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NANAIMO YOUTH RESILIENCE STRATEGY IMPLEMENTATION GUIDE

Building Safer Communities



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INTRODUCTION

The following implementation recommendations have been drafted to support the process of Strategy implementation. They speak to HOW the City and the community should work together to achieve the desired outcomes specified in the Strategy (the WHAT).

Foundational Commitments

It is recommended that the steering committee share with the community and its stakeholders the foundational commitments below and regularly monitor adherence to them.

- **Accessibility:** Ensuring all children and youth have fair, equitable, and low-barrier access to services, spaces, and supports in Nanaimo.
- **Accountability:** Directing resources toward increasing access and equity.
- **Anti-Oppression:** Recognizing multiple forms of oppression (e.g. systems of supremacy, differential treatment due to discrimination, ideological domination, and institutional control) and seeking to mitigate their effects.
- **Knowledge and Evidence Informed:** Ensuring that efforts are guided by evidence and community wisdom.
- **Capacity Building:** Implementing approaches that build capacity within individuals and organizations.
- **Collaboration:** Sharing responsibility, taking collective action, and avoiding siloed approaches.
- **Communication with the Public:** Communicating with the public on an ongoing basis for transparency and buy-in.
- **Cultural Awareness:** Being sensitive to and respectful of differences and similarities between cultures.

- **Diversity:** Acknowledging that differences between people (such as race, gender, sexual orientation, class, age, religion, geography, physical or cognitive abilities, etc.) are valued assets and striving for diverse representation.
- **Equity:** Committing to the pursuit of fairness and justice and recognizing diverse needs and histories.
- **Focus on Future Generations:** Committing to an upstream approach to prevention.
- **Intersectionality:** Accepting that multiple dynamics of privilege and oppression operate simultaneously in complex and compounding ways.
- **Neighbourhood Focus:** Understanding and addressing local needs and challenges through a neighbourhood lens.
- **Reciprocity:** Understanding that individuals using services have agency and the right to meaningfully contribute.
- **Reconciliation:** Committing to the Truth and Reconciliation Commission of Canada's (TRC) Calls to Actions with a focus on those related to children and youth (#1 to 66).
- **Trauma Awareness:** Integrating how trauma can affect people in all aspects of the work.

Community Engagement

Recommendations

The steering committee, in collaboration with the City of Nanaimo, should review its engagement efforts with an eye to understanding project challenges, solutions, and opportunities through engaging community members, including youth and other persons with lived/living experience. Furthermore, it is recommended that project leaders conduct regular engagements as follows:

Project Stage	Type	Who	Expected Outcome	Status Update
Development	Planning related engagements	CMNCP	Area of focus for the project (e.g. risk factors)	Completed
Year One				
Year 1 – Q4	Consultation Engagements	City of Nanaimo	Understanding of project challenges and solutions Opportunities for: <ul style="list-style-type: none"> • project activity improvements • communication and stories • local buy-in • sustainability planning 	
Year Two				
Year 2 – Q4	Consultation Engagements	City of Nanaimo	Understanding of project challenges and solutions Opportunities for: <ul style="list-style-type: none"> • project activity improvements • communication and stories • local buy-in • sustainability planning 	
Year Three				
Year 3 – Q4	Consultation Engagements	City of Nanaimo	Opportunities for: <ul style="list-style-type: none"> • communication and stories • local buy-in • sustainability planning 	

Why Engagement Matters

Engagement includes ongoing discussions and consultations with key stakeholders and community groups and persons with lived and living experiences. These conversations allow program staff and funders to establish a thorough understanding of the realities and experiences in the community.

Benefits of Engagements

Meaningful engagement has many benefits, including:

- Building trust.
- Receiving information that may otherwise not readily be available.
- Ensuring that stakeholders are informed about progress and challenges.
- Creating buy-in and soliciting support from local organizations and community members.
- Fostering and strengthening relationships with and among stakeholders.
- Strengthening communication about the strategy (see communication plan).
- Enhancing sustainability (see sustainability plan).
- Providing information for the evaluation of the project (see evaluation plan).

Types of Engagement

There are several types of engagements with varying purposes.

Type	Purpose
Informational	To educate and inform participants so they can make informed decisions and provide feedback.
Consultative	To gather community perspectives, experiences, and ideas to inform decision-making.
Collaborative	To network and build partnerships with community members, organizations, and stakeholders.
Empowerment	To foster the leadership skills and capacities of community members to affect change.
Co-Creation	To work alongside the community in the development of programs and processes and to share decision making.
Advocacy	To build momentum to promote policy and system changes to create lasting impact.

Quantitative and Qualitative Engagement

Different types of engagements have different benefits and challenges:

QUALITATIVE ENGAGEMENTS

Qualitative engagements involve asking people about their experiences and perceptions. Some forms of engagement favour privileged voices (i.e., people with more clout in the community) over others (i.e., marginalized groups). For this reason, public town hall events should only be used sparingly, if at all. More is to be gained by amplifying the voices of marginalized groups to increase the likelihood that efforts will improve their lives, which is key for any prevention strategy.

QUANTITATIVE ENGAGEMENTS

In addition to reviewing police-reported and demographic data provided by Statistics Canada, many municipalities have begun collecting data on victimization, perceptions of safety, and attitudes towards social development efforts on an annual or bi-annual basis. Such surveys are often based on national survey approaches to (1) ensure the questions have been tested and shown to produce valuable information; (2) allow municipalities to compare their results to other similar urban centers. They also allow for the monitoring of trends and changes over time.

Important Considerations During Engagements

The following are important considerations for engagements:

- Adhering to the principle of “Do No Harm”, which includes respect for persons, concern for welfare, and justice.¹
- Ensuring there are measures in place to address trauma.
- Having skilled and experienced facilitators to ensure everyone has an opportunity to meaningfully participate.
- Ensuring participants are fully aware of who will be present at the session.
- Providing an opportunity for participants to share additional feedback following the session.
- Providing project lead contact information for attendees’ questions or concerns.
- Ensure accessibility to and during the session (e.g. childcare options, bus tickets, etc.).

Who Should be Engaged?

Three general groups should always be considered when planning community engagements:

- local stakeholders, practitioners, and service providers
- equity-deserving groups and people with lived/living experience
- other groups within the community that may be disproportionately affected by the issue

For this project, consultations/engagements with at least the following groups are recommended:²

YOUTH EXPERIENCING INCREASED RISKS

When we want to reach people with lived and living experience, we often engage them through interviews or focus groups. However, asking youth to be interviewed can make them feel intimidated and participating in a focus group is rarely a meaningful way to engage them. Instead, asking youth to partake in activities that allow them to express their views creatively is often more effective. The photovoice project is one approach often used with young people.

FAMILIES AND CAREGIVERS

The family and caregivers of children and youth have knowledge that goes beyond that of any professional involved with them. It is therefore critical that they be involved and engaged throughout the strategy. Families and caregivers can become powerful allies in advancing prevention and early intervention efforts. When planning engagements with families and caregivers, it is important to choose a format that avoids placing blame on individuals or stigmatizing them in the process.³

PEOPLE WITH LIVED/LIVING EXPERIENCE

These engagements should be co-developed and facilitated by a local organization that works closely with current and former gang-involved youth and people with related lived/living experience. It is important to ensure that participants are aware of who else will be in attendance to ensure the space is safe for everyone. Steps should be taken to ensure equitable access, by providing transportation, offering honoraria to compensate participants for their time, etc.

INDIGENOUS COMMUNITIES

Engagement with Indigenous peoples should be co-developed and facilitated by local Indigenous leaders, to ensure cultural appropriateness and local protocols are followed. In addition, ensuring all facilitators have an awareness and understanding of the harm experienced by Indigenous populations as a result of colonial history including residential schools is vital before starting any engagement with Indigenous groups.

LOCAL STAKEHOLDERS, PRACTITIONERS, AND SERVICE PROVIDERS

Individuals working in direct services and local stakeholders generally have a strong understanding of the needs of the community and the populations they serve. They therefore have important insight on local strengths, challenges, and opportunities. Furthermore, they are familiar with gaps in systems and services and can provide valuable recommendations on how to overcome them.

THE VALUE OF REGULAR ENGAGEMENTS

Regular engagements will increase the community’s understanding of the Nanaimo Youth Resilience Strategy and foster ongoing buy-in. Continued engagement will also lead to quality improvements, support long-term sustainability, and advance knowledge of emerging challenges, concerns, and opportunities. The steering committee should regularly review and discuss project-related findings from engagement efforts. Too often, engagement efforts are limited to the strategy development phase. This erodes public confidence that their involvement matters.

