

Crises Response Pilot Project

Independent Evaluation (Round 1)



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Areas of focus for evaluation

Outputs across
public-facing
teams

Perceptions
across target
populations and
interest-holders

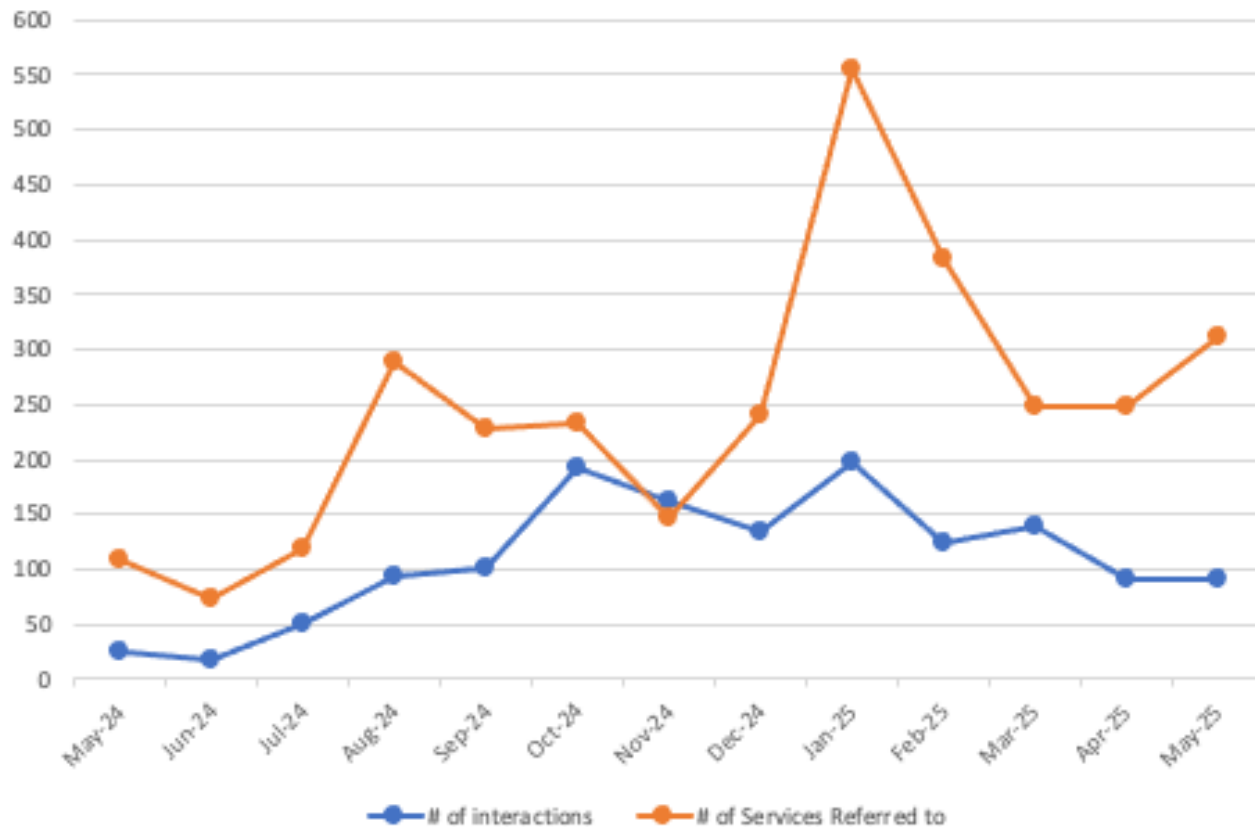
Partnerships
and
collaboration
opportunities

Timeline of
milestones and
key
developments

Outputs across public facing teams

- Descriptive tables and graphs produced for Crises Response Team (CRT), Operations Support Team (OST), Community Liaison Officer (CLO program)
- Baselines established for subsequent evaluations

Figure 1. Number of interactions and number of referrals by CRT, May 2024 to May 2025



