

**The Unity Project: Evaluating a Community Support Program**

Includes:

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## **Abstract**

The Unity Project was a program run by One City Peterborough that supported businesses in downtown Peterborough from January to December 2024. Outreach workers responded to individuals in crisis, helped mediate between businesses and community members, managed de-escalation, and safely handled sharps disposal. The program aimed to foster safer, more connected community interactions, with a focus on helping local businesses. The goal of this study was to determine if the program was successful in supporting the community's needs and to identify possible improvements and future directions. Surveys and interviews were conducted with businesses to collect their opinion on the success of the project to inform stakeholders. Data obtained from the interviews and surveys were analyzed alongside secondary program data provided by One City Peterborough. The results were generally positive. Businesses reported feeling that both they and individuals in crisis were adequately supported, suggesting the Unity Project had a meaningful and positive impact on the community. However, some areas for improvement were identified. Businesses expressed a desire for extended hours, expanded programming, and increased municipal funding for the project.

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## **Key Words**

Outreach worker- A professional who supports and connects with individuals in need, with a focus on those experiencing homelessness, addiction and mental health issues

De-escalation - A technique in communication used to reduce the intensity of a situation or conflict, typically using calm communication and body language

Mediation - A conflict resolution process involving a neutral third party who helps find common grounds

Housing Initiatives - Programs aiming to increase access to housing, often for vulnerable populations

Crisis Response - Immediate support and intervention given to individuals in emotional, psychological, or physical distress

Sharps Pick-up - Safe collection and disposal of needles

Criminalization - The process of making certain behaviours or conditions illegal- like homelessness

Low-Barrier Support -Services made to be accessible with minimal requirements or restrictions, such as identification, sobriety, or income

## **Introduction**

The Unity Project was an outreach program run by One City Peterborough. The project ran for approximately a year from January-December 2024 and had the goal of supporting businesses and individuals in the downtown Peterborough community. The program had one or two outreach workers available to respond to various situations within the community. They were available to respond to individuals in crisis in the community, as well as acting as liaisons between businesses and community members for de-escalation, crisis management and mediation. The workers also had training in sharps pick-up and disposal. They were able to be dispatched to discard drug paraphernalia, as well as provide naloxone and naloxone training for those who wanted it. The outreach workers also completed regular check-ins to ensure local businesses were feeling supported by the program. The program has concluded as of January 2025, as the organization does not have the funding to continue to pay the salary of an outreach worker. The project was being funded by the Community Foundation of Greater Peterborough, United Way Peterborough and District as well as businesses located in downtown Peterborough. Funding from the businesses was optional and each business received equal treatment from the organization regardless of if they were a funder. One City Peterborough is one of the few organizations in Peterborough with Outreach Programs that aim to support the local community. With the closing of the program, the downtown community of Peterborough no longer has the outreach workers available to offer support.

The goal of this research is to determine if the Unity Project was successful in providing support to the community. This was done with a focus on the opinion of the local businesses as they were a major funder of the project and one of the groups the project aimed to support. The research was conducted considering important elements of the program such as community

outreach and communication, building a rapport with local businesses, supporting individuals in crisis in the community, and providing support to businesses after interactions. The research will be used to analyze whether or not the Unity project was successful in supporting the community, as well as determining if a similar program would be of use in the future. This is further divided into three questions about the success:

- Did businesses feel safer downtown?
- Did businesses feel supported during their interactions with the Unity Project?
- Did the individuals in crisis feel supported by the interactions?

In addition to this there is one further question about improvements for the future:

- What were the beneficial elements of the Unity Project and what were improvements that can be made?

The research also looks to determine what changes could be made to the program to better fit the needs of the community.

A sizable component of the outreach worker's job is to provide support to the businesses downtown. Due to their location, these businesses are often at the forefront of many of the issues the community is facing, such as the opioid crisis, the homelessness crisis and individuals who are experiencing mental health crises within the community. The outreach worker's job is to be in contact with those businesses and offer support in situations where the businesses are unsure how to react or how they can properly help an individual in crisis, without having to call the police. This is especially important in situations where the person in crisis is not necessarily doing anything illegal, but may still require help or support. The outreach workers can come and communicate with these individuals without the added stress of a police presence and are often able to provide further aid to the individuals through other programs run by One City

Peterborough, including housing initiatives. (Pearson, 2024). This allows for the betterment of the community not only when considering the needs of businesses, but also when considering an overall long-term change for the lives of those experiencing difficulties within the community.

The Unity Project is partially funded by the Community Foundation of Greater Peterborough, United Way Peterborough and District as well as downtown businesses. The businesses cover around 50% of the program's cost (Pearson, 2024). Previous studies have found that in situations where organizations did not receive full funding from the government and instead had to rely on other sources for funds, there were significant drawbacks (Gibson et al., 2007). They found that organizations having limited funding or having to subsidize the costs of projects limited the clients they were able to reach, forced them to lay off staff, and increased the burnout felt by staff (Gibson et al., 2007). Projects that need to continuously apply for funding often experience delays, and funding doesn't necessarily come on time (Gibson et al., 2007). This creates difficulty in keeping the project running, as well as keeping workers employed. A lack of government funding may require the organization to make partnerships to continue the projects (Gibson et al., 2007). This partner could be other organizations, businesses etc, that the program is now dependent on to function. Now in addition to having to run the program or project, the organization is tasked with cementing a relationship with the partner(s), as well as maintaining this relationship to ensure a continuation of funding (Gibson et al., 2007). There are programs run with similar premises to the Unity Project that are funded by the local police. In Oregon, there is a municipality that runs a program called CAHOOTS, which in 2019 took around 2.5% of the yearly police budget, but responded to around 8-9% of police calls (Police Accountability Coalition, 2024). This suggests that police funding could potentially increase program budgets while cutting police spending.

An important debate in the outreach community currently is the question of whether or not police or outreach workers should be responding to individuals experiencing crisis. In Winnipeg, the Police Accountability Coalition (PAC) released a document entitled: A Case for a Civilian-Led Community-Based Crisis Response (Police Accountability Coalition, 2024). The PAC argues that the current response system in Winnipeg, known as ARCC (Alternative Response to Citizens in Crisis) which sends in a uniformed officer with a clinician, is a system that prioritizes the safety of the officer over the safety of the individual in crisis (Police Accountability Coalition, 2024). In addition to this ARCC is only called into 911 crises if officers who respond decide to consult them (Police Accountability Coalition, 2024). The PAC suggests that a police presence is not often necessary and can be detrimental to the recovery of the individual in crisis (Police Accountability Coalition, 2024). A document released by the government of Canada in 2005, *Police and Mental Illness: Increased Interactions*, describes that some police officers of the time did not feel like they should be responding to mental health crises (Public Safety Canada, & Canadian Mental Health Association, 2005). The document states that police responding to a mental health crisis can have serious negative results for the individual in crisis (Public Safety Canada, & Canadian Mental Health Association, 2005). Police response to a crisis may result in delays in receiving treatment, unnecessary trauma, and the criminalization of illness-induced behavior (Public Safety Canada, & Canadian Mental Health Association, 2005). Police responding to a mental health crisis like it is a normal call can end in escalation to the point of injury or death, for police, and the public, but more frequently for the individual in crisis (Public Safety Canada, & Canadian Mental Health Association, 2005). The government of Canada also states that there could be a traumatic impact on police officers if they injure or kill someone, that they could have better helped with proper training (Public Safety

Canada, & Canadian Mental Health Association, 2005). Police responding to mental crises can also have a detrimental effect on the public, who are experiencing the loss of police response as a result of police having to respond to crises, this can also portray mental health crises as a negative and criminal offence to the public rather than the real issue that it is (Public Safety Canada, & Canadian Mental Health Association, 2005). The document concludes that mental health experts are necessary in the response system in some capacity and that police require additional training and knowledge to properly handle these calls (Public Safety Canada, & Canadian Mental Health Association, 2005).

There are several locations where crisis intervention workers have begun to replace the police when responding to mental health crises. The PAC of Winnipeg recommends this as a replacement for the current ARCC program the police are running (Police Accountability Coalition, 2024). They highlight a model that has been running in the Eugene-Springfield Metropolitan area since 1989, the program is called CAHOOTS and they respond to mental-health-related crises, welfare checks, substance use, suicide and more (Police Accountability Coalition, 2024). Their teams have a crisis intervention worker and Emergency Medical Technician (EMT) and staff receive extensive training (500 hours) (Police Accountability Coalition, 2024). They can be contacted through emergency and non-emergency police lines, and as stated above utilize only 2.5% of the police budget for 8-9% of calls in 2019 (Police Accountability Coalition, 2024). One of the crisis intervention workers for CAHOOTS explained that in situations where CAHOOTS started as the sole responder they have only needed to call police 300 times, only six of which required full lights and sirens (Greenslade, 2024). The intervention worker also explained that no worker has ever been seriously injured while on the job (Greenslade, 2024). The most important element when helping the individual is

that they feel no one has the upper hand in the situation, they have no agenda and are simply there to help (Greenslade, 2024).

The support workers for the Unity Project are not often called to respond to overdoses, but more often sharps pick up. This helps ensure and maintain a safe downtown community for all who reside there. Discarded needles in public can be incredibly dangerous and can spread diseases to those who come in contact with the sharps. A person could contract HIV, HBV, or HCV as well as other dangerous diseases from discarded sharps, making it imperative to remove them from public spaces as fast as possible (Moore, 2018).

### **Literature Review**

One City Outreach, Peterborough, is an organization that supports the underprivileged members of society, often including but not limited to those who have experienced homelessness, criminalization, mental health problems or a combination. The Unity Project, a specific project run by One City Peterborough, is a crucial initiative in the fight against homelessness and criminalization. It supports the downtown Peterborough community through outreach workers who can respond to and provide aid in varying situations within the downtown Peterborough community. Their work has significantly impacted the community, reducing instances of homelessness, improving community relations, and saving lives. They are equipped to aid individuals in crisis through de-escalation, crisis management and mediation between businesses and individuals in the community. In addition, the outreach workers are outfitted and trained to respond to overdoses, safely dispose of needles and provide naloxone training and kits (One City Outreach, n.d; Hamilton, 2025).

