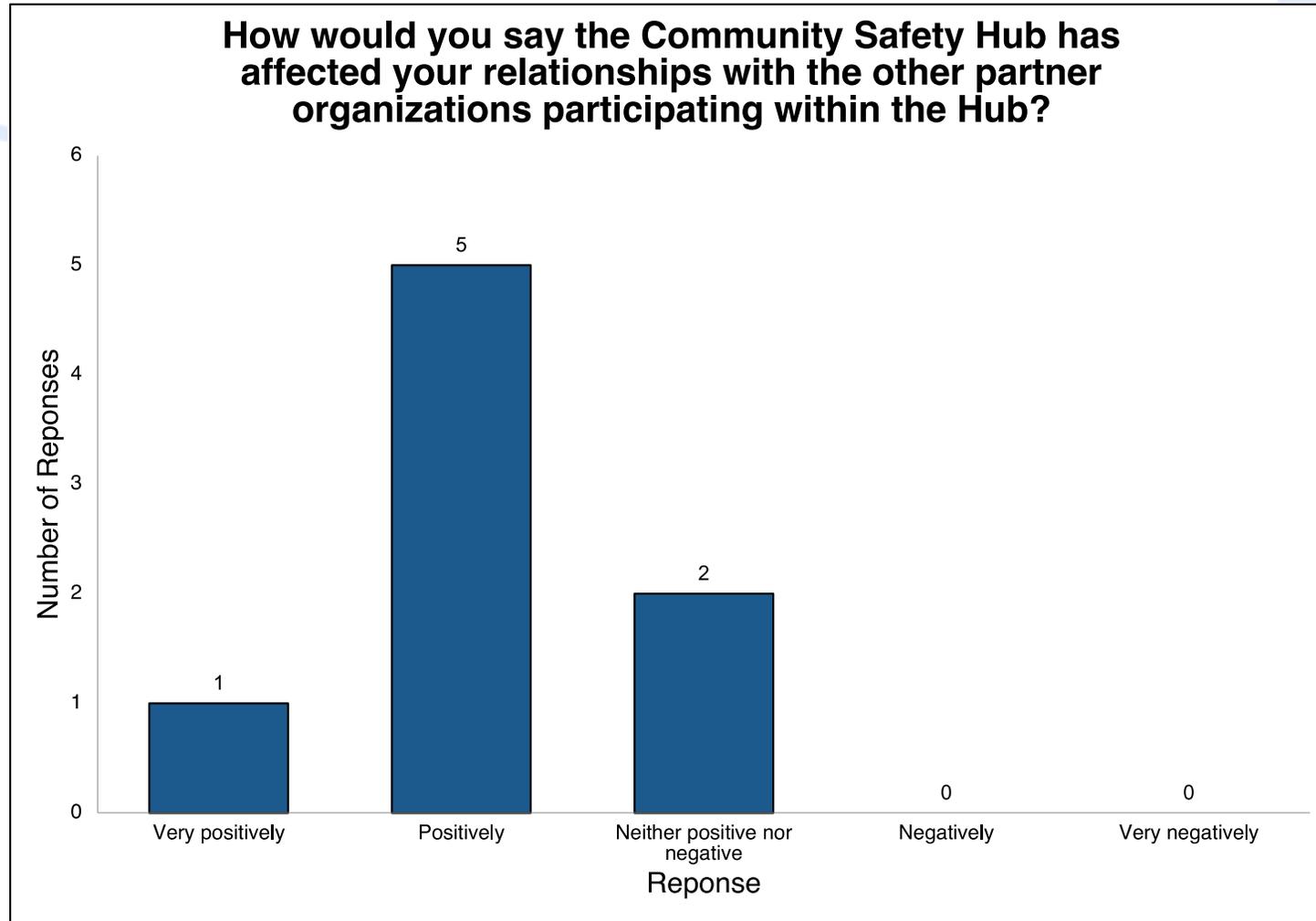
Are CSH agencies reporting an improvement in coordination of services resulting in improved effectiveness of client service?