². All engagement processes must be trauma informed.

³. Legislation requires that any mention of abuse and/or neglect of a child must be reported to the Ministry of Child and Family Development (MCFD). As a result, this should always be clarified before the start of any consultation and engagement. This requirement, however, does not have to stand in the way of building trust if, during the engagement effort, it is clearly and transparently stated.

Communication Planning

Recommendations

It is recommended that the steering committee be charged with forming a working group to develop both internal and external communication guidelines as per the time frame below:

Project Stage	Task	Who	Expected Outcome
Year One			
Year 1 – Q1	Review and revise the proposed key messages and key frames. Create a communication policy and set of principles.	Steering committee City of Nanaimo	Key messages and key frames Communication policy
Year 1 – Q2 – Q3	Jointly develop a comprehensive communication strategy.	Steering committee City of Nanaimo	Comprehensive communication strategy
Year 1 – Q1 – Q4	Ongoing communication		
Year Two			
Year 2 – Q1	Review, discussion, and adjustments of the communication strategy. Focus on success stories.	Steering committee City of Nanaimo	Updated communication strategy
Year 2 – Q1 – Q4	Ongoing communication	All	
Year Three			
Year 3 – Q1	Review, discussion, and adjustments of the communication strategy. Focus on success stories to be included. Focus on sustainability to be included.	Steering committee City of Nanaimo	Updated communication strategy
Year 3 – Q1 – Q3	Ongoing communication.	All	
Year 3 – Q4	Review and evaluation of communication plan. Plan for final communication.	Steering committee City of Nanaimo	Final communication

Why Communication Planning Matters

Community projects focusing on complex social challenges inevitably lead to changes in local awareness. This focus can generate both risks and opportunities. Risks may include increased fear, scapegoating of marginalized community members, and calls for increased enforcement and tough-on-crime approaches. On the other hand, increased awareness of social challenges can also be an opportunity to create innovative and effective solutions to long-standing issues.

Project leaders and partners, as well as communities in and around Nanaimo, play an important role in the upbringing of youth and supporting them in a way that prevents their victimization and/or involvement in gun and gang violence. In a sense, communities function like extended families. This moment in the history of Nanaimo provides a chance to demonstrate that prevention can be both effective and cost efficient. Additional positive impacts might include:

- Engaging the community more broadly.
- Enhancing prevention efforts in existing institutions.
- Bringing hope and a sense of agency over community safety.
- Bringing the media on board as partners in decreasing unwarranted public insecurity.
- Increasing positive images of children and youth.
- Balancing calls for enforcement with calls for proactive measures.

What Communication Plans Include

Communication plans commonly speak to the WHAT (messages), the WHO (message broker), the WHOM FOR (audiences) and the HOW (mechanisms). For a plan to be effective it is important that all partners agree and adhere to these aspects.

Ideally, the communications working group will be comprised of communications staff from partner organizations, such as the City of Nanaimo, school board, First Nations, a youth serving organization, and police, to develop a communication plan for steering committee review and endorsement. For a communication plan to be effective it is important that all partners agree on key messages and a communication policy. This makes speaking with one voice more possible and avoids confusion that could be caused by contradictory communications. A consistent message also

reassures the public that partners work together collaboratively and are intentional about their approach.

Below are some different approaches for framing the issues.

POTENTIAL KEY FRAMES

How an issue and its solutions are framed makes a significant difference in how it is communicated and how well it can be understood and supported by the wider community. Positive framing tends to be more mobilizing than frames which focus only on the problem. Positive framing is therefore a critical component of generating community momentum. This should not be confused with “spinning the truth” or making light of negative community experiences. Rather, a combination of frames that include a solid problem definition while also offering solutions tend to be most effective in advancing buy-in into projects of this nature.

PROBLEM FRAME

This frame speaks to the existence of a problem or issue:

- The community of Nanaimo has been identified as having a gun and gang violence issue.
- Children and youth who become involved in gun and gang violence tend to experience multiple risk factors within their family and the wider community. Some of these risk factors have been identified in Nanaimo.
- The problem of gun and gang violence – when viewed through a prevention lens – can also be understood as the absence of protective factors.
- Without a focus on prevention and an increase in protective factors, gun and gang violence in the City of Nanaimo, as in other growing urban centers, may increase over time.

CONFLICT FRAME

This frame speaks to the existence of opposing views or interests.

- A tough-on-crime approach, including being tough on those more likely to be involved in gun and gang violence, remains popular in public discourse.
- Research has demonstrated that many widely known deterrence programs (e.g. Scared Straight) are not only ineffective, but have resulted in even poorer outcomes for participants (i.e., making them more likely to re-offend).
- A focus on root causes and risks fosters a public discourse in which reactive measures, such as enforcement, courts, and corrections are only one part of the prevention spectrum.

HUMAN INTEREST FRAME

This frame focuses on personal stories and experiences.

- Children are not born with the intention of getting involved in gun and gang violence.
- Most children and youth involved in gun and gang violence have fallen between the cracks of existing systems. These children and youth are neighbours, they are classmates, they frequent public spaces, they come (often too late) on “the radar” of educators, police, youth serving organizations, and so on.
- The “extended family” (i.e., the community and its organizations) can view these children as trouble or troubled. The view determines their approach.
- All children and youth deserve to grow up with their basic needs met, safe (in their immediate family and the community at large), with a strong sense of belonging, and with seamless and timely access to supports, such as addiction and mental health services.
- All children and youth have potential. Any involvement with gangs and guns is not inevitable. It is easier to build a healthy child than to fix a broken one.

SOLUTION FRAME

This frame emphasizes potential solutions to a problem.

Interventions

- Early intervention is crucial – gun and gang prevention efforts should focus on children and youth as early as possible.

- These approaches need to be intensive, not ad hoc, and involve multiple community partners in a collaborative manner.

Prevention

- The City of Nanaimo and its community partners need explicit policies and actions aimed at decreasing root causes and risk factors and increasing protective factors. Preventing children and youth from becoming involved in gun and gang violence requires a dedicated effort to decrease conditions such as poverty, family instability, exposure to violence, lack of positive role models, lack of educational attainment, lack of employment opportunities, lack of meaningful engagement, and lack of hope, among others.
- Known protective factors for gun and gang violence include positive mentors and the presence of a significant adult outside of the home, positive peer interactions, positive alternative engagement opportunities such as after-school programs, sports teams, music and art classes, and other extracurricular activities that can help young people develop skills, build confidence, and find a sense of purpose.

Evidence-Based Approaches

- There is an abundance of evidence-based social programs that address root causes, risk factors, and increase protective factors to prevent gun and gang violence. These approaches have become known as “being smart on crime and tough on causes”.
- While each community is unique in its characteristics, the evidence on what works, what does not, and what has promise is readily available and ought to be utilized by key stakeholders and the community. There is no need to “reinvent the wheel”.
- Through this project, the City of Nanaimo and its community partners have an opportunity to contribute to the growing body of prevention knowledge by exchanging their experiences and learnings with other communities working on gun and gang violence prevention projects in British Columbia and beyond.

RESPONSIBILITY FRAME

This frame assigns responsibility to those most able to achieve a positive impact.

- Preventing children and youth from involvement in gun and gang violence is everyone’s responsibility. It takes a village to raise a child.
- Through projects such as the Nanaimo Youth Resilience Strategy, municipalities, communities, and their partners have opportunities to:
 - » Advance ways through which children and youth receive what they need to fulfill their potential. Each child/youth, no matter where they live or what their background, deserves the opportunity to achieve their potential and create a world that is safe and healthy for them and those around them.
 - » Build positive relationships between young people and caring adults, such as mentors, teachers, coaches, and other community leaders.

Key Audiences and Tools

Identifying key audiences⁴ for this project helps ensure that messages are tailored to the needs, interests, and capacities of the intended audience. By understanding the characteristics and communication preferences of different audiences, communicators can develop messages that are more effective and impactful.