Similar programs (Craven et al., 2022) have been developed to address issues surrounding unhoused individuals conflicted with the legal system. Several papers have

established the link between unhoused individuals and criminalization, including Lefebvre (1970 in Kiely & Swirak, 2021). The interconnection between criminalization and unhoused individuals continues to be a topic highly researched and found across North America, showing a higher rate of arrests of unhoused individuals as well. Findings have suggested that a shift in policy of police resources and cooperation with vulnerable populations such as the unhoused could inspire positive change and reduce the underlying causes of criminalization among those who are unhoused (Diamond, Burns & Bowen, 2022).

In this literature review, I will examine three main themes that have emerged from the literature surrounding those who are unhoused and criminalized. I will delve into projects and programs throughout North America that have attempted to support these vulnerable populations, the overall criminalization of unhoused populations, and system changes that have been identified through the existing literature. These themes are not just topics of research, but they are directly tied to the Unity Project's mission and goals. By examining the literature, we can gain a greater understanding and insight into how the Unity Project can expand and flourish under the constraints it is experiencing as a non-profit organization, and how we can all be more engaged and committed to its cause.

### **Projects and Programs in North America**

Several programs across North America aim to support individuals facing homelessness or criminalization. In Greensboro, North Carolina, the Homeless Union of Greensboro (HUG) addresses key issues for the homeless community, including increasing access to affordable housing and opposing criminalization of unhoused individuals through police reform and legislative campaigns (Craven et al. 2022). HUG fosters a sense of community among the

unhoused in Greensboro and leads advocacy campaigns aimed at the public and elected officials (Craven et al. 2022). A notable achievement was helping to repeal a municipal ordinance that would criminalize "aggressive solicitation." HUG presented to city officials that the law would disproportionately impact Black and homeless communities and proposed long-term solutions like affordable housing (Craven et al. 2022). The ordinance was successfully repealed in 2020. It is important to note that under the Ontario Safe Street Act, "aggressive solicitation" is illegal in Ontario and individuals can be fined and possibly be subject to imprisonment if they are repeat offenders (Government of Ontario, 1999).

HUG has also been involved in several other important projects and has helped change local perspectives on homelessness. They have accumulated support for their initiatives to oppose the criminalization of homelessness. HUG also aims to draw attention to police violence, especially that impacting people experiencing homelessness. They have been a consistent force in City Council meetings, especially after the death of Marcus Deon Smith, an unsheltered black man, who died at the hands of the police (Craven et al. 2022). They are pushing for non-police emergency services to be available for mental health, drug and medical emergencies, citing specifically the Crisis (CAHOOTS) model.

The CAHOOTS program in Eugene, Oregon uses crisis workers and medics to respond to 911 calls about mental and behavioural crises (Gonzalez Miranda et al., 2023). They can provide a myriad of support services including crisis intervention, counselling, transportation, basic medical care and referrals and operate using around 2% of the police budget (Gonzalez Miranda et al., 2023). In 2019 they diverted 8-9% of calls going to police and less than 2% of calls they responded to required police backup (Gonzalez Miranda et al., 2023). The CAHOOTS program is an example of how a response team can be a good alternative to police when someone requires

aid with mental health and behavioural crises, the CAHOOTS program often responds to welfare checks, which are not typically calls that require trained police officers, but could benefit from the training of crisis workers (Gonzalez Miranda et al., 2023). Similar programs to that in Eugene have been put into place in Phoenix, Arizona and Denver Colorado, which have supported individuals in need, decreased costs for their cities and lightened the workload of the local police enforcement (Gonzalez Miranda et al., 2023).

Public libraries are spaces across North America that offer various programs to support members of the public. Many of these libraries offer additional programming that specifically caters to unhoused populations and people experiencing crises. Libraries are often used by individuals experiencing homelessness for shelter from the elements and safety, during the daytime (Provence et al., 2020). The Toronto Public Library in conjunction with the Gerstein Crisis Centre offers low-barrier crisis support that includes crisis teams that can help with counselling, mental health and substance use support, connection with housing workers, and several other programs (Gerstein Crisis Centre, 2024). They offer drop-in services where support workers are available to connect with individuals in the community (Gerstein Crisis Centre, 2024).

### **Criminalization of Unhoused Populations**

People who have experienced criminalization have an increased risk of experiencing homelessness, and individuals experiencing homelessness have an increased risk of being criminalized (Augustine & Kushel, 2022). Studies found that in the United States individuals who have been previously incarcerated are ten times more likely to experience homelessness (Augustine & Kushel, 2022). Additionally, the unemployment rate for individuals who have been previously incarcerated is almost five times higher than the average unemployment rate for

the general population of the United States (Coloute & Kopf, 2018). Up to 15% of individuals in prison and jail were homeless during the year leading up to their arrest, and individuals who were incarcerated have an increased rate of recidivating if they do not have access to housing and support after release (Augustine & Kushel, 2022). It is estimated that 25-50% of people experiencing homelessness live with a mental health condition (Canadian Mental Health Association Ontario, 2025).

Policing has become a common way to handle the homelessness crisis, which only works to perpetuate the idea that being homeless is an action that deserves criminal treatment (Kiely & Swirak, 2021). The National Law Centre on Homelessness and Poverty has kept track of 187 cities within the United States and has brought to light a notable increase in anti-homeless laws and homelessness-related offences (NCLHP, 2019). These include offences making it illegal to live in a vehicle, sit and lie down in public, camp publicly, beg, urinate publicly, and search through the trash (NCLHP, 2019). These laws make it more difficult for unhoused individuals to pass through their everyday lives, and they often are left to choose between breaking the law or going without necessities. An analysis done by Diamond, Burns and Bowen (2022) found that in cases where individuals were arrested for criminal trespassing, homeless individuals were less likely to have exhibited violent and conflictual behaviour than non-homeless individuals. This suggests there is a different standard for homeless individuals versus non-homeless individuals when considering what is worthy of an arrest (Diamond, Burns & Bowen, 2022).

In Ontario there is anti-homeless legislation in place, the Ontario Safe Streets Act (OSSA), is a statute that prohibits “aggressive solicitation” in certain public spaces (Government of Ontario, 1999). Soliciting is the act of asking for money or other materials of value and is

considered aggressive when an individual fears for their safety. A study looking at the distribution of these OSSA tickets in Toronto found that there was an increase in distributed tickets, without an increase in noted panhandling behaviour. Most of the tickets were not given out due to aggressive behaviour, but rather to individuals who are near roadways and busy consumer areas, likely to deter them from the area (O'grady et al., 2013). Additionally, most of the tickets went unpaid and often individuals with multiple offences ended up incarcerated for brief periods, which indicates that this was not an attempt to make revenue from the tickets (O'grady et al., 2013). People experiencing homelessness are generally seen as a threat by the public, Cervantes (2016), believes this legislation is a way for the police to maintain an illusion of public safety and order by reducing the visibility of unhoused individuals, many of whom rely on soliciting as a source of survival and income, putting the needs of the homeless community behind that of the general public.

### **System changes**

The systems that currently exist concerning unhoused individuals in Canada and all of North America aid in continuing a cycle of criminalization of the community. Several groups have identified a need for changes in the system, instead of responding and reacting they need to identify the root of homelessness, the Homelessness Union of Greensboro is one such organization that is pushing for this change (Craven et al., 2022).

A research report conducted by researchers for the Urban Institute provides alternate options to arrest as a response to homelessness (Batko et al., 2020). The first change they wish to enact is a Housing First format of helping unhoused individuals. Housing first has previously been proven to break the links between arrest, incarceration and homelessness (Batko et al., 2020).

The main principle of Housing First is that before people can work to fix challenges in their lives they need access to housing. This format emphasizes choice for the individual and making sure they have the connections to thrive (Batko et al., 2020). This type of housing can be permanent supportive housing or rapid re-housing, the former focuses on providing support for those with disabilities (Batko et al., 2020). Rapid re-housing focuses more on providing housing for individuals who are exiting shelters or who are unsheltered and acts as an intervention to provide better housing outcomes, therefore hopefully preventing possible future criminalization (Batko et al., 2020). Jail-in-reach models also fall under the Housing First umbrella and aim to provide short-term housing for individuals after being incarcerated. Housing First aims to break the jail-homelessness cycle and has proven to decrease recidivism for those who are accepted into the programs (Batko et al., 2020).

Permanent supportive housing has the goal of more permanent support for those who may need it. The FUSE initiative in New York is an example of the success of permanent supportive housing. The FUSE (Frequent Users Services Enhancement) initiative in New York looked to evaluate if placing individuals who were frequently in homeless shelters and jails into supportive housing would provide positive changes (Aidala et al. 2014). Supportive housing is housing assistance that provides additional support to those who may have difficulties living independently. A group of 200 individuals who were placed in the supportive housing faced many barriers of behavioural health, physical health and significant trauma (Aidala et al. 2014). A subset of that group was studied for two years after their initial placement in supportive housing, there was a notable reduction of time spent in jail, shelters and use of crisis health services (Aidala et al. 2014). This reduction is an indication of the possible changes that could be

made to support those in homeless communities, by providing them needed support and housing instead of continued arrest and criminalization.

Another change identified in the report by the Urban Institute that could benefit the safety of homeless individuals and decrease their criminalization is inclusive public space management (Batko et al., 2020). This entails providing resources like clean water, and bathrooms in public spaces, as well as keeping the spaces clean and free of trash. This increases the livelihoods of those experiencing homelessness and overall starts to eliminate the stigma surrounding them.