What do partner agencies feel the CSH has achieved? What are the persistent pain points?

Evaluation Findings

- Participating agencies believe the CSH is valuable and that it has a positive effect on collaboration
- The working groups have enabled more information sharing and mutual learning
- The CSH is rarely used as a physical "hub" resource for collaborative work
- Persistent challenges stem from the indistinct mandate, agenda, and differing levels of commitment from partners and that each agency represents different interests

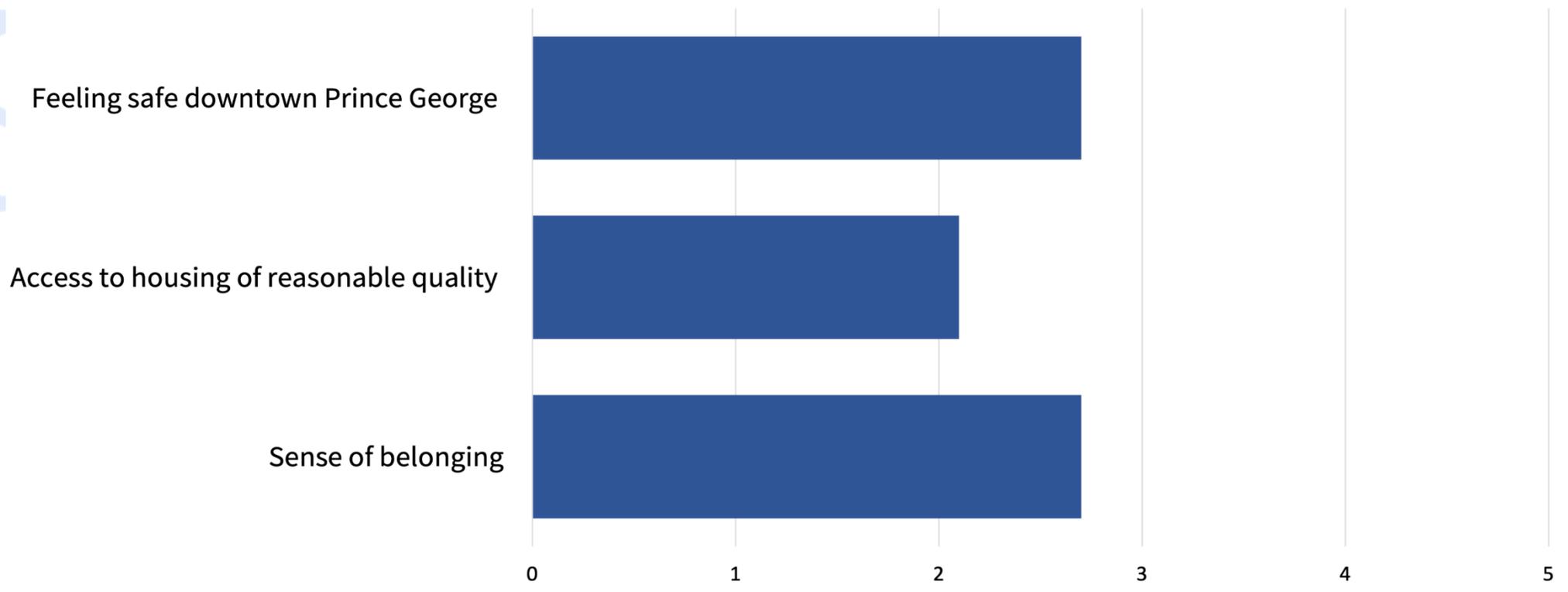
The CSH has positively impacted collaboration amongst agencies, including relationship-building and knowledge sharing



Survey data showing CSH's effect on relationships with other organizations. Source: Community Safety Hub Agencies Survey, September 20-October 14, 2022

How do you think the intervention contributes to the community's feeling safe, access to housing, or sense of belonging?