Audience	Appropriate Framing	Potential Tools
Broad Community Members	Problem Frame Human Interest Frame Solution Frame Responsibility Frame	News Releases/Media Advisories News Media (print, broadcast) Social Media Public Forums/Events Website Story Mapping
Elected Officials and Community Leaders	Human Interest Frame Solution Frame Responsibility Frame	Presentations Social Media Public Forums Website Story Mapping
Service Providers	Solution Frame Responsibility Frame	Social Media Engagement Consultations Website Story Mapping
School Professionals	Solution Frame	Social Media Engagement Consultations Website Story Mapping
Parents/Caregivers	Solution Frame	Social Media Engagement Consultations Website Story Mapping
Youth	Human Interest Frame Solution Frame	Social Media Videos Dynamic Events (e.g. plays) Consultations through Photovoice Website Story Mapping

4. We use the terms “audiences”, “community”, and “stakeholders” instead of the more commonly used term “target groups”. Target groups can have negative connotations for several reasons including: it may imply a one-way communication approach in which the sender of the message is actively trying to reach and influence a passive recipient. This approach can reinforce power dynamics and may be seen as paternalistic, especially if the targeted group is historically marginalized or disadvantaged. It can also be associated with tactics that aim to manipulate or exploit people’s needs and desires, rather than genuinely engaging with them in a respectful and ethical manner.

The table above shows the overlap in the tools used for different key audiences. Every time a message goes out, this needs to be considered. For example, how will a social media message be understood by different audiences? Communication is an ongoing, iterative, and two-way process. Effective communication is more about knowledge exchange than educating others.

Monitoring and Evaluation Framework

Recommendations

- To annually review the available, existing data sets on risk factors (as per indicators table).
- To consider monitoring the progress of the Strategy through additional tools, such as:
 - » Option 1: Communities That Care (CTC) is a community-based prevention system designed to promote positive youth development, prevent problem behaviors, and improve the overall health and well-being of young people. CTC is an evidence-based model grounded in social-ecological theory, which recognizes that individual behavior is influenced by factors at multiple levels, including individual, family, peer, school, community, and societal.
 - » Option 2: Develop and implement a community survey focused on public perceptions and experiences, including youth resilience as well as gang and gun violence. This survey should be conducted annually. Models for this survey exist in other municipalities and are in turn often based on national surveys measuring public fear and perceptions of crime. This allows for: (1) knowing that the survey questions have been tested; (2) comparing the experiences in Nanaimo to that of similar municipalities and/or over time (if the survey is completed annually).

» Option 3: The Search Institute provides survey tools aiming to better understand and address the needs of young people. Surveys measuring youth experiences and attitudes give schools, programs, coalitions, and other organizations the tools to build stronger programs. Search Institute's surveys focus on strengths and supports that young people need to succeed.

- To take a developmental monitoring and evaluation approach that can measure the program's implementation, efforts in real-time, and identify areas for improvement.
- To consider hiring an external evaluation consultant/group which can offer several benefits:
 - » Expertise: An external consultant will bring specialized knowledge and expertise in program evaluation to the project, including knowledge of the latest evaluation methods, tools, and best practices. Ideally, the evaluator will have knowledge/expertise in gun and gang prevention.
 - » Credibility: An external consultant can provide an independent, third-party validation of the program's effectiveness, which can enhance the program's credibility with funders, stakeholders, and the community.
 - » Cost-effectiveness: Hiring an external consultant can be more cost-effective than building and maintaining an internal evaluation team, especially if program evaluations are not a core competency of the organization.
 - » Efficiency: An external consultant can often complete the evaluation more efficiently than an internal team, freeing up organizational resources to focus on program implementation and other mission-critical activities.
 - » Objectivity: An external consultant can provide an objective assessment of the program's effectiveness, free from any biases or conflicts of interest that may exist within the organization.

Why Monitoring and Evaluation Matter

Evaluation and monitoring are vital processes for assessing the performance, effectiveness, and impact of the Nanaimo Youth Resilience Strategy. A monitoring and evaluation plan is a combination of data collection and analysis (monitoring) to assess the extent to which a strategic plan has, or has not, met its objectives (evaluation).

Generally, key functions of evaluation and monitoring include:

- Providing feedback on the progress of a project to support learning and to inform adjustments and improvements during the project to ensure its objectives can be achieved.
- Assessing outcomes to determine if the project has achieved its intended goals.
- Identifying strengths and weaknesses of the project to address any issues that may be hindering its success and to advance those that promote it.
- Ensuring accountability so the project is implemented in a way that is accountable to its stakeholders, including efficient use of resources and delivering on agreed upon outcomes.
- Supporting decision-making by ensuring those responsible for project implementation have the necessary information to make informed decisions (i.e., which activities to continue, expand, sustain, or terminate).

Conceptual Challenges

There are several conceptual challenges associated with evaluating gun and gang prevention programs:

- Complexity: Gun and gang violence is a complex and multifaceted issue that cannot easily be addressed by project-based interventions. Many of the risk and protective factors go beyond the scope of any project. Evaluating the impact of a prevention program in this context tends to be very challenging. While activities may contribute to positive outcomes it is rarely possible to attribute positive outcomes to any one activity.

- Lack of Standardized Metrics: There is no standardized set of metrics for evaluating gun and gang prevention programs, thus requiring the creation of new measures, including proxy measures. A proxy is an indirect measure of the desired outcome which is strongly connected to that outcome. It is commonly used when direct measures of an outcome cannot be observed or are unavailable. For example, it may not be possible to get a measure of how many children live in homes with food insecurity, but it is possible to measure increases in uptake of breakfast programs at schools.
- Difficulty Measuring Outcomes: While it may be possible to measure the reductions in some risk factors, other desired outcomes will not be realised within the project time frame.
- Difficulty Establishing Causation/Correlation: It is very challenging to establish causation and even correlation between a prevention project and a reduction in gun or gang-related crimes. No single factor will lead to gang and gun violence. Many factors go beyond the project and are connected to wider changes in the political, social, economic, and community environment.
- Resource Constraints: Conducting a rigorous evaluation of a prevention program is resource intensive. Communities and organizations commonly lack the capacity to conduct an evaluation effectively.
- Ethical Considerations: Evaluating gun and gang prevention programs raises many ethical considerations, such as the need to ensure the safety and confidentiality of program participants, the importance of obtaining informed consent, the potential of stigmatizing certain populations, unintended negative consequences of program participation, etc. An evaluation and monitoring strategy must adhere to best practices in research ethics to ensure no one is harmed in the process.

Despite these challenges, dependable and transparent methods for monitoring processes and outcomes of the strategy need to be developed to assess whether a program is achieving desired results, as well as to have the capacity to identify areas where additional efforts are necessary. The overall evaluation approach should be built on the strategic plan as a guiding document, while logic models can be used to measure specific activities.

Evaluation and monitoring work should incorporate multiple and diverse measures, including quantitative data (e.g. existing crime statistics or surveys), and qualitative data (e.g. interviews or focus groups). Only by using multiple measures can a more comprehensive understanding of the impacts of the projects be realized.

This monitoring and evaluation framework includes the following aspects:

- Theory of change
- Logic models
- Indicators for the project as a whole
- Specific indicators related to risk and protective factors in Nanaimo

Theory of Change

To describe how the gun and gang violence prevention project is affecting change in the short, medium, and long-term, and in how far it is achieving its intended impacts, it is necessary to develop a theory of change. A theory of change is a model that shows how a plan/project/strategy/intervention contributes to achieve the intended result through a chain of interconnected outcomes. A theory of change is a blueprint for evaluation and should include the following:

1. Ongoing Indicators
 - a. Increases or decreases in risk and protective factors
 - b. Gun and gang activities in the community
 - c. Perceptions of gun and gang violence
2. Steering committee Support
 - a. Level of collaboration
 - b. System-level changes in polices and practices
 - c. Interplay between project activities (horizontal) and system responsiveness (vertical)
 - d. Sense of shared responsibility

3. Knowledge Exchange
 - a. Community and system-level knowledge
 - b. Understanding of root causes and risk factors of gun and gang violence with key stakeholders and in the wider community
 - c. Extent of use of evidence-based and promising approaches
4. Community Engagement
 - a. Changes to existing resources and assets in the community
 - b. Level of inclusion of persons with lived and living experience in decision-making
 - c. Community-based activities that include children, youth, and families

Logic Models

To assess the extent to which the gun and gang violence prevention project is affecting change it will be necessary to develop a logic model for each distinct project area. This will help evaluators understand the anticipated outcomes in the short, medium, and long term, and how they are connected to project activities. Logic models should include:

- Inputs: The resources, such as funding, staff, and materials, that are needed to implement the project.
- Activities: The specific actions or interventions the project will undertake to achieve its objectives.
- Outputs: The immediate results of project activities, such as the number of people served, or the number of training sessions conducted.
- Outcomes: The intended changes in behavior or social conditions expected to result from the project.
- Impact: The goal or broader social change the project is intended to achieve.