The research also outlines specific changes that can be made by law enforcement to mend policies and respond in a solution-oriented way rather than aiming to arrest and criminalize people. The roots of this new policing method lie in problem-oriented policing (POP) (Batko et al., 2020). POP aims to find the root causes of crime, such as homelessness and to focus on alternate approaches to arrest. The officers are encouraged to work alongside their community to find better approaches to addressing situations such as homeless encampments (Batko et al., 2020). This includes warnings of encampment shutdowns, and referrals to helpful resources for the individuals rather than arrests or citations (Batko et al., 2020).

A different type of police program reform that could occur is the implementation of specialized police units. Which would include designated officers in each jurisdiction who would respond to all 911 calls involving unhoused individuals (Batko et al., 2020). This program would allow officers to make connections with the unhoused individuals in their community and build a rapport to support them. A program like this has been implemented in Wichita Kansas, called the Homeless Outreach Team (HOT), the goal of this team is to divert the individuals from the criminal justice system (Wichita Police, 2025). Only members of the HOT team can enforce the city's anti-camping ordinance (Batko et al., 2020). A similar HOT program is running in

Colorado Springs, Colorado, where there was a large amount of homeless encampments, which were cleared but no arrests were made (Batko et al., 2020). These programs have had some problems including the killing of a black homeless man in Orange County by a HOT officer (Batko et al., 2020).

A co-responder approach is an approach that involves police, but only for safety. The other member of the team is an individual trained in homeless outreach, crisis response, or mental health who can respond to individuals in crisis (Batko et al., 2020). There are also options involving no police interaction, such as the CAHOOT model covered in the sections above. These programs send social workers or similar individuals to 911 calls that are dealing with individuals in crisis, including those experiencing homelessness. Some models involve the rerouting of 911 calls concerning homelessness to outreach workers who can better aid these individuals (Batko et al., 2020).

Some countries have already made systematic changes that have significantly decreased the rates of homelessness. One such country is Finland, which in the early 2000s identified that long-term homelessness was costing the country significantly in both the well-being of its citizens and public expenditure in medical and criminal justice costs (Pleace & Knutagard, 2016). They enacted a two-part program, Paavo I and Paavo II with the goal of the first part being to halve long-term homelessness by 2011 and the second portion being to eliminate long-term homelessness by 2015. Officials were elected from 10 major cities who worked alongside the central government to ensure that all levels of government were involved (Pleace & Knutagard, 2016).

Paavo II was also concerned with the prevention of homelessness in order to end long-term homelessness. The preventative programs included support for individuals giving

them the knowledge of how to run their own house, as well as support services like case management. One of the other goals of Paavo II prevention was to arrange housing for those leaving an institution such as a psychiatric ward, social services or prison (Pleace & Knutagard, 2016). This is one way they are creating a disconnect between criminalization and homelessness. They also provide advice and support for those who are having issues with landlords or who may be getting evicted from their dwellings (Pleace & Knutagard, 2016).

Paavo II had a goal of developing more social housing and more efficiently utilizing this social housing to end homelessness (Pleace & Knutagard, 2016). Social housing is a form of low-income housing that is controlled by the government. Previous to these initiatives, social housing was more predominantly for low-income individuals and families, thus the program had to balance trying to provide more housing for previously homeless individuals as well as providing the same support they had previously offered to low-income households (Pleace & Knutagard, 2016).

In their strategy, the Finnish government focused on a Housing First which meant their access to housing was not reliant on the individual's adherence to a treatment plan. The housing first model gives the individual choice in where they want to live.

Long-term homelessness has not been completely eradicated in Finland, but the country has very low rates of homelessness. Pleace and Knutagard (2016) explain that the data they found on homelessness rates in Finland vs the United States in 2014 and 2013 respectively report similar percentages of the population being homeless on any given day, 0.14% for Finland and 0.19% for the United States. The difference between the two countries is that the United States only considers those living on the street, in emergency shelters and transitional housing as homeless, whereas Finland has a much broader definition that encapsulates those who are "couch

surfing” or living with family. When looking at the Finnish rate of those living on the street, in emergency shelters and in transitional housing as homeless the rate was only 0.006% of the population (Pleace & Knutagard, 2016). This indicates that Finland has eliminated a significant amount of what we would consider traditional homelessness with their programs. They did not reach their goals of 50% elimination of long-term homelessness by 2011 and 100% elimination by 2015, but have significantly decreased the levels of homelessness in the country with their programming.

## **Methods**

### **Ethics Approval**

An ethics application was created outlining elements of the research that would involve human participation. This application included an outline of the individuals who would participate, the questions they would be asked, precautions taken to protect their information, and the consent forms the individual would have to sign. The application was submitted to the Trent University Research Ethics Board on November 19th 2024 and was reviewed and sent back for minor changes, the application was re-submitted on December 3rd 2024 and was approved.

### **Considerations**

Participant information was protected, as surveys and interviews were anonymous and any personal information provided, like emails for contact, was stored in a locked computer that only the head investigator had access to. All participants were informed of what information provided would be used for and were required to sign a consent form indicating they understood. Interview participants gave verbal consent to being recorded. There were no potential risks

identified and participants were able to opt out of any questions, surveys and interviews at any time they pleased.

### Limitations

Due to strict confidentiality policies at One City Peterborough, information could not be collected from the individuals in crisis who were being helped by the program.

### **Data Collection**

Data for this research was collected in two ways. The first was a survey and the second was interviews. The sample size for the survey was every business that fell under the jurisdiction of the Unity Project, this included approximately 240 businesses, some businesses did not receive the QR code due to having been closed, or having moved out of the jurisdiction of the Unity Project. This sample size ensured that anyone who had interactions with the Unity Project would have the opportunity to share their experiences and opinions on the project. I was also provided with secondary data values from the organization, these values pertained to the calls they received and the individuals that they helped. One City Peterborough sent out a set of secondary data containing information like the number of calls they received and the number of individuals they supported, which was analyzed in the results section.

### Surveys

Surveys were conducted to get an overall opinion of the project from multiple different businesses that have interacted with the research. This would allow for a broad overview of experiences and opinions on the project and its elements. Surveys were sent to all businesses under the jurisdiction of the Unity Project, through a representative of the One City Peterborough Organization. These Surveys were distributed in the form of a QR code that could be scanned

with a mobile device and completed online. Surveys were distributed this way, as it meant they were being given out by an individual familiar with the businesses and the survey was given out in a QR code online format to easily pass information from the businesses to the primary researcher. The first question in the survey required all participants to consent to their answers being used in the research, and participants were informed on how the information would be used. All Surveys were anonymous and did not provide information on which business was a participant. The questions in the survey were all approved by the Research ethics board for use in this research project.

The survey contained a list of questions about the businesses' experiences with the Unity Project (available in Appendix A). The survey asked a range of questions to obtain a full perspective on these experiences, the broader categories of the surveys asked questions to find information on the following: the comfort of the businesses with contacting the outreach workers for aid, the satisfaction of the businesses with the project, if the businesses felt supported by the Unity Project during and after interactions, and if the project seemed to be aiding individuals in crisis. The majority of survey questions were in the format of a Likert scale, giving participants multiple options to choose from. The survey also contained a section for additional comments the business may want to share. At the end of the survey there was an option for the businesses to be contacted for an interview if they would be willing to have a more in-depth discussion about their experience with the Unity Project.

### Interviews

Interviews were conducted to get a more in-depth understanding of the experiences of individuals who interacted with the Unity Project. This would allow for thematic analysis of answers to find recurring themes to establish a more complex understanding of the project as

well as obtain information on individual experiences with the project. Interviews were conducted with businesses who indicated an interest in speaking further on the Unity Project. These individuals were contacted by email or phone number provided in the survey. The sample size for the interview was businesses who completed the survey and were willing to speak on the project in a more in-depth semi-structured interview format. The interviews were conducted on the Zoom platform and were recorded with the consent of the participant. The interviews over Zoom allowed for a more accessible form of interview for both the researcher and the interview participants, it also allowed for the interviews to be easily recorded and played back if necessary. The interviewee was sent a link to a consent form which they had to indicate they agreed to before they were able to participate in the interview. The consent form indicates the individual will be recorded, how their answers from the interview will be used, and how their information will be protected.

The interview was in a semi-structured format. The interviewees were asked a series of questions (available in Appendix A) on their opinions and perspectives on the Unity project. The participants were asked to share more detailed opinions and experiences of the project with seven guiding questions.

## **Data Analysis**

### Secondary Data Analysis

The secondary data was analyzed first by regarding total numbers for each section and placing them in a table. The values were then divided into their monthly components and charted in a line graph to demonstrate the variation in values between months using excel. The first six months and last six months of data for each category provided were then compared using a

Wilcoxon signed rank test to determine if there was a statistically significant difference between the two values, roughly estimating the time when the program had two outreach workers compared to one. This was done on Jasp.

### Survey Data

Survey data was analyzed by first choosing which questions were going to be pertinent to the research goal of the paper. The three questions that most closely represented the pillars of success of the project were analyzed in the most depth. The likert questions were adapted so the responses equaled a numerical value, and the descriptive statistics of the responses were calculated using Jasp. Likert plots demonstrating the distribution of the responses were also plotted on Jasp. Descriptive statistics were taken of seven additional questions using Jasp. Percentages were calculated for the responses of three questions, one pertaining to the usage of the program, one pertaining to the hours of the program and the other to the funding. All of the questions that were analyzed had their responses included in tables.

Thematic analysis was performed on the final open ended question of the survey. This was done using the Braun and Clarke approach (2006). The steps of Braun and Clarke will be described in the interview portion of the methods section.

### Interview Data

Interview data was analyzed using the Braun and Clarke approach of thematic analysis. The six phase methodology was followed first by familiarizing with the data and reading over the transcripts, manual coding was then done using the Taguette application, these codes were grouped into possible themes, these themes were analyzed for their validity and readability, the

themes were then fully defined and named, lastly the data was interpreted in relation to these themes and this interpretation was recorded.

## Results

### Secondary Data

The following data and figures were developed from the secondary data provided by One City Peterborough on various elements of the Unity Project throughout the year.