(Scale 1-5, where 1= not at all, 5= a lot, N=27)



Results of a poll (n=27), included in the survey issued to all Sensemaking Workshop participants

Improvement Options

- Complete a review and realignment of CSH to facilitate enhanced coordination and integration
- Explore how the physical space could be used by more members of the community
- Implement ongoing evaluation and reporting of outcomes of CSH meetings



Community Change Indicators

QUESTIONS WE WERE ASKING

How do community members feel a sense of belonging and connectedness in Prince George?

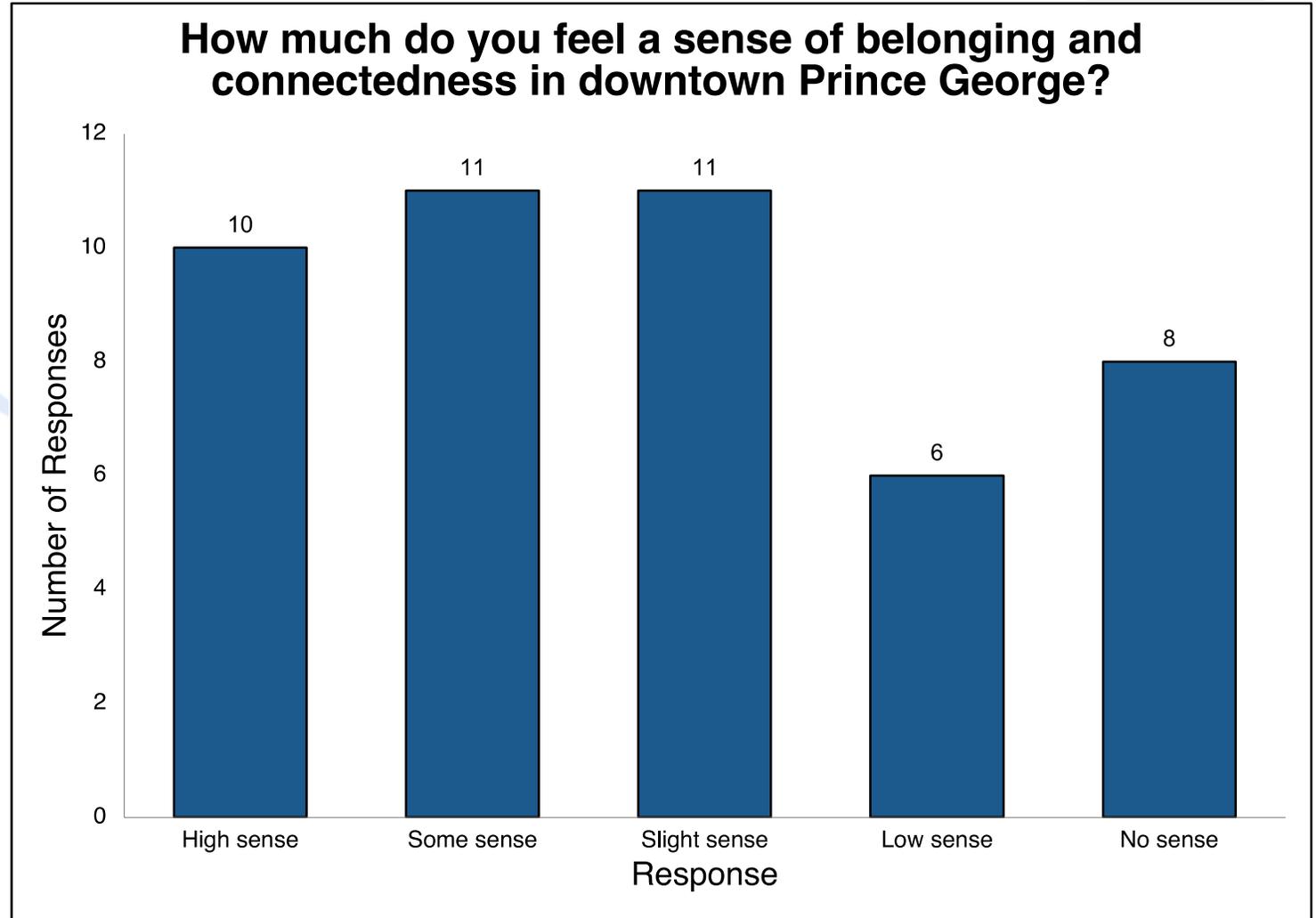
How do community members perceive safety in downtown Prince George?