Indicators

In evaluation and monitoring we try to answer two questions: (1) did the project do what it set out to do? And (2) how effective were these actions in achieving the desired and agreed upon outcomes? Indicators are observable, measurable pieces of information about an outcome. generally used to measure project outputs and their impacts. They can be quantitative (e.g. percentage of the population that are un- or underemployed), or they can be qualitative (e.g. how local populations perceive the level of gun and gang activity). Definitions of indicators should clearly state which level of analysis they are attached to:

- Ecological level (land and waters)
- Societal level
- Community level
- School level
- Peer group level
- Family level
- Individual level

Overall Indicators

A broad list of indicators related to youth resilience and violence prevention is provided on the following pages. This list is not exhaustive and additional indicators will be required especially for specific project outcomes. It is important to distinguish attribution from contribution. While some actions may contribute to a change in outcome it is rarely possible in human interventions in a community setting to attribute these changes solely to one activity. Additionally, care should be taken to not assess the impact of a strategy of this nature by measuring indicators that cannot reasonably be changed through any one intervention (e.g. crime rates).



Level	Indicators	Frequency	Data Source
Ecological	% of the population that reports strong connection to land and waters	Annually	Community survey
	% of Indigenous community members that report easy access to Indigenous sources of foods and medicines	Annually	Community survey
Societal	% of households that are moderately or severely food insecure	Annually (if applicable)	Household Food Security Survey
Community	% of the population that report strong sense of belonging to community	Annually	Community survey
	% of population reporting volunteering	Annually	Community survey
	% of population with 5 or more close friends	Annually	Community survey
	% of population that feels safe walking alone after dark	Annually	Community survey
	Police-reported crime statistics, including hate crimes	Annually	Police-reported data (Statistics Canada)
	Crime Severity Index	Annually	Crime Severity Index data (Stats Canada)
	# of calls for service to police	Quarterly	Nanaimo RCMP
	% of students who feel safe at school	2023 and 2026	Communities that Care Survey (CTC)
	Average monthly frequency of participation in physical activity	Annually	Recreation Centres
	# of free recreation and leisure opportunities for youth	Annually	Recreation Centres
School	Perceptions related to youth behaviour	Annually	Community survey
	Ratio of students to educators in public schools	Annually	School board records
	# of after-school activities available in community	Annually	Community organizations
	% of youth completing high school	Annually	School board
	Suspension and expulsion rates	Annually	School board
	% of students in alternative learning programs	Annually	School board

Level	Indicators	Frequency	Data Source
School	% of students with identified learning challenges, including FASD	Annually	School board
Peer Group	Average daily amount of time spent with friends (minutes per day)	Annually	Survey with youth in schools (e.g. CTC)
	Self reported sense of inclusion and belonging	Annually	Survey with youth in schools (e.g. CTC)
Family	% of households who spend >30% of income on shelter costs	Once at the start of the project and at end of project	Census data (Statistics Canada)
	% of parents working over 50 hours per week	Annually	Community survey
	% of lone-parent households	Annually	Census data (Stat Can)
	% of families with children experiencing violence in homes	Annually	Police-reported data
	% of children experiencing abuse/neglect	Annually	Haven Society
	% of children of criminalized or incarcerated parents	Annually	(Unsure of potential data source at this time, but important indicator)
	% of children and youth reporting problematic substance use in the home	Annually	Island Health
Individual	Rate of emergency department visits for mental health conditions	Twice per year	Island Health and hospital data
	Walking score of major neighbourhoods	Annually	WalkScore.com
	% of children and youth identifying low sense of self	Annually	CTC Survey
	% of children and youth identifying problematic alcohol and drug use	Annually	Island Health
	ACEs scores	Annually	(Unsure of potential data source at this time, but important indicator)
	# of children who are vulnerability in one or more areas of their development measured by the EDI scale	Every 4 years	EDI report

SPECIFIC INDICATORS

In addition to the general indicators above, the table below includes a list of potential specific indicators that can be used to monitor the recommend projects and measure outcomes.

Recommended Projects	Demographic Data	Monitoring Indicators	Outcome Indicators
1. To establish safe and free community gathering place(s) / hub(s) for youth		<ul style="list-style-type: none"> # of youth served Budget for transportation to programs Opening hours # of spaces # and types of attractors available (e.g. arts, food) Age groups served # and types of referral sources 	<ul style="list-style-type: none"> Satisfaction Self-reported changes in attitudes and behaviours Self-reported increase in connection to Indigenous culture (e.g. healing framework) Reported ease of intake process Reported ease of recruitment and referral process (reported by project staff)
2. To expand street outreach and related programs	<ul style="list-style-type: none"> Age Gender identity Sexual orientation Race and cultural identity Faith associations Disabilities (physical, learning, etc.) Family data (composition of family, economic situation, time lived in Nanaimo, etc.) Referral source 	<ul style="list-style-type: none"> # of street outreach staff and hours # of locations / neighbourhoods served # of outreach contacts (by location) # and types of resources supplied (e.g. naloxone, food, etc.) # of referrals to programs and services 	<ul style="list-style-type: none"> # of youth receiving services # of repeat contacts Self-reported satisfaction with outreach supports Extent of diverse needs met through outreach supports # of potential emergencies diverted
3. To augment programs that connect youth to elders and the land		<ul style="list-style-type: none"> # of new programs # of expanded programs and type of expansion (e.g. hours, population) # of youth served # of elders participating # of land-based teaching activities 	<ul style="list-style-type: none"> Self-reported changes to respect for self and others Self-reported sense of connection to elders Self-reported sense of connection to land Self-reported sense of belonging Self-reported sense of connection to youth

Recommended Projects	Demographic Data	Monitoring Indicators	Outcome Indicators
4. To connect youth with diverse role models and caring adults		<ul style="list-style-type: none"> # of mentees # and type of adult significant/caring adults (mentors, coaches, vocational role models) # of mentors / significant adults available for project (volunteers) Types of activities engaged in with youth 	<ul style="list-style-type: none"> Level of satisfaction with connection to significant/caring adult Level of satisfaction with connection to youth Self-reported skill & knowledge development (e.g. vocational) Post-mentorship follow-up (6-months and 2-years)
5. To improve upon existing programs by focusing on risk factors		<ul style="list-style-type: none"> # and types of programs connected to strategy (e.g. educational, recreational, life skills, etc.) # of focus areas added to existing programs # of times when family is involved # of youth served # of families served # of youth volunteering # of available food security measures, including gardening 	<ul style="list-style-type: none"> Self-reported sense of belonging Self-reported connectivity Level of satisfaction with participation in programs Self-reported utilization of life skills and socio-emotional learnings Self-reported sense of family cohesion
6. To identify gaps in the elimination of discrimination, stigmatization, and oppression		<ul style="list-style-type: none"> # of community programs and events dedicated to anti-discrimination, stigmatization, and oppression # of gaps identified # of new opportunities identified to close the gaps # of programs or events organized # of participants in programs or events 	<ul style="list-style-type: none"> Self-reported experiences of discrimination, stigmatization, and oppression (baseline & follow-up) Self-reported of programs and events focused on anti-discrimination, stigmatization and, oppression Evaluation of experiences from new program and event opportunities

Recommended Projects	Demographic Data	Monitoring Indicators	Outcome Indicators
7. To build relationships with media and develop key positive messages	N/A	<ul style="list-style-type: none"> # and types of positive messages developed # of platforms used to disseminate messages # of social media hits / views # of clicks on articles and other positive media # of local organizations that share the messages # of media outlets actively connected to Youth Resilience Strategy 	<ul style="list-style-type: none"> Changes in perceptions and feeling of safety (community survey) Self-reported change of perception and actions by media (editorial policies) Self-reported satisfaction with relationship between media and Youth Resilience Strategy

Developmental Evaluation

A developmental evaluation is particularly suited for projects that are still in progress, such as the Nanaimo Youth Resilience Strategy, and where ongoing adjustments are most likely to lead to overall greater positive impacts. This type of evaluation emphasizes the need for ongoing feedback and adaptation throughout the program development, rather than simply assessing the program's success or failure at the end of a predetermined period. In a developmental evaluation and monitoring approach, evaluators work closely with program designers and staff to help them understand the underlying assumptions informing the program's design. Additionally, they measure the program's implementation in real-time, and help program staff identify areas for improvement and thereby helping to set the program up to succeed.