The Unity Project ran from January to December of 2024. During that time One City Peterborough kept track of all visits, calls answered, and support given during each month, as well as the number of calls that they missed during this period. These are the parameters One City Peterborough used to monitor the program and observe how it functions. It is important to note that in the middle of June 2024 the program had to drop from two outreach workers to one.

### Totals

**Table 1. Data Taken by One City Peterborough on Support Provided by the Unity Project in 2024**

|       | Businesses Visited | Individuals Supported | Calls for Support | Calls Outside of Hours | Naloxone Training/ Distributions | Sharps Cleanup/ Training | Number of Referrals |
|-------|--------------------|-----------------------|-------------------|------------------------|----------------------------------|--------------------------|---------------------|
| Total | 1824               | 1293                  | 305               | 140                    | 60                               | 36                       | 200                 |

In this one year period the Unity Project visited 1824 businesses. These visits included introduction visits for the project, impromptu check-ins, and check-ins they provided to businesses after they called the project for support. The project received 305 total calls for support over the year and were able to support 1293 individuals. The support provided varied depending on what the individual required, this could include providing the individual someone to talk to, informing them about resources, providing them with a snack or a cigarette, or other things they may have required at the moment. Support was provided not only when businesses

called, but whenever the outreach workers came in contact with an individual who was in crisis or required support in the downtown area. They also provided 60 naloxone training or distributions throughout the year and in 36 situations provided sharps cleanup or training on this cleanup. They had 200 referrals for immediate or extended care options, for the individuals they supported during this year. They also received 140 calls outside of their work hours (Tuesday-Saturday, 11:00 am- 6:00 pm), these calls are not included in the number of calls for support as they were not answered by the workers.

**Table 2. Data taken by One City Peterborough on Support Provided by the Unity Project from January - June 2024 and Jul-Dec 2024**

|         | Businesses Visited | Individuals Supported | Calls for Support | Calls Outside of Hours | Naloxone Training/ Distributions | Sharps Cleanup/ Training | Number of Referrals |
|---------|--------------------|-----------------------|-------------------|------------------------|----------------------------------|--------------------------|---------------------|
| Jan-Jun | 1263               | 995                   | 138               | 42                     | 57                               | 13                       | 96                  |
| Jul-Dec | 561                | 298                   | 167               | 98                     | 3                                | 23                       | 104                 |

**Monthly data**

The above totals can be divided into monthly data. This divides the number of calls, visits and other important details into monthly values. This section will also comment on if there is an observed significant difference between the numbers in the first six months of the program (two outreach workers) compared to the second six months (one outreach worker).

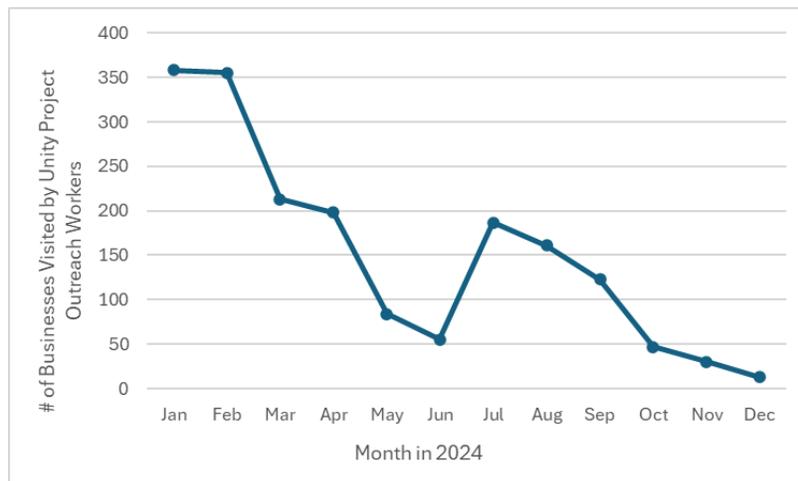
**Table 3. Number of Businesses Visited by the Unity Project in Each Month of 2024**

| Month (2024) | Number of Businesses Visited | Month (2024) | Number of Businesses Visited |
|--------------|------------------------------|--------------|------------------------------|
| January      | 358                          | July         | 187                          |
| February     | 355                          | August       | 161                          |
| March        | 213                          | September    | 123                          |
| April        | 198                          | October      | 47                           |
| May          | 84                           | November     | 30                           |

|      |    |          |    |
|------|----|----------|----|
| June | 55 | December | 13 |
|------|----|----------|----|

**Table 4. Mean and Standard Deviation of Number of Businesses Visited by Unity Project per Month of 2024**

|            |                    |
|------------|--------------------|
| Mean Value | Standard Deviation |
| 152.000    | 117.122            |



**Figure 1. Number of Businesses Visited by the Unity Project Each Month of 2024**

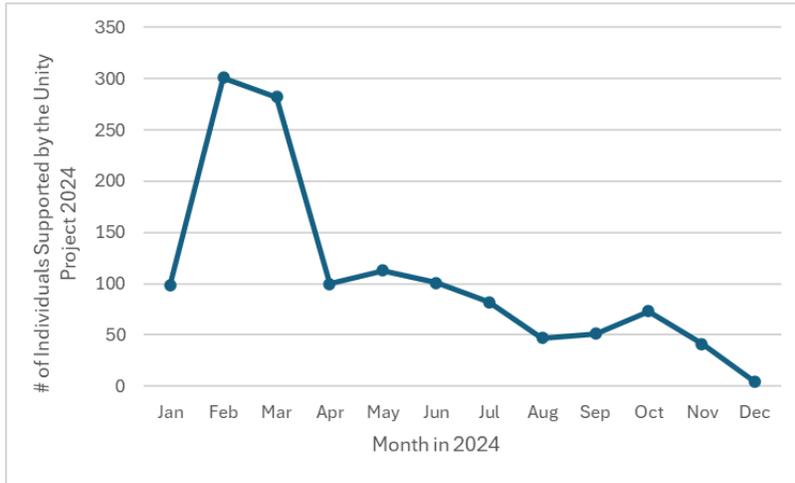
Tables 3 and 4 and Figure 1 demonstrate the distribution of businesses visited between months, the line graph and relatively high standard deviation show a high level of variability.

**Table 5. Number of Individuals Supported by the Unity Project in Each Month of 2024**

| Month (2024) | Number of Individuals Supported | Month (2024) | Number of Individuals Supported |
|--------------|---------------------------------|--------------|---------------------------------|
| January      | 98                              | July         | 82                              |
| February     | 301                             | August       | 47                              |
| March        | 282                             | September    | 51                              |
| April        | 100                             | October      | 73                              |
| May          | 113                             | November     | 41                              |
| June         | 101                             | December     | 4                               |

**Table 6. Mean and Standard Deviation of Number of Individuals Supported by the Unity Project in each month of 2024**

|            |                    |
|------------|--------------------|
| Mean Value | Standard Deviation |
| 107.750    | 91.422             |



**Figure 2. Number of Individuals Supported by the Unity Project Each Month of 2024**

Tables 5 and 6 and Figure 2 demonstrate the distribution of individuals supported by the Unity Project, the line graph and relatively high standard deviation show a high level of variability.

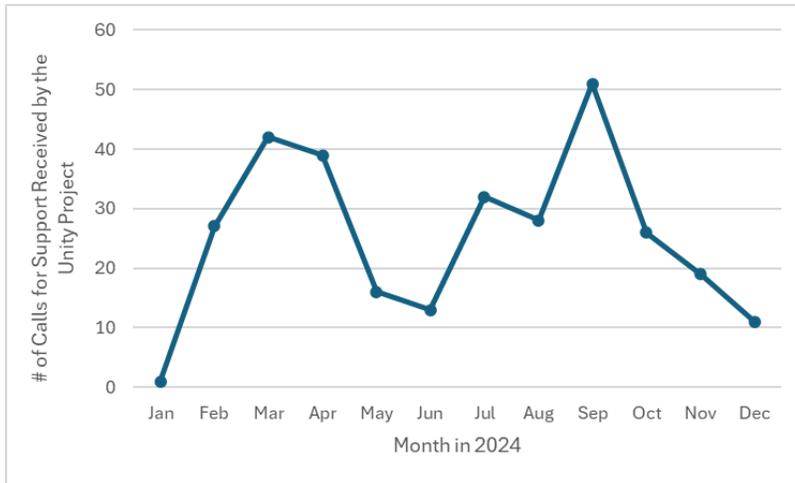
**Table 7. Number of Calls for Support to the Unity project in Each Month of 2024**

| Month (2024) | Number of Calls for Support | Month (2024) | Number of Calls for Support |
|--------------|-----------------------------|--------------|-----------------------------|
| January      | 1                           | July         | 32                          |
| February     | 27                          | August       | 28                          |
| March        | 42                          | September    | 51                          |
| April        | 39                          | October      | 26                          |
| May          | 16                          | November     | 19                          |
| June         | 13                          | December     | 11                          |

**Table 8. Mean and Standard Deviation of Number of Calls for Support to the Unity project in Each Month of 2024**

|            |                    |
|------------|--------------------|
| Mean Value | Standard Deviation |
|------------|--------------------|

|        |        |
|--------|--------|
| 25.417 | 14.318 |
|--------|--------|



**Figure 3. Number of Calls for Support Received by the Unity Project Each Month of 2024**

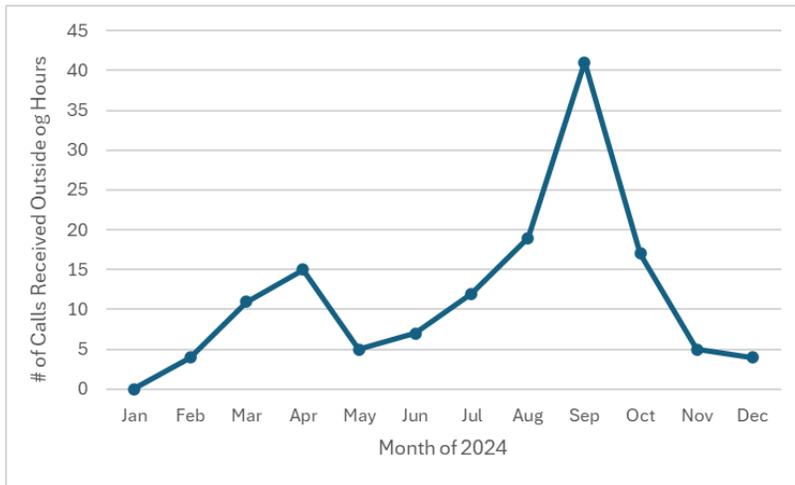
Tables 7 and 8 and Figure 3 demonstrate the distribution of calls for support received by the Unity Project, the line graph and relatively high standard deviation show a high level of variability.