Source: Crises Response Team daily reporting

Table 7. CLO Activity by Area in New Westminster

Area	Reactive	Proactive	Total
Downtown	61 (23.28%)	201 (76.72%)	262
Queensborough	22 (55.00%)	18 (45.00%)	40
Sapperton	28 (80.00%)	7 (20.00%)	35
Uptown	9 (75.00%)	3 (25.00%)	12
Other	47 (55.95%)	37 (44.05%)	84
All areas	167 (38.57%)	266 (61.43%)	433

Source: CLO daily summaries, January 2025 – May 2025

Perceptions across target populations and interest-holders

- Thematic analyses of focus group data across four populations: residents, businesses, faith-based and non-profit organizations, and individuals with lived and living experience
- Supplemental data from business survey

Figure 7. Sample responses from interest-holding groups on perceptions of the crises

“My concern is lack of public education. People don’t understand the issue.” - NW resident

“It’s definitely become more intense. We are dealing with 700 clients a year now. We have three offices and they are always booked.” - Participant from NP/FB organization

“The situation has worsened. I understand the frustrations of business owners who are scared and losing money, but we still want to help” - Participant from business community

Figure 8. Sample responses from individuals with LLE on priority areas

“We need resources, we need a space for outreach workers to go. We have devoted years and years of expertise running outreach and frontline work.” - Participant from NP/FB organization

*“Naloxone kits are great
“I assumed the project would include a 24/7 crisis line for businesses, but it doesn’t. I’ve been trained in naloxone and believe businesses should receive similar training.” - Participant from business community*

“Recognizing the person as an individual and reducing stigma; make people feel like they’re part of the community.” - NW resident

Figure 9. Sample responses from individuals with LLE on housing

“Even when I go to the bathroom, everyone knows. We need washrooms. Imagine being a woman on your period. I have to go in an alley, and businesses have no public washrooms. There’s no dignity. I have to take cardboard and go into an alley.” - Participant with lived and living experience

“I haven’t been in a shelter in a long time. Shelters seem to just want you gone; it feels like you’re just numbers, not actual people.” - Participant with lived and living experience

“[...]Carrying your whole household around creates stigma. We need secure storage.” - Participant with lived and living experience

Partnerships and collaboration opportunities

- Summary of community and government partners with description of collaboration and involvement

Table 11. Community partners by type of organization and involvement capacity

Type of organization	Count	Involvement capacity
Businesses and business associations	4	Working group
Resident and tenant associations	4	Working group
Provincial government ministries and institutions	5	Funding; collaboration forum; outreach and service provision
Federal government ministries and institutions	1	Funding
Non-profit, faith-based, and community organizations	10	Collaboration forum; outreach and service provision; working group
Total	24	

Source: Policy Development and Advocacy Team, City of New Westminster

Timeline of milestones and key developments

Major categories of timeline events:

- Programs and services (8)
- Advocacy (4)
- Collaboration, communication, and engagement (9)
- Funding (2)

September 2024		February 2025		May 2025	
The City partners with Douglas College.	<i>Collaboration, communication, and engagement</i>	Council approves Five- and Ten-Year Plans	<i>Advocacy</i>	Resident Info Session	<i>Collaboration, communication, and engagement</i>
Official launch of the CRPP.	<i>Programs and services</i>	CRPP presented to the Queensborough Residents Association.	<i>Collaboration, communication, and engagement</i>	One Number to Call	<i>Programs and services</i>
CRPP presented to the Downtown Business Improvement Association.	<i>Collaboration, communication, and engagement</i>	Funding from Health Canada.	<i>Funding</i>		

Recommendations for year two of the pilot project

- Expand communication strategy
- Expand opportunities for consultation
- Facilitate external collaboration between interest-holders
- Target advocacy and funding opportunities

Recommendations to support subsequent evaluations

- Systematize data collection process
- Develop codebooks for data files
- Collect additional data on users and potential users