Key features of a developmental evaluation approach include:

- Ongoing feedback
- Real-time monitoring
- Continuous improvement
- Flexibility
- Focus on learning

The developmental evaluation should also measure the collaboration between partner organizations, generally and on the steering committee, specifically, to assess the following:

- Level of trust
- Level of collaboration
- Level of knowledge exchange
- Level of community engagement
- Number of reported changes in practices and policies

Governance Framework

Recommendations

- It is recommended to adopt a constellation governance approach by maintaining a steering committee, incorporating collective impact principles as best suited for the successful implementation of the strategy.
- The collaborative efforts for the strategy implementation should be ongoingly supported through a dedicated staff position to maintain the momentum, support sustainability, and prevent coordination challenges and confusion.

- Steering committee members should view their role as representing a sector rather than their home organization.⁵
- The steering committee should be responsible for approving criteria for grant opportunities as well as making recommendations to the City of Nanaimo for the distribution of funds for the Youth Resilience Strategy.

Rationale for the Recommendations

In contemplating the most appropriate governance model for the Nanaimo Youth Resilience Strategy, the following considerations were of particular importance:

- The timeframe of the Strategy necessitates an “all hands on deck” approach and leaning on established opportunities.
- The Strategy development was in part guided by a steering committee whose members acknowledge that the membership may need to increase or change to accommodate the changing situations.
- The City of Nanaimo has made significant in-kind staff supports available to the steering committee in the development of the Strategy.
- The community has provided significant energy in the development of the Strategy.
- Life in communities does not stand still while plans are being made or put into action, and any governance structure needs to be able to adapt frequently and with ease if the strategy is to stay relevant.

The implementation of the Nanaimo Youth Resilience Strategy does not function in a vacuum. As the plan becomes better known in the community and beyond, other persons engaged in related efforts will see their alignment with the strategic objectives. Prevention strategies, if communicated well to the public and championed by persons with credibility (mayors, Elders, etc.), have the capacity to significantly animate the community beyond the timeframe of the initial funding. This is where governance, sustainability planning, communication, and engagement efforts align.



5. Sector leaders have expertise, connections, and credibility within an area of intervention. Sector leaders focus on the well-being of the whole community rather than simply represent their place of connection or employment.

It is at the steering committee that these connections are best attended to. If this is part of the regular agenda of the steering committee, the strategy can become the catalyst for policy and programmatic changes in the community and beyond.

The collective impact framework provides the focus for the Strategy. The constellation governance model provides room for organic developments and flexibility. The more flexible yet focused the governance approach can be, the more likely the Strategy will live on beyond the funding window and change the service landscape of Nanaimo for years to come, thereby realizing a common vision for future generations. The combination of collective impact framing and constellation governance makes relationship building central to collaboration efforts.

Why Governance Matters

The Nanaimo Youth Resilience Strategy has the capacity to galvanize the community and can lead to significant momentum for change from the grassroots to the highest level of decision making. Plans of this nature also raise expectations across the community that the goals will be achieved and that there will be beneficial outcomes for youth – specifically youth at risk and their families – and that overall community safety will be positively impacted. It is critically important that a solid and effective governance approach be developed to provide oversight and guidance.

The steering committee is multi-disciplinary body comprised of representatives from:

- Snuneymuxw First Nation
- City of Nanaimo
- Urban Indigenous Community
- Policing
- Indigenous Welfare
- Child Welfare
- General Health Care
- Justice
- Community Policing
- Business
- Youth
- Youth Services
- Youth Advocates
- Youth Shelter Services
- Youth Substance Use / Addiction
- Youth Employment
- Education
- People with Living / Lived experience

Collective Impact

The literature on collective impact speaks of enabling activities towards the realization of a collectively agreed upon vision. For an approach to be regarded as a collective impact it needs to meet five key criteria:

1. The development of a common agenda which, in the case of Nanaimo, is the Youth Resilience Strategy. The Strategy should be regarded as a road map and a living plan.
2. Using shared measurement to understand progress.
3. Supporting mutually reinforcing activities such activities included under “enhancements to existing services and programs”.
4. Engaging in continuous communication.
5. Providing a backbone to move the work forward. This is the role of the steering committee. The committee, in turn, is supported by City staff dedicated to Strategy implementation.

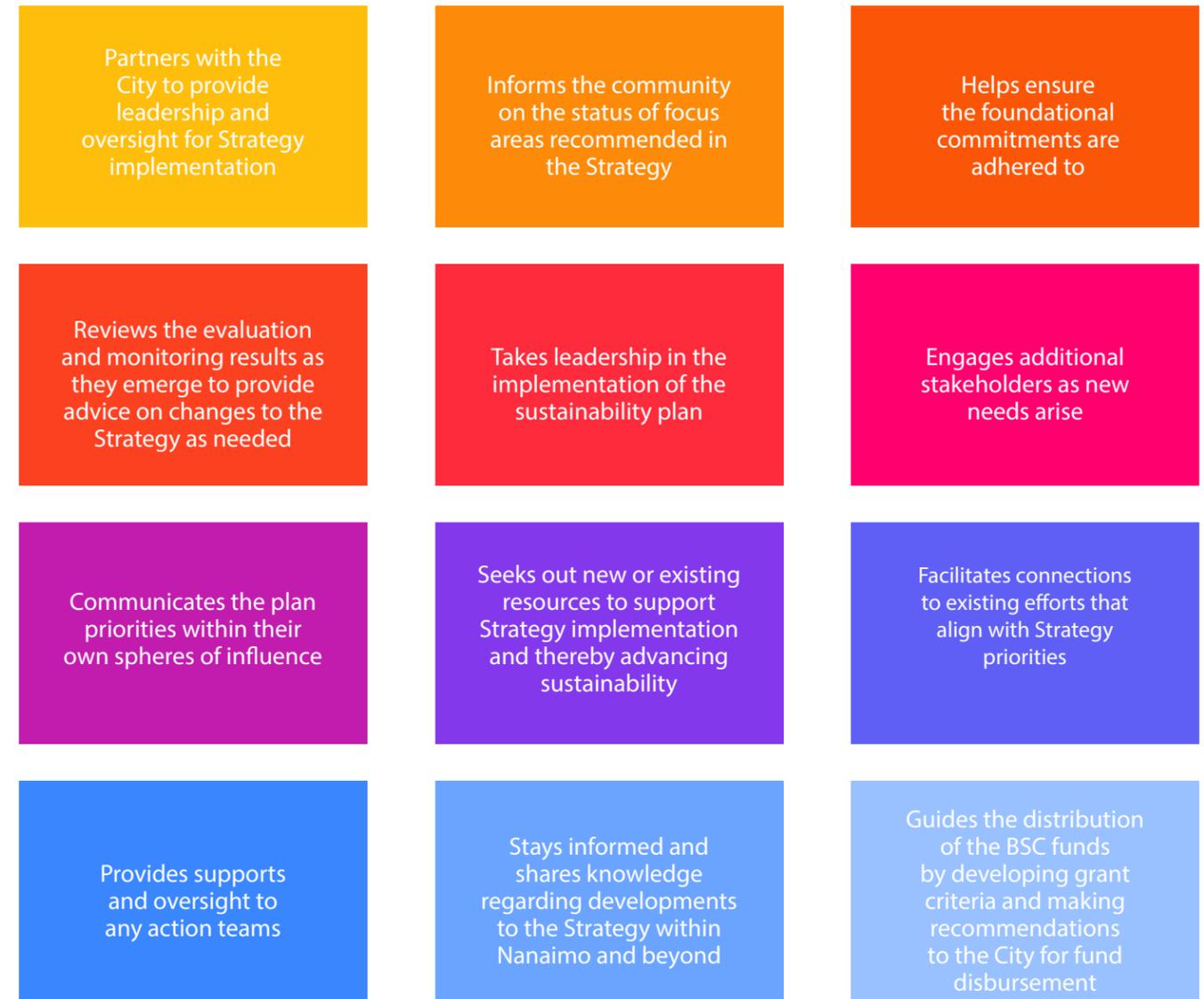
The Constellation Governance Model

The constellation governance model was created by the Center for Social Innovation (CSI) in Toronto around 2005 (Constellation Model of Governance - Centre for Social Innovation). The model has been adapted many times since then to meet diverse conditions that call for collective rather than single organizational answers. The essential elements of a constellation governance include:

STEWARDSHIP GROUP (STEERING COMMITTEE)

This is a multi-sector roundtable that is responsible for being the backbone for the duration of the strategic plan implementation. There should be as much overlap as possible between the current steering committee members and the future steering committee to ensure consistency and not lose historic knowledge. The steering committee should meet regularly (often enough to keep momentum and not too often to avoid overloading already busy professionals and/or citizens) and always keep an open seat open at the table for when activities lead to the need for engagement from a specific sector not yet included.