**Table 9. Number of Calls Outside of Hours in Each Month of 2024**

| Month (2024) | Number of Calls Outside of Hours | Month (2024) | Number of Calls Outside of Hours |
|--------------|----------------------------------|--------------|----------------------------------|
| January      | 0                                | July         | 12                               |
| February     | 4                                | August       | 19                               |
| March        | 11                               | September    | 41                               |
| April        | 15                               | October      | 17                               |
| May          | 5                                | November     | 5                                |
| June         | 7                                | December     | 4                                |

**Table 10. Mean and Standard Deviation of Number of Calls Outside of Hours in Each Month of 2024**

| Mean Value | Standard deviation |
|------------|--------------------|
| 11.667     | 10.949             |



**Figure 4. Number of Calls Outside of Hours Each Month in 2024**

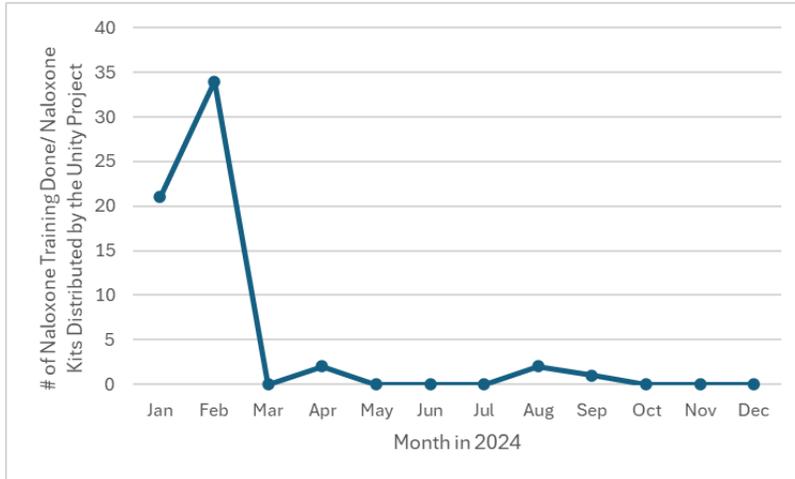
Tables 9 and 10 and Figure 4 demonstrate the distribution of calls outside of hours received by the Unity Project, the line graph and relatively high standard deviation show a high level of variability.

**Table 11. Number of Naloxone Training Done/ Naloxone Kits Distributed by the Unity Project in Each Month of 2024**

| Month (2024) | Number of Naloxone Training/ Distributions | Month (2024) | Number of Naloxone Training/ Distributions |
|--------------|--|--------------|--|
| January      | 21   | July         | 0  |
| February     | 34   | August       | 2  |
| March        | 0  | September    | 1  |
| April        | 2  | October      | 0  |
| May          | 0  | November     | 0  |
| June         | 0  | December     | 0  |

**Table 12. Mean and Standard Deviation of Number of Naloxone Training Done/ Naloxone Kits Distributed by the Unity Project in Each Month of 2024**

| Mean Value | Standard Deviation |
|------------|--------------------|
| 5.000      | 10.896             |



**Figure 5. Number of Naloxone Training Done/Naloxone Kits Distributed by the Unity Project Each Month of 2024**

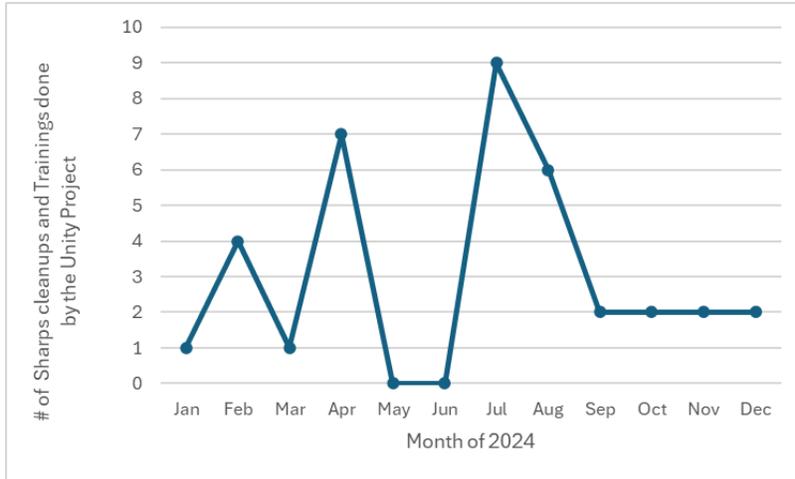
Tables 11 and 12 and Figure 5 demonstrate the distribution of naloxone training done/naloxone kits distributed by the Unity Project, the line graph and relatively high standard deviation show a very high level of variability.

**Table 13. Number of Times the Unity Project did Sharps Cleanups or Training for Sharps Cleanup in Each Month of 2024**

| Month (2024) | Number of Sharps Cleanup/ Training | Month (2024) | Number of Sharps Cleanup/ Training |
|--------------|------------------------------------|--------------|------------------------------------|
| January      | 1                                  | July         | 9                                  |
| February     | 4                                  | August       | 6                                  |
| March        | 1                                  | September    | 2                                  |
| April        | 7                                  | October      | 2                                  |
| May          | 0                                  | November     | 2                                  |
| June         | 0                                  | December     | 2                                  |

**Table 14. Mean and Standard Deviation of Number of Times the Unity Project did Sharps Cleanups or Training for Sharps Cleanup in Each Month of 2024**

| Mean Value | Standard Deviation |
|------------|--------------------|
| 3.000      | 2.892              |



**Figure 6. Number of Times the Unity Project did Sharps Cleanups or Training for Sharps Cleanup in Each Month of 2024**

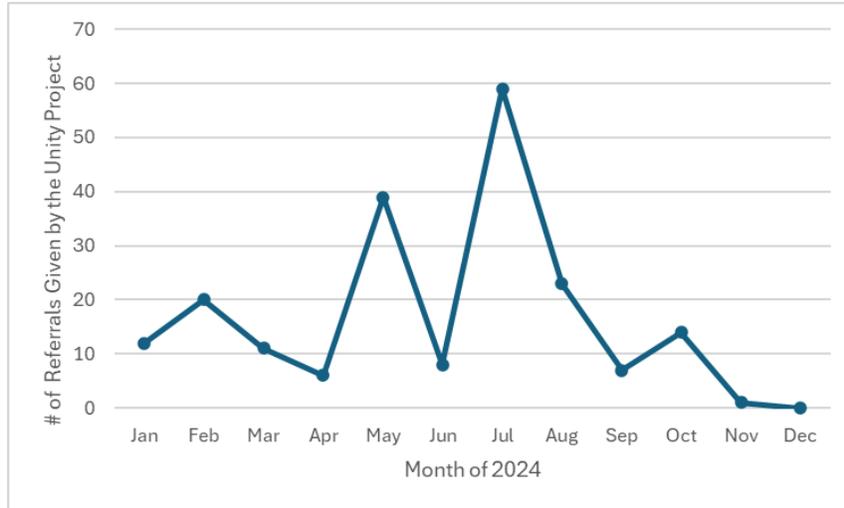
Tables 13 and 14 and Figure 6 demonstrate the distribution of sharps cleanups or training for sharps cleanup by the Unity Project, the line graph and relatively high standard deviation show a relatively high level of variability.

**Table 15. Number of Referrals for Immediate or Extended Care Given by the Unity Project in Each Month of 2024**

| Month (2024) | Number of Referrals | Month (2024) | Number of Referrals |
|--------------|---------------------|--------------|---------------------|
| January      | 12                  | July         | 59                  |
| February     | 20                  | August       | 23                  |
| March        | 11                  | September    | 7                   |
| April        | 6                   | October      | 14                  |
| May          | 39                  | November     | 1                   |
| June         | 8                   | December     | 0                   |

**Table 16. Mean and Standard Deviation of Number of Referrals for Immediate or Extended Care Given by the Unity Project in Each Month of 2024**

| Mean Value | Standard Deviation |
|------------|--------------------|
| 16.667     | 17.079             |



**Figure 7. Number of Referrals for Immediate or Extended Care Given by the Unity Project in Each Month of 2024**

Tables 15 and 16 and Figure 7 demonstrate the distribution referrals for immediate or extended care given by the Unity Project, the line graph and relatively high standard deviation show a relatively high level of variability.