Do individuals and families have access to housing of reasonable quality that is secure in downtown Prince George?

Evaluation Findings

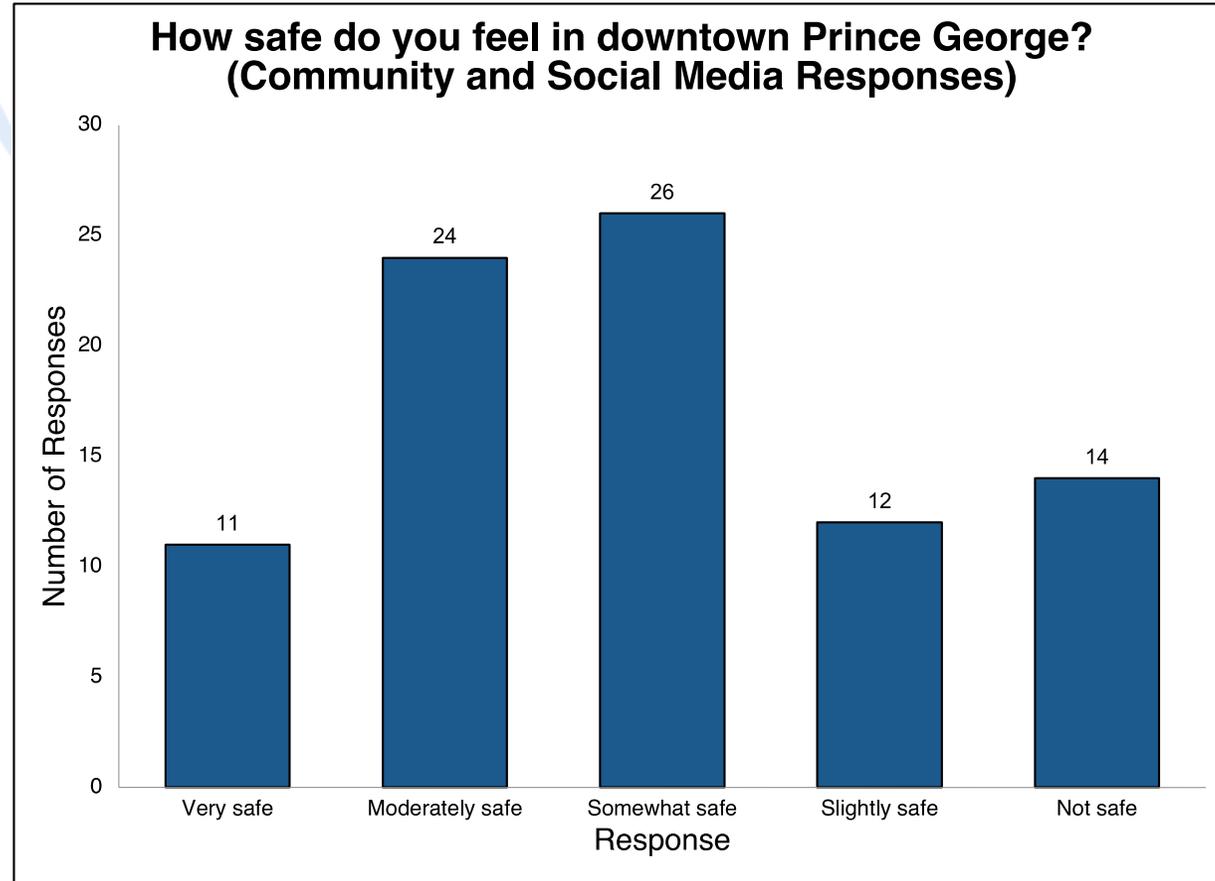
- There are issues impacting safety, cleanliness, and inclusion beyond the City's mandate
- There are root issues in downtown Prince George that impact belonging and connectedness, especially:
 - Housing availability and affordability
 - Social connection
 - Stigma of unsheltered peoples
- People feel greater belonging and ownership of the outcomes of Prince George the more they connect with the community