The key responsibilities of the steering committee are as follows:



ACTION TEAMS

Not all actions can be accomplished through the mechanism of the steering committee. From time-to-time, action teams will need to be formed to attend to specific priorities. Action team tables broaden the partnership beyond the steering committee to other organizations and individuals from the community. Action team tables tend to be smaller and meet more frequently and have a limited mandate. It is the responsibility of the steering committee to select which priorities receive attention when.

GOVERNMENT COMMUNITY PARTNERSHIP

The relationship between the City of Nanaimo and the steering committee needs to be clearly defined and, ideally, should follow the principle of “who leads what and when” to establish a shared leadership approach. While the City of Nanaimo holds the funds for the strategy, without ongoing community buy-in and leadership the strategy cannot succeed. As stipulated in the sustainability plan, the future of the strategy beyond the initial funding window is highly dependent on the capacity to mobilize existing community efforts.

There are five prototypes for government community collaboration for crime prevention as outlined in Appendix 1.

THE ROLE OF THE CITY

For the Nanaimo Youth Resilience Strategy, the City is a partner alongside the community and its institutions. While the City of Nanaimo holds the funding and is responsible to Public Safety Canada for the implementation, projects of this nature are best accomplished through shared responsibility, capacity, and leadership. To that end, it is important that steering committee members are kept abreast of all key developments that may impact the Strategy. They should also be made familiar with funding and reporting guidelines and deadlines. City staff should be supported by Council and administration to work closely with the community and the steering committee such that it can fulfill its mandate. This will include assisting the committee to navigate municipal requirements and policies and supporting the committee to bring updates to Council not just as staff reports, but also as delegations that can speak to progress being made as well as challenges encountered in implementing the strategy from the perspective of community.



Sustainability Framework

Recommendations

It is recommended that Nanaimo continues to assess and discuss sustainability as follows:

Project Stage	Type	Who	Expected Outcome
Development	Sustainability Survey	CMNCP	Quantitative baseline
Development	Questions during assessment process	CMNCP	Qualitative baseline
Year One			
Year 1 – Q1	Review of qualitative and quantitative baseline results of sustainability planning assessment (see recommendations at a glance section)	Steering committee	Action items for years 1-3
Year 1 – Q4	Sustainability Survey	City of Nanaimo	Comparison against quantitative baseline
Year Two			
Year 2 – Q1	Review and discussion of survey results Sustainability planning	Steering committee	Review of actions items for years 1-3 and adjustment of action items for years 2-3
Year 2 – Q4	Sustainability Survey	City of Nanaimo	Comparison against quantitative baseline and year 1 survey
Year Three			
Year 3 – Q3	Sustainability Survey	City of Nanaimo	Comparison against quantitative baseline and years 1 and 2
Year 4 – Q4	Review and discussion of survey results Sustainability planning	Steering committee	Review of actions items from year 3 and adjustment of action items to ensure ongoing sustainability.

Why Sustainability Planning Matters

Funding for community projects tends to be short-lived (rarely exceeding four years) due to its focus on piloting services. Successful projects often raise expectations for continued growth and, more importantly, sustaining positive outcomes. Unfortunately, even successful, evidence-based projects are frequently discontinued, leaving participants, service providers, and the community wondering why approaches that have been shown to work well are not funded on an ongoing basis.⁶ When funding ends, a potentially long and uncertain transition tends to disrupt project activities due to loss of client and community trust, shifting

6. While this experience has repeatedly led to calls for longer term funding, especially in prevention-oriented work and advocacy for core supports to community projects, the funding landscape has more or less stayed the course of financial supports for short-term pilot projects.

stakeholder priorities, and reduced organizational capacity. This may result in the loss of positive project outcomes altogether.

Project leaders, partners, and communities can (and should) prepare for the cessation of funding with sustainability planning. Ideally, this process should be incorporated into the project's design and implementation from the start to increase its resilience to change. When project leaders and partners identify key successes and considerations for sustainability on an ongoing basis, they have a greater chance of maintaining and protecting the success of the project in the long run.

What is Project Sustainability?

Project sustainability is commonly understood as the continuation of a project after its initial funding period, with newly secured resources. Unfortunately, approximately 40% of new projects dissolve in the first few years after the initial funding period.⁷ While securing new funds is a critical component of sustainability, it is only part of this process. As such, focusing exclusively on additional funding can lead us to overlook other opportunities and actions with the potential to increase the long-term viability and success of a project.

It is therefore best to think of sustainability as “the process by which a community can reap the benefits of a project for years to come by designing project activities for lasting impacts”. Project sustainability requires a comprehensive and integrated approach that considers design, implementation, community needs and expectations, and evaluation outcomes.

Rather than focusing solely on funding, the goal of project sustainability should be to ensure that positive outcomes of the project are maintained over time. Such impact goes beyond the individuals and groups served to include changes in the community and altered service approaches that lead to a decreased need for interventions. To achieve this, decision-makers commonly consider not only potentially new financial resources, but new partnerships and systems changes that are necessary to maintain the project's success. This requires a focus on capacity building, stakeholder engagement, and effective communication throughout the project's duration.

7. It is estimated that approximately 40% of new projects dissolve in the first few years after the initial funding period (Savaya et al., 2009).

The Role of Community Development in Project Sustainability

Community development helps build trust among community members and stakeholders which increases their investment in the project goals. It also helps ensure that the positive impact of the project is well understood and that the motivation among partners to maintain that momentum remains high. Through careful planning, attention to relationship building in communities, harnessing the knowledge from the evaluation, and treating the project as a catalyst for change, project sustainability planning can help ensure the continued growth and success of community-led initiatives.

The Role of Organizational and System Capacity in Project Sustainability

Sustainability speaks to the ability of an organization to provide services and attain results toward its mission by engaging community and using the necessary human, financial, technological, and organizational resources to collaboratively address complex social challenges. This inevitably includes the recognition that existing systems do not adequately address the problem at hand. It also raises questions about systemic gaps, and highlights the need to design equity centered solutions. For example, in gang prevention projects, sustainability planning may include refocusing existing staff positions to respond to and support children and youth that are at risk more directly.

The Role of Research and Reflection in Sustainability

To ensure the lasting impact of a project, its design and implementation need to include opportunities for research and reflection about why the problem the project is seeking to address arose in the first place, and what needs to change over time to prevent these root conditions. Planning for lasting impact unavoidably includes the admission that communities and their services do not have all the answers, otherwise, there would be no need for the project in the first place.

Foundational Aspects of Project Sustainability

The table below identifies a combination of different aspects of project sustainability based on a review of relevant tools and literature.⁸ While all aspects have a significant role to play in the success of sustainability, having a coherent, explicit, and evidence informed theory of change is critical for tying together all parts of the strategy.

Coherent Vision/Theory of Change	Without a coherent vision for project outcomes and a theory of change for how to achieve that vision, projects tend to lose momentum and sustainability is less likely.
Community Support	The level to which a project is accepted by the community, champions ⁹ , and leaders ¹⁰ impacts its success and how much it can be sustained over time.
Stakeholder Engagement	The ability to mobilize stakeholders for specific aspects of the project impacts the capacity to sustain the momentum of a project.
Leadership Approach	Project leadership and governance are critical for successful implementation, but also the ability to carry on aspects of the project beyond the initial funding window.
Organizational Resilience	The capacity of the lead organization(s) to overcome challenges and continue to thrive greatly impacts the project's longevity.
Monitoring and Evaluation	A monitoring and developmental evaluation framework ongoingly supports the successful implementation of the project and tends to enhance capacity to continue the positive aspects of the work.
Adaptability of Approach	Projects that are implemented in a flexible and nimble way rather than adhering to early, rigid concepts tend to have a better chance of maintaining momentum and buy-in.
Technological Infrastructure	The integration of applicable technology greatly supports project vitality.
Staff Capacity	When project staff are well prepared, equipped, and readily engaged in the work, projects are more successful and therefore more likely to be maintained over time.
Operating Environment	The political and economic context at the federal, provincial/territorial, and municipal level in which a project is implemented impacts its potential to be sustained over time.
Political Investment	How much the project is accepted in the current local political climate and seen as advancing political goals makes a difference for its overall acceptance within the community.
Financial Resources	Project viability is directly related to the ability to secure diverse funding sources.