First Six Months (F6) and Last Six Months (L6)

**Table 17. Statistical significance values for each secondary data point for Wilcoxon signed rank test**

|  | Businesses Visited | Individuals Supported | Call for Support | Calls Outside of Hours | Number of Naloxone Training/ Distributions | Sharps Cleanup/ Training | Referrals |
|--|--------------------|-----------------------|------------------|------------------------|--|--------------------------|-----------|
| Null Hypothesis                                      | F6=L6              | F6=L6                 | F6=L6            | F6=L6                  | F6=L6                                      | F6=L6                    | F6=L6     |
| Alternative Hypothesis                               | F6>L6 (Decrease)   | F6>L6 (Decrease)      | F6≠L6            | F6≠L6                  | F6≠L6                                      | F6≠L6                    | F6≠L6     |
| P-value  | 0.0156             | 0.0156                | 0.563            | 0.178                  | 0.343                                      | 0.289                    | 1.00      |
| Statistically Significant at 0.05 Significance Level | Yes                | Yes                   | No               | No                     | No   | No                       | No        |

A Wilcoxon signed rank test was performed on the per month values between the first six months and second six months of the number of the secondary data. This approximately divides the values into the six month periods where there were two workers (Jan to mid-Jun) and one worker (mid-Jun to Dec). A set of bar graphs titled Figure 11-17 can be found in Appendix B. highlighting the values in these two six month periods. The test found that, at a significance level of 0.05, there was a significant decrease in the number of businesses visited per month in the last six months of 2024 compared to the first six months, with a p-value of 0.016. The test found that, at a significance level of 0.05, there was a significant decrease in the number of individuals supported per month in the last six months of 2024 compared to the first six months, with a p-value of 0.016. The test found that at a significance level of 0.05 there was no significant difference between the values in the first six months compared to the second six months in calls for support, calls after hours, naloxone training and distribution, sharps cleanups and training, or referrals.

### **Survey Data**

The survey was made up of 21 questions including a consent agreement and a question for contact information in cases where the individual wanted to do an interview. The survey questions are in appendix A.

### **Success of the project**

The main goal of this research was to analyze the success of the Unity Project in the eyes of the local businesses in the downtown area. This included three sub-questions:

1. Did businesses feel safer downtown?

2. Did the individuals in crisis feel supported by the interactions?
3. Did businesses feel supported during their interactions with the Unity Project?

These questions were developed into three survey questions catered to the opinion of local businesses.

Each question had five possible answers which were given numerical value from 1-5 for analysis:

- Strongly Agree - 5
- Agree - 4
- Neutral - 3
- Disagree - 2
- Strongly Disagree - 1

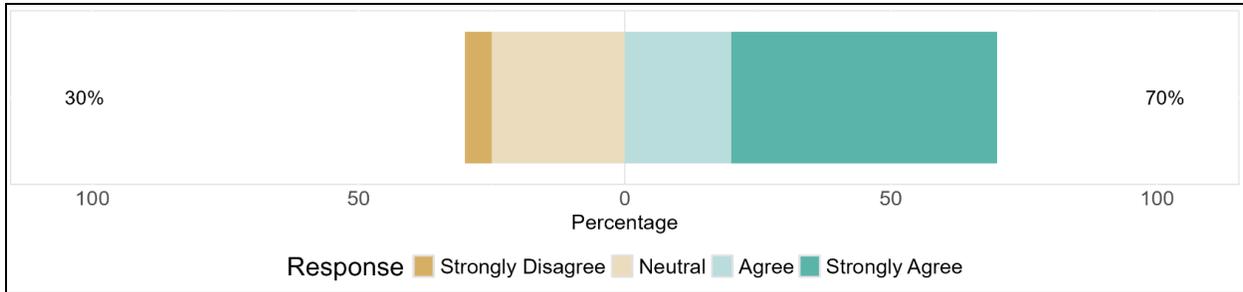
1. *The Unity project has increased my sense of safety in my workplace*

**Table 18. Survey Responses for “The Unity Project has Increased my Sense of Safety in my Workplace”**

|                                    |    |
|------------------------------------|----|
| Strongly Agree                     | 10 |
| Agree                              | 4  |
| Neutral/Neither agree nor disagree | 5  |
| Disagree                           | 0  |
| Strongly Disagree                  | 1  |

**Table 19. Descriptive Statistics for Likert Question “The Unity Project has Increased my Sense of Safety in my Workplace”**

|                |      |
|----------------|------|
| # of Responses | 20   |
| Mode           | 5.00 |
| Median         | 4.50 |
| Mean           | 4.10 |
| Std. Deviation | 1.12 |
| Minimum        | 1.00 |
| Maximum        | 5.00 |



**Figure 8. Likert plot of responses to “The Unity Project has Increased my Sense of Safety in my Workplace”**

Based on the descriptive statistics of the provided information- individuals surveyed generally feel the Unity Project has increased their sense of safety in their workplace, with 20 participants providing responses with a mean of 4.10.

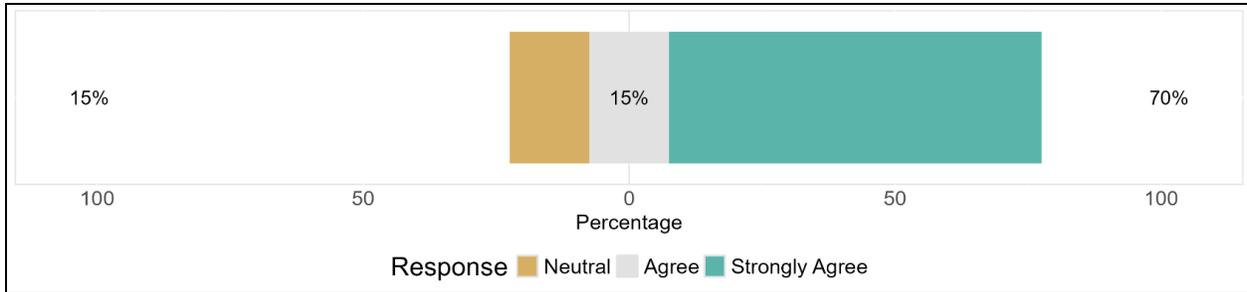
2. *I feel that the Unity Project adequately supports an individual in crisis following the report of an incident.*

**Table 20. Survey Responses for “I feel That the Unity Project Adequately Supports an Individual in Crisis Following the Report of an Incident.”**

|                                    |    |
|------------------------------------|----|
| Strongly Agree                     | 14 |
| Agree                              | 3  |
| Neutral/Neither agree nor disagree | 3  |
| Disagree                           | 0  |
| Strongly Disagree                  | 0  |

**Table 21. Descriptive Statistics for Likert Question “I Feel That the Unity Project Adequately Supports an Individual in Crisis Following the Report of an Incident.”**

|                |      |
|----------------|------|
| # of Responses | 20   |
| Mode           | 5.00 |
| Median         | 5.00 |
| Mean           | 4.55 |
| Std. Deviation | 0.76 |
| Minimum        | 1.00 |
| Maximum        | 5.00 |



**Figure 9. Likert Plot of Responses to “I Feel That the Unity Project Adequately Supports an Individual in Crisis Following the Report of an Incident..”**

Based on the descriptive statistics of the provided information- individuals surveyed generally feel the Unity Project supports individuals in crisis, with 20 participants providing responses with a mean of 4.55. Due to privacy restrictions it was not possible to ask any of the individuals in crisis supported by the Unity Project their opinion on whether they felt adequately supported. In lieu of that, the businesses were asked if they feel the individuals are properly supported.

3. *I feel that the Unity Project provides adequate follow-up support to my business after a report.*

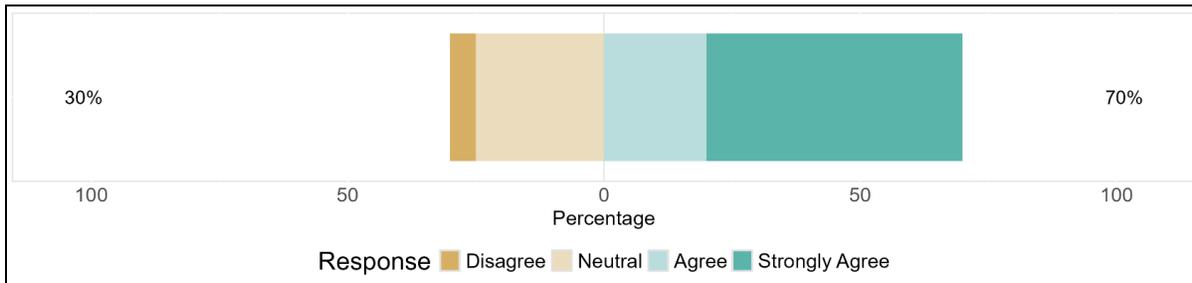
A report is when a business calls the Unity Project because of a concern caused by an individual in or around their business

**Table 22. Survey Responses for “I Feel That the Unity Project Provides Adequate Follow-up Support to my Business After a Report.”**

|                                    |    |
|------------------------------------|----|
| Strongly Agree                     | 10 |
| Agree                              | 4  |
| Neutral/Neither agree nor disagree | 5  |
| Disagree                           | 1  |
| Strongly Disagree                  | 0  |

**Table 23. Descriptive statistics for likert question “I Feel That the Unity Project Provides Adequate Follow-up Support to my Business After a Report.”**

|                |      |
|----------------|------|
| # of Responses | 20   |
| Mode           | 5.00 |
| Median         | 4.50 |
| Mean           | 4.15 |
| Std. Deviation | 0.99 |
| Minimum        | 1.00 |
| Maximum        | 5.00 |



**Figure 10. Likert plot of responses to “ feel that the Unity Project provides adequate follow-up support to my business after a report.”**

Based on the descriptive statistics of the provided information- individuals surveyed generally feel the Unity Project provides adequate follow-up support after a report, with 20 participants providing responses with a mean of 4.15.

Awareness and familiarity with the Unity Project and comfort

The indicators of success of the program can also be measured through One City Peterborough’s success in spreading awareness of the project and the comfort of businesses and their employees in contacting the project. This was evaluated through the following questions which are organized into a table with their responses.