There was mixed sense of belonging and connectedness that is dependent on a relationship to the downtown - however, most unsheltered people feel unwelcome



Survey data showing feelings of belonging and connectedness and safety downtown
Source: Evaluating Cleanliness, Safety, and Inclusion in Downtown PG Survey, September 20-October 14, 2022

Most respondents felt somewhat safe downtown Prince George, depending on time of day and their individual context



Survey data showing feelings of belonging and connectedness and safety downtown
Source: Evaluating Cleanliness, Safety, and Inclusion in Downtown PG Survey, September 20-October 14, 2022

Systems Issues Map

UPSTREAM

Housing
Affordability &
Availability

Social
Connection &
Acceptance

Opioids &
Mental Health

Homelessness &
Housing Crisis

Downtown lacks
Vibrancy

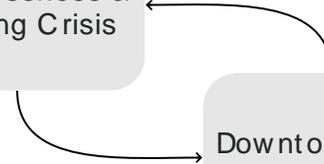
Graffiti, Garbage,
Needles, and
Biohazards

Perception
of Safety

DOWNSTREAM

Normalizing the
appearances of downtown

Would the crises be as visible if
downtown was vibrant?



Improvement Options

- Foster community ownership and response to key challenges related to safety, cleanliness, and inclusion
- Increase opportunities for all members of the community to interact to reduce the stigma of unsheltered peoples
- Continue to focus on relationship building between Bylaw officers and the public, especially unsheltered peoples
- Demonstrated progress through incremental improvements
 - Place improved needle disposal bins in more locations
 - Enhance staff training
 - Continue to build collaborative relationships - share the load
 - Address stigma and discrimination
 - Enlist the help of others to increase public access to washrooms

The process of building the evaluation framework enabled other positive outcomes for Prince George

- Fostered empathy and respect for diverse perspectives
- Deepened relationships across the system
- Created a shared community vision of change that included perspectives from across the system
- Deepened sense of shared ownership and responsibility of safety, cleanliness, and inclusion in the community
- Increased community awareness about the root causes of key issues impacting downtown Prince George and how they interconnect
- Built evaluation capacity of The City and evaluation team

Conclusions

The results demonstrate that the Prince George Safety, Cleanliness, and Inclusion (PGSCI) evaluation framework, alongside quality data, has the potential to generate useful insights to improve interventions.

However, the true value of the framework can only be realized over time. Only repeated measurements of chosen indicators, over regular periods, can demonstrate that change has occurred, in either program performance or systemic conditions to support effective and efficient service delivery.

Next Steps – Aligning and Acting

Identifying Alignment with Council Strategic Priorities

- Continue to improve processes and practices to support efficient service delivery
- Focus on meaningful communication and relationship development to advance shared priorities
- Ensure a safe, healthy, and clean community for all

Acting on Associated Corporate Work Plan Activities

- Select and address priority "options for improvement" presented in the Evaluation Report - Designing a way to Evaluate Safety, Cleanliness & Inclusion
 - Recommendations for Council consideration
- Develop a strategy to implement the United Nations Declaration on the Rights of Indigenous Peoples
 - Recommendations for Council consideration
- Implement initiatives funded through the 2022/23 Strengthening Communities' Services Grant

Informing Operational Decision-Making

- Improving internal collaboration to ensure service provision during extreme weather events
- Identifying opportunities to utilize the Evaluation Guidebook to continue service evaluation
- Outreach workers now utilizing Cityworks
- Community Safety Hub transitioning from weekly meetings to a "place of real time connection" for bylaw, outreach, and allied service providers
- Storage Services streamlined to ensure accessibility and effectiveness

Questions?