Defining Stakeholder Roles

In community-based collaborative projects, internal and external stakeholders come together to form a collaborative network with a shared vision and clearly defined roles for each sector representative, including their roles in sustainability planning. Internal stakeholders are mostly responsible for the implementation of the project. External stakeholders are those

who may benefit from the project (e.g. agencies, policymakers, advocacy groups).

Refining the roles of stakeholders is an ongoing process of transparency. Leadership for various aspects of the program will come from different organizations which adds to the complexity of the projects. Having clarity and agreement on who is best suited to which task increases the likelihood that some parts of the project will continue after

8. Program Sustainability Assessment Tool (PSAT), Program Feasibility Questionnaire, Sustainability Self-Assessment.

9. Individuals or organizations that act as advocates, leaders, and role models who have a deep understanding of the needs, challenges, and aspirations of the community create positive change, and improve the quality of life for community members they serve.

10. E.g. heads of organizations, faith leaders, neighbourhood leaders, Elders.

funding ends. The question of who leads what and when should be part of an ongoing open stakeholder dialogue and not be left to assumptions. Prevention focused community projects are heavily dependent on relationship building and it is crucial to pay attention to these relationship dynamics throughout the project implementation. Project sustainability in the end is directly linked to the capacity to not only bring people in but to engage them meaningfully and equitably.

Internal Stakeholders	External Stakeholders
<ol style="list-style-type: none"> 1. Project administrators who guide, support, and staff the planning and implementation process, and therefore have valuable information regarding the functioning of the project. 2. Representatives of sectors may they be direct-service project staff or their supervisors. 3. Representatives of the leadership of the project host organization. 4. Persons with lived and living experiences. 	<ol style="list-style-type: none"> 5. Representatives of groups that are sanctioned to speak for service users. 6. Representatives of public or private service agencies of other programs that have a connection to but are not directly involved in the project. 7. Representatives of informal and non-profit resources (faith groups, neighbourhoods, family members). 8. Policy and decision makers at all levels of government.

The Value of Regular Sustainability, Reviews, and Planning

Regular sustainability assessments along with clear actions to increase the likelihood of sustainability will be key to the lasting success of Nanaimo Youth Resilience Strategy.

SUSTAINABILITY SURVEY

To facilitate a baseline understanding a sustainability survey was completed by members of the initial steering committee in February 2023. The survey included all foundational aspects of project sustainability listed on page 24. Please refer to Appendix 2 for the full survey. It should be noted that because the project was in the development stage, many foundational aspects were not yet applicable.

To ensure ongoing actions towards increasing sustainability, the City of Nanaimo should conduct the sustainability survey on an annual basis and bring the results to the steering committee for discussions and decision-making. Additionally, project steering committee members have an opportunity to model this process by sharing how their sector is responding in new ways to the risks of children and youth. The steering committee should also review project-related actions on a regular basis (at least once annually) by focusing on changes in the sustainability survey when compared to the baseline survey and by discussing how to improve areas with a low score.

RESULTS FROM THE SUSTAINABILITY SURVEY

In February 2023, a sustainability survey was administered to steering committee members to gather baseline information about the project components at the development phase. For each of the aspects of sustainability, in addition to the scores, potential mitigating actions and steering committee considerations are provided and summarized in Appendix 3. The baseline results can be used to compare results in year 1, 2, and 3. Scores range from 1 (disagree) to 4 (agree) and show the average score for each question. It is important to note that during February 2023 survey, many participants chose to select "Not Sure" or "Not Applicable Yet", which is appropriate for a development phase.

Conclusion

The Nanaimo Youth Resilience Strategy is an ambitious undertaking that has the capacity to result in positive changes, not only for children and youth at risk and their families, but also the community at large. While funding from Public Safety Canada is a crucial first step in these developments, the Strategy speaks more broadly to the opportunities to address root conditions and risk factors and enhance protective factors.

This approach can lead to not only the prevention of gun and gang violence, specifically, but crime and public insecurity more generally. The Strategy seeks to accomplish this through a series of projects coupled with community development efforts that strengthen the fibre of the community overall. The Strategy further fosters a partnership between local government and community that can result in positive impacts beyond community safety.

APPENDICES



APPENDIX 1: PROTOTYPES FOR GOVERNMENT COMMUNITY COLLABORATION

Prototype	Description
Grassroots Committees	While these committees are powerful mechanisms for mobilizing the community, they tend to be limited in their capacity to make change because of resource limitations. Therefore, this option is likely insufficient for steering the implementation of the Nanaimo Youth Resilience Strategy.
Police-Driven Community Committees	In the context of violence prevention these committees tend to struggle with distinguishing prevention from attention to root causes and enforcement efforts. Therefore, this option is likely inappropriate for steering the implementation of the Nanaimo Youth Resilience Strategy.
Government Committees	City of Nanaimo plays a vital role in the implementation of the strategy. The coordinating role that has already been established to support the strategy will significantly aid forward momentum. However, municipal committees with community representation are too restrictive and often cumbersome when it comes to mobilizing the community.
Creating Standalone Organizations to Host the Committee	Outside government organizations tend to have the greatest level of autonomy. As such, they are more easily embraced by community. However, they can find themselves in competition with other services and organizations over resources which makes partnership building challenging. Additionally, creating an organization is resource intensive and would absorb much of the funding available from Public Safety Canada. This is additionally unlikely to meet funding criteria which demand that resources be concentrated on interventions serving children and youth at risk rather than infrastructure development.
Government-Community Partnership Committee	This prototype brings both government and community together with equal input and decision-making power. These tables tend to include heads of departments (or their delegates) and key decision makers from within the community. Members of this type of committee are selected for their relevance to the strategy and their capacity to influence change. These round tables must ensure equity which includes engaging with and amplifying the voices of disadvantaged groups. Such committees should include the teachings from the Truth and Reconciliation Commission calls to action.

APPENDIX 2: SUSTAINABILITY SURVEY TOOL

The following survey tool was developed based on a review of project/program sustainability research and tools.

Scale:

- Agree (4)
- Somewhat Agree (3)
- Somewhat Disagree (2)
- Disagree (1)
- Not Sure, Not Yet Applicable (N/A)

Survey Questions:

1. The project has a coherent vision/theory of change.
2. Clear links are made between the project's desired outcomes and activities.
3. The project has strong community champions.
4. The project has effectively been communicated with community leaders.
5. The project has effectively been communicated with the public.
6. The project helps increase community awareness of the issues it seeks to address.
7. BIPOC, 2SLGBTQ+, and other equity deserving groups are meaningfully engaged throughout the project.
8. Key community organizations are invested in the success of the project.
9. The project activities are well integrated into the operations of the key organizations rather than seen as an add-on.
10. Stakeholders are engaged in the development of project goals.
11. Community leaders contribute meaningfully to the project.
12. The project goals are understood by all stakeholders.
13. Project roles and responsibilities are clearly outlined for all stakeholders.
14. The project leaders advocate strongly in support of the project.
15. The project leaders effectively articulate the vision of the project to external partners.
16. Future resource needs are considered within the project.
17. The project has a long-term financial plan.
18. The project monitoring process includes regular reporting on short-term and intermediate outcomes.
19. Evaluation results inform project planning and implementation.
20. The value and successes of the project are actively demonstrated to the public.
21. The project adapts to emerging knowledge.
22. The project proactively adapts to changes in the social, economic, and community environment.
23. Evidence and evaluation are used to make project programming decisions.
24. The project includes applicable technologies.
25. The project staff have sufficient resources to complete project-related tasks.
26. The federal political and economic climate are favourable to the project.
27. The provincial political and economic climate are favourable to the project.
28. The local political and economic climate are favourable to the project.
29. Local elected officials have a good awareness and understanding of the project.
30. Local elected officials attend project related events.
31. Local elected officials advocate for the project.
32. The project is funded through a variety of sources