**Table 24. Summary of Survey Responses of Questions Pertaining to Knowledge of and Comfort Around Contacting the Unity Project**

|                     |   |            |  |
|---------------------|---|------------|--|
| Q1                  | How familiar are you with One City Peterborough's Unity Project?  | Q2         | Are you aware of the purpose of the Unity Project and the services it provides for the downtown Peterborough community?  |
| Very familiar       | 12  | Yes        | 17   |
| Somewhat familiar   | 7   | Somewhat   | 2  |
| Not familiar at all | 1   | No         | 1  |
| Q3                  | Are you aware of the situations in which you can call the Unity project for support?                                      | Q4         | How comfortable would you feel contacting the Unity project if there is an individual in crisis in/around your business? |
| Yes                 | 18  | Very       | 18   |
| Unsure              | 1   | Somewhat   | 2  |
| No                  | 1   | Not at all | 0  |
| Q5                  | How comfortable would you feel contacting the Unity project if there is a need for de escalation in/around your business? | Q6         | How comfortable would you feel contacting the Unity project for assistance during a sharps cleanups?                     |
| Very                | 18  | Very       | 17   |
| Somewhat            | 2   | Somewhat   | 3  |
| Not at all          | 0   | Not at all | 0  |

These possible responses were given numerical value for analysis in either a system of 1-3 or 1-2

**Table 25. Likert Scale Responses Converted to Numerical Values for Questions Pertaining to Knowledge of and Comfort around Contacting the Unity Project**

|            |                   |                       |  |
|------------|-------------------|-----------------------|--|
| Q1         | Very familiar - 3 | Somewhat Familiar - 2 | Not Familiar at All - 1                                |
| Q2         | Yes - 3           | Somewhat - 2          | No - 1   |
| Q3         | Yes - 2           | No - 1                | Unsure (not counted in average, but important to note) |
| Q4, Q5, Q6 | Very - 3          | Somewhat - 2          | Not at All - 1   |

**Table 26. Summary of Mean and Standard deviation of Survey Responses of Questions Pertaining to Knowledge of and Comfort Around Contacting the Unity Project**

| Question | Mean | Standard Deviation |
|----------|------|--------------------|
| Q1       | 2.55 | 0.60               |
| Q2       | 2.80 | 0.52               |
| Q3       | 1.95 | 0.23               |
| Q4       | 2.90 | 0.31               |
| Q5       | 2.90 | 0.31               |
| Q6       | 2.85 | 0.37               |

Based on the descriptive statistics of the provided information- individuals surveyed generally feel familiar with the Unity Project and how it serves the community. 20 participants had a mean of 2.55 (possible maximum 3) on their familiarity with the project , 2.80 (possible maximum 3) on their understanding of the purpose of the project and a 1.95 (possible maximum 2) with one response for unsure, on their awareness of the situations in which they can call the Unity Project.

In relation to the comfort of businesses contacting the Unity Project for support- individuals surveyed generally felt comfortable contacting the Unity Project. 20 participants had a mean of 2.90, 2.90 and 2.85 on likert scales converted to values for analysis, for situations where there is an individual in crisis in need of support, a need for de-escalation services, and a need for sharps cleanups respectively.

The success of the program can also be measured through its usage, which is primarily focused on in the secondary data section, but the following survey question helps to determine the usage of the program by downtown businesses

*Have you ever contacted the Unity project for support?*

The responses were 14 “Yes” and 6 “No”.

This was followed up by the question *“If you answered yes to the previous question, how many times have you contacted the Unity Project?”*

**Table 27. Number of Times Businesses Contacted the Unity Project While it was Running**

| Number of Times Contacted | 1-2 | 2-5 | 5-10 | 10+ |
|---------------------------|-----|-----|------|-----|
| Number of Responses       | 0   | 6   | 4    | 4   |

100% of the individuals who had contacted the Unity Project contacted them at least twice, 57% contacted them 5 or more times and 29% contacted them ten or more times.

### Improvements for the Unity Project

Improvements for the project was not a main focus of survey questions, but the hours of the project and the number of visits from outreach workers were addressed.

*The Unity Project runs Tuesday - Saturday from 11:00am to 6:00pm. Do you feel that these hours provide adequate support for your business?*

8 (40%) individuals surveyed indicated “Yes”, 10 (50%) indicated “No” and 2 (10%) indicated “Unsure”.

The 10 individuals surveyed who indicated no were asked

*If you answered no to the previous question, what would you change?*

**Table 28. Responses to Desired Changes of the Unity Project Hours**

|   |   |
|---|---|
| I would like the project to start running earlier | 2 |
| I would like the project to run later             | 1 |
| I would like an increase in days per week         | 4 |
| Other   | 3 |

The three responses that indicated “Other” were given the opportunity to communicate what change they would like to the Unity Project hours, responses were (paraphrased):

- Longer hours and the program seven days a week
- Earlier and later hours, more days
- Adding programming on Mondays

*I am satisfied with the number of check in visits I receive from the Unity project? (Visits when the outreach workers have not been called specifically)*

**Table 29. Survey Responses for “ I am Satisfied with the Number of Check in Visits I Receive from the Unity project? ”**

|                                    |   |
|------------------------------------|---|
| Strongly Agree                     | 6 |
| Agree                              | 9 |
| Neutral/Neither Agree nor Disagree | 4 |
| Disagree                           | 1 |
| Strongly Disagree                  | 0 |

Using the likert scale to value conversions 1-5 from strongly disagree to disagree, individuals surveyed were generally satisfied by the number of check-in visits, with 20 participants providing responses with a mean of 4.00 and a standard deviation of 0.86.

Additional Information from the Survey

Businesses were asked on their funding status for the project

*Have you been previously or currently involved with assisting in aiding to fund the Unity Project?*

8 (40%) responded “Yes”

3 (15%) responded “Unsure”

9 (45%) responded “No”

#### Thematic Analysis of Open Ended Question

Businesses were also able to leave comments if they wished to. Twelve of the 20 businesses left a comment.

The data was analyzed using the Braun and Clarke (2006) approach to thematic analysis, using this approach, the open ended survey questions were divided into prominent themes.

#### **Thematic Analysis of Survey Responses**

##### Themes Related to the Success of the Project

###### *Positive and Appreciative Reception of the Program*

Many of the comments were very positive and demonstrated a general thankfulness towards the project. Comments included specific key words like “Amazing”, “Extremely helpful” and “Fantastic”. These exemplify a generally positive emotion towards the project. One comment in particular summarized all of the positive comments received about the program:

“I noticed a marked difference in the number of individuals in crisis downtown since the inception of the Unity Project. Every call/text I made was answered promptly and the team would always check in with me after providing help to the individual I had called about. They

were always friendly, courteous, compassionate and sensitive to me, my staff and those in crisis. Downtown felt safer to me and my staff while the Unity Project was running”

#### *Desire for Program Continuation*

Additional survey comments highlighted a strong desire for the project to be reinstated due to its benefit to the community. One comment specifically stated this wish for reinstatement in direct relation to the positive impact the program had on the businesses. The individual stated:

“This is a much needed tool to help businesses downtown that will be sorely missed.”

#### *Concern for Promotion of Drug Use*

One comment expressed concerns with the Unity Project supporting the use of drugs, with its low barrier. The individual stated

“As much as I have supported the Unity Project in the past, it has come to a point where it is difficult to keep funding a program that also supports the use of drugs, through the low barrier Unity Project, and we then in turn pay to have them clean up the needles they are a part of.”

The Unity Project could be considered a low barrier program as they attempt to minimize any restrictions on the support they provide. This individual expressed concern that this model is supporting the drug use of these individuals.

#### Themes Related to Improvements for the Programs

##### *Advocacy for Municipal Support*

Two comments directly referenced a wish for the program to be funded by the City of Peterborough. Both comments used the word “Need” in reference to the program and its

usefulness in the downtown Peterborough area, in addition to this both comments utilized the term “Should” when speaking of the city’s obligation to the program.

#### *Desire for More Accommodating Service Hours*

One comment specifically remarked that the hours did not function for their business type, as their form of business was open earlier in the day. They felt that as one of the few downtown businesses opening before 10am, they had high traffic during the hours before the program was open, which often led to situations where it would have been useful to employ the project’s aid.

### **Interview Data**

Interviews were conducted with six different owners or managers of businesses from the downtown Peterborough area. The data was analyzed using the Braun and Clarke (2006) approach to thematic analysis, using this approach, responses to the interview questions were divided into prominent themes. The questions themselves can be found in appendix A.

#### Themes Related to the Success of the Project

##### *Meeting Diverse Community Needs Through Multilevel Support*

An emphasis in many of the interviews was the fact that the Unity Project provided immediate support for the individuals in crisis, with follow up support to the businesses to ensure that they were feeling safe and to be informed on what happened to the individual after the crisis. This multifaceted approach was a common topic in the interviews, and the two types of support can be analyzed as two sub themes, which came to surface during the analysis of the interview data.

## Individual-Focused Support for Community Members

A consistent pattern within the interviews was the idea of personalized support towards the individuals in need in the community. Interviewees were very impressed with the manner in which outreach workers spoke to the individuals. In describing their actions words like “empathetic” and “compassionate” were utilized. There was also a major emphasis on the connection that the outreach workers formed with these individuals, especially by speaking to them on their level. One interviewee commented:

“To have someone come and talk to them on their level and connect with them is really important.”

This was in reference to the importance of having points of contact with these community members to ensure they are doing alright and to connect them with resources. The provision of resources and information was also a main focus in some interviews.

“I see over and over people say, oh, there's all these resources, but if you're someone who is on the fringe and having a rough go, you might not even know how to access those things.”

Some interviewees candidly acknowledged the fact that as business owners, they do not know how to and are not trained to help individuals who are having crises. Which also connected to another main subject within this theme, that the outreach workers were better trained to handle

individuals who may be having issues with substance abuse or mental health, than anyone working at the stores may be.

Overall interviews highlighted the experience of outreach workers and their ability to be kind and make meaningful connections with people in crisis. The success of the Unity Project is not only measured by the strength of support given to the individual in crisis, but also their ability to provide support and comfort with the businesses.

### Supporting Emotional Needs of Local Businesses

After having to call the Unity Project for support many of the interviewees commented on feeling anxious or stressed after the situation as well as stress for the individual who needed support. Despite this there was an overwhelmingly positive response to the situations in general, due to the support provided to the individuals in crisis, but also the support provided to the businesses after the interactions.