APPENDIX 3: FEBRUARY 2023 SUSTAINABILITY SURVEY RESULTS

COHERENT VISION/THEORY OF CHANGE			
Questions	Score	Potential Mitigating Actions	Potential Steering Committee Considerations
The project has a coherent vision/theory of change.	2.75	Clearly communicate the project's purpose.	Is the vision clearly understood by stakeholders and the wider community? Was the vision co-designed or in the very least grounded in community consultations?
Clear links are made between the project's desired outcomes and activities.	N/A	Articulate a vision and make it explicit for all stakeholders and the community. Develop a theory of change overview/logic model that connects desired outcomes with actions and provides a rationale for that connection.	
COMMUNITY SUPPORT			
Questions	Score	Potential Mitigating Factors	Potential Steering Committee Considerations
The project has strong community champions.	2.85	Use Steering committee to identify potential community champions. Ensure that local champions are invited to if not featured in project events. Frame project goals and activities such that they increase relevance and are explicit about value added for the community. See communication plan: use social media platforms to reach a wide audience. Celebrate significant milestones ^{xxxv} related to the project with the community (the concept of "small wins" is frequently applied to work settings but also applies to community settings and is further described in the article cited below). Ensure that presentations about the project are offered as widely as reasonable. Offer workshops that can assist the community to better understand the issues at hand. Keep an open chair or two at all tables. Stay open to and actively solicit feedback.	Do community members see the value added through the project or is it seen as lacking relevance and if so, how can relevance be demonstrated? Are there specific groups in the community that likely do not see the project as something that has relevance to them when it should and how can these be engaged?
The project has effectively been communicated with community leaders.	2.8		
The project has effectively been communicated with the public.	1.5		
The project helps increase community awareness of the issues it seeks to address.	2.71		
BIPOC, 2SLGBTQ+, and other equity deserving groups are meaningfully engaged throughout the project.	2.75		

STAKEHOLDER ENGAGEMENT				
Questions	Score	Potential Mitigating Factors	Potential Steering Committee Considerations	
Key community organizations are invested in the success of the project.	2.8	Make relationship building central to the project.	Are key stakeholders involved, engaged, and display a sense of ownership over the project? Are stakeholders regularly consulted during the implementation phase of the project? Are the stakeholders making adjustments to their own services to better support the prevention of risks?	
The project activities are well integrated into the operations of the key organizations rather than seen as an add-on.	N/A	Provide regular opportunities for key stakeholders to participate in project development and implementation. Regularly assess the collaborative process (i.e., governance approaches, teamwork, cross-sectoral trust, etc.)		
Stakeholders are engaged in the development of project goals.	2.66	Annually review the memberships of committees to ensure that stakeholders that should be present are in fact engaged.		
Community leaders contribute meaningfully to the project.	3.25	Provide training in how to effectively collaborate. And make shared decisions. Offer incentives (such as public recognition) for stakeholders to get and stay involved.		
The project goals are understood by all stakeholders.	3	Ensure that the concerns and needs of stakeholders are clarified and attended to (don't rely on altruism).		
Project roles and responsibilities are clearly outlined for all stakeholders.	N/A			
LEADERSHIP APPROACH				
Questions	Score	Potential Mitigating Factors		Potential Steering Committee Considerations
The project leaders advocate strongly in support of the project.	4	Follow/implement a democratic leadership process. Devote time and resources to developing governance policies that are understood and sanctioned by all involved, as well as monitored for compliance.	Who are the project leaders and are they sanctioned to be in that role? Are there easy-to-understand terms of reference and policies which govern the project development and implementation? Is project leadership transparent and inclusive?	
The project leaders effectively articulate the vision of the project to external partners.	3.75	Build (or partake in) a network of professionals as part of leadership development. Make succession planning part of sustainability planning. Model the way when it comes to the values underpinning the project and collaboration.		

ORGANIZATIONAL RESILIENCE			
Questions	Score	Potential Mitigating Factors	Potential Steering Committee Considerations
Future resource needs are considered within the project.	N/A	<p>Foster an organizational culture that acknowledges the presence and inevitability of change, in addition to its ability to present new opportunities.</p> <p>Regularly ask questions about the project being implemented and your role within it (e.g. encourage the asking of questions in meetings and/or more formal organizational assessments).</p> <p>Introduce the conceptual framework which identifies problems as either simple, complicated, or complex.</p> <p>Develop a post project budget which would support the organization in sustaining the essential aspects of the project.</p>	<p>Is the organization nimble enough to adapt to unanticipated changes?</p> <p>Does the organization aspire to ongoing learning and transformation (beyond pre-determined transactions)?</p> <p>When complex problems are oversimplified, communities run the risk of being ineffective in the implementation process. ^{xxxvi} Does the problem definition acknowledge the complexity of the issues?</p> <p>Do working groups too readily defer to perceived experts rather than support group deliberations?</p>
The project has a long-term financial plan.	N/A		
MONITORING AND EVALUATION			
Questions	Score	Potential Mitigating Factors	Potential Steering Committee Considerations
The project monitoring process includes regular reporting on short-term and intermediate outcomes.	N/A	<p>Throughout the project, pause to reflect on available data and (if necessary) change direction to achieve project outcomes.</p> <p>Share project data at intervals throughout the project with the community.</p> <p>Attract students to provide research on aspects of the project that are not included in the evaluation framework to assist continuous learning.</p>	<p>Is the project accomplishing its goals, and how is that determined?</p> <p>Does the steering committee maximize the developmental evaluation to make project adjustments as needed?</p>
Evaluation results inform project planning and implementation.	N/A		
The value and successes of the project are actively demonstrated to the public.	N/A		

ADAPTABILITY OF APPROACH			
Questions	Score	Potential Mitigating Factors	Potential Steering Committee Considerations
The project adapts to emerging knowledge.	N/A	<p>Build in time for reflections on process and outcomes in the project meetings.</p> <p>Ensure time is reserved to do environmental scans and discuss changing industry trends.</p>	<p>Is the initially developed approach in achieving the project goals still the best way of approaching the project, and if not, what needs to change?</p>
The project proactively adapts to changes in the social, economic, and community environment.	N/A		
Evidence and evaluation are used to make project programming decisions.	N/A		
TECHNOLOGICAL INFRASTRUCTURE			
Questions	Score	Potential Mitigating Factors	Potential Steering Committee Considerations
The project includes applicable technologies.	N/A	<p>Regularly ask project staff/stakeholders whether the technologies applied are values-added or too time-consuming?</p> <p>Involve individuals with knowledge of technological advances that can support project management (beware that the "tail doesn't wag the dog").</p>	<p>Are the project management tools in use effective?</p> <p>Is the project management availing itself to technologies that are capable of simplifying processes (e.g. electronic document sharing, communication systems, and providing opportunities for virtual participation)?</p>
STAFF CAPACITY			
Questions	Score	Potential Mitigating Factors	Potential Steering Committee Considerations
The project staff have sufficient resources to complete project-related tasks.	N/A	<p>Provide opportunities for staff to stay abreast of most recent developments and engage in ongoing skill training.</p>	<p>Are staff equipped to achieve the project outcomes?</p> <p>How to best support staff: Project staff have sufficient tools to contribute to the success of the project. Project staff have sufficient knowledge and skills to contribute to the success of the project.</p>

OPERATING ENVIRONMENT			
Questions	Score	Potential Mitigating Factors	Potential Steering Committee Considerations
The federal political and economic climate are favourable to the project.	N/A	Host public awareness sessions preferably with people who have high credibility in the community.	Is the current social climate in which the project is being implemented one that shares the essential underpinnings of the project or is it one that is more hostile towards such approaches (e.g. is the concept of root causes understood and embraced or is it seen as an excuse for individual wrongdoing)?
The provincial political and economic climate are favourable to the project.	N/A	Create and distribute a document on risks and protective factors for public consumption (i.e., easy to understand).	
The local political and economic climate are favourable to the project.	2.8		
POLITICAL INVESTMENT			
Questions	Score	Potential Mitigating Factors	Potential Steering Committee Considerations
Local elected officials have a good awareness and understanding of the project.	3	Invite elected officials to participate in committees and working groups related to the project to increase their sense of ownership.	Are there elected officials that are prepared to champion the project or in the very least ensure that it is not met with public opposition?
Local elected officials attend project related events.	N/A		
Local elected officials advocate for the project.	N/A	Provide regular updates to all local-elected officials.	
FINANCIAL RESOURCES			
Questions	Score	Potential Mitigating Factors	Potential Steering Committee Considerations
The project is funded through a variety of sources.	N/A		
The project has sufficient funding for the next 12 months.	4	<p>Host meetings with funders to establish a relationship at various stages of the project.</p> <p>Invite funders to community events related to the project.</p> <p>Harness resources in-kind to augment financial contributions.</p> <p>Consider all along who potential future funders should be.</p> <p>Track resources in kind such that they can be shared with funders as a sign of greater community buy in.</p>	<p>How many current/future funding opportunities exist to support the project?</p> <p>Have connections been made to these potential funding sources?</p> <p>The project funding has flexibility built in rather than adhere to rigid criteria.</p>