“And then they also always checked in with us, which I found was really nice and reassuring to know that, they cared about how the individual who might have been having a hard day or, you know, needed a snack or drink or someone to talk to you. They cared about how that impacted us as business owners as well, which was really, really nice”

This line of additional support and check in was connected with providing businesses with comfort and connection. One interviewee reported an increased sense of safety in the whole of downtown while the project was running. In addition to this many of the business owners

expressed that they were appreciative that the outreach workers made an effort to introduce themselves to the business owners and staff alike.

### *Adaptability and Rapid Response in Meeting Community Needs*

Businesses interviewed were generally impressed by the rapid response time of the Unity Project when called. One business owner observed an individual outside her business, she was unsure if he was conscious, she called the Unity Project and they responded in less than 5 minutes. When asked about the response time and general demeanor of the interaction she commented:

“ I twas quick, it was responsive, it was appropriate.”

In addition to this, interviewees gave a variety of answers when asked about interactions with the Unity Project and why they needed to call them. The diversity of the Outreach workers’ ability to successfully aid in these varying situations was a point topic within the interviews.

They were called for many situations and the following is just a brief list of a few:

- Individuals high on drugs in and around businesses
- Individuals experiencing mental health crises in and around businesses
- Individuals yelling, screaming and running in the streets
- Individuals without clothing in public
- Individuals who are unconscious or partially conscious outside
- Individuals arguing with one another and threatening violence
- Business owners being threatened

### *A Desire for Non-Police Response*

Another common thread in the interviews was usage of the Unity Project as an alternative to police response, for individuals in crisis or who may need de-escalation. There was a general overall concern about the way that police respond to individuals who may be in crisis or may need help or de-escalation in the downtown Peterborough community. Interviewees felt calling the Unity Project was more compassionate, and had a less likely chance of escalation, because the outreach workers are not a form of authority.

When speaking about individuals who may be making staff and customers uncomfortable inside of businesses, one interviewee remarked:

“Those are the situations where it was really nice to have a, a compassionate solution to that rather than calling the police or something to get them removed, which is not how we want to treat people.”

### Themes Related to the Improvement of the Unity Project

#### *Desire for Increased Service Availability*

##### Hours are Not Conducive to the Needs of the Community

One major concern that reappeared in many was the availability of the project while it was running. The hours of the project (Tuesday-Saturday, 11:00 am- 6:00 pm) were a point of concern for some of the businesses. Two of the interviewees specifically commented on a

perceptive need for increased hours at night, one individual explained that things can escalate on weekends due to the presence of students in the downtown area.

“So specifically at night when students come out and they're getting drunk and rowdy, they sometimes can cause fights with people who are already not in a good headspace mentally.”

This comment addresses the need for community support even during hours where businesses are not typically as active.

#### Broadening Access and Awareness to Fit Community Needs

One individual was concerned specifically with the awareness of the local businesses on the project, they were unsure of how aware some of the businesses were about the fact that they could contact the Unity Project for Support. In addition to this the individual wanted the program to be more openly available to the general public. This was so anyone who identified an individual who required specialized help could call for support.

“If there was folks who needed attention downtown, but I would love to see it if it could expand to, you know, the public being able to utilize the services of the Unity project. If there were folks who they identified as needing help or just a type of specialized attention that will need trained, experienced professionals could provide as an alternative to the police. I would love to see the public be able to utilize those services as well as business owners.”

There was an identified need for two outreach workers in some situations, where an additional person may be valuable in helping de-escalate a situation.

### *Shifting Financial Responsibility from Businesses to Public*

A common theme that popped up was a desire for the project to be funded municipally or by a body that is not the businesses themselves. These comments were accompanied by a recognition of both the municipality's duty to the people of Peterborough and a recognition that businesses can not generally afford to pay for this program. Many interviewees believe that a program like this that has the goal of supporting the community of Peterborough should be funded by the city rather than the businesses.

“I would love to see the municipality be part of funding it in terms of keeping our downtown thriving.”

All interviewed individuals who were not contributing to the funding of the project, were unable to contribute due to financial constraints on their businesses.

### **Discussion and Future Recommendations**

There were two main goals in conducting this research. The first being to analyze if the Unity project was successful and the second being to determine any possible improvements that could be made to the program or its format. The success of the project will be addressed first, by regarding the three main sub-questions stated earlier as well as additional data that could be used to identify the success level of the project.

### **Did businesses feel safer downtown?**

Businesses reported a greater sense of safety downtown after the commencement of the Unity Project in both survey and interview results. This suggests that the presence of outreach workers in the downtown area, increased the sense of safety of those working at these businesses. One comment from the survey highlighted an individual being concerned that the project was promoting drug use in the community. This could be viewed as a decrease in safety as the individual reported increased drug paraphernalia in the area, and supporting drug use could be seen as a safety concern. This was the only complaint of its kind, and is likely due to the fact that the Unity Project's goal is to support individuals in crisis and offer them help no matter their circumstances. This could be perceived as aiding someone to further their addiction. Overall there was generally a report of an increased sense of safety since the implementation of the program. This is a significant result that supports that the Unity Project was relatively successful in one of the three main criteria of success.

### **Did the individuals in crisis feel supported by the interactions?**

Individuals in crisis who came in contact with the Unity Project were generally well supported by the outreach workers during their interactions, according to both survey and interview results. In interviews some participants indicated a higher comfort level with calling the Unity Project over the police, because their treatment of individuals in crisis was kinder and they believed there was a less likely possibility of escalation (Public Safety Canada, & Canadian Mental Health Association, 2005). The survey responses reported a high level of agreement from businesses when asked if they felt the Unity Project adequately supported individuals who are in

crisis. The interview highlighted the kindness and compassion provided to these individuals, they also commonly noted the resources that the outreach workers had at their availability and were able to provide to those who may need them. The secondary data demonstrates that the Unity Project outreach workers were able to provide 200 referrals for immediate or extended care options, for these individuals in crisis. This suggests that the project is not only supporting individuals in moments of crisis, but also offering resources for long-term support. In terms of the successfulness of the project, these results support the idea that the outreach workers were providing excellent support to individuals in crisis in the downtown Peterborough area, and were offering them extended resources to improve their overall wellbeing.

### **Did businesses feel supported during their interactions with the Unity Project?**

Businesses reported that they generally felt supported during their interactions with the Unity Project in both survey and interview responses. The interview responses focused heavily on the support provided after a business had to call the Unity Project. In the interviews specifically participants indicated that the check-ins provided by the outreach workers were greatly appreciated and that updates on the individuals in crisis after speaking to outreach workers, was reassuring. The interview responses had an emphasis on both the Unity Project providing a report on the wellbeing of the individual in crisis and of the outreach workers ensuring the individual(s) who had to call them for support felt comfortable and safe. In addition to this interview participants noted the quick response times of the outreach workers, and how that made them feel safe and supported. This data indicates that businesses did feel supported during their interactions with the Unity Project, and that the follow-up support provided by the outreach

workers was a noticeable point of the program that was highly valued by the businesses. These conclusions also support that the program was successful.

Overall for the three sub-questions used to define success for the Unity Project, the program in the eyes of local businesses has generally met these needs of increasing safety, supporting individuals in crisis and supporting businesses during their interactions with the project. These are three main pillars of measuring success for this program, which has the goal of adequately supporting the needs of businesses and individuals who need help alike.

The three criteria used to define the main points of success in this paper were met by the Unity Project. There was a reported increased sense in safety, as well as adequate support for individuals in crisis, and support for businesses. This result suggests that the Unity Project was successful in providing support to the individuals of the Peterborough community. This was highlighted through the compassion of the outreach workers towards both community members and business owners, and is an excellent indicator that the program was providing the support that they intended for the local community.

There exist other parameters to measure the success of the Unity Project. These parameters were not a main focus of this review, but can help give a better idea on if the project was successful in providing support for the community.

### **Familiarity and Comfort with the Project**

Survey responses reported that businesses generally felt familiar with the Unity Project and how it works, that they generally understood the situations in which they could contact the Unity Project, and that they generally felt comfortable with contacting the Unity Project in varying situations of support. These results indicate that the Unity Project was successful in communicating the types of support they were able to deliver. They also indicate that the project was successful in making businesses feel comfortable contacting the project for support. These results support that the Unity Project was successful in delivering support to the community as they suggest that businesses both knew when they could call the program and were comfortable in using the Unity Project as a resource.

### **Usage of the Program**

Success of the program can also be evaluated by looking at its usage. It is difficult to determine if the number of businesses and individuals supported by the Unity Project is considered “good” because there are no similar projects to compare it to in the City of Peterborough. Outreach workers visited businesses on over 1800 occasions, including general check-ins as well as check-ins specifically after a business has had to call them. During their one year period they supported over 1200 individuals. This would average to 3.5 individuals a day. These suggest high-levels of activity, but without data for comparison it is difficult to determine the exact reach of the program.

In addition to this the program received 305 calls during their working hours and 140 calls outside of hours. This is close to at least one call for support everyday in the downtown community. The number of calls after hours has implications that will be considered further

when determining possible improvements for the program. Though it is difficult to provide exact statistical significance to the value of 305 calls, that can be looked at as 305 calls where individuals would have either had to instead call emergency services, or not contacted anyone for support, possibly endangering individuals in the downtown space. This also suggests consistent engagement with the community over the year. The line graphs that demonstrate the different elements of secondary data over the months show a lot of variation between months. This variation is likely tied to weather patterns, as well as availability of the outreach workers, and other possible factors that may be important to study in the future, to determine what kind of support is needed in which parts of the year. This high variability was characterized by the standard deviation being equal to more than 20% of the mean. This indicates a possible need for a future study pertaining to community needs throughout varying months of the year. Part of this variation can likely be explained by the change from two outreach workers to one, especially in cases like businesses visited and individuals supported. It is also expected that businesses visited would be higher in the first couple months as that is when the outreach workers were introducing themselves to the businesses.

Of the 20 survey responses 14 of them had called the Unity Project for support at some point, during the year. For the 14 who had called the project, each of them had called the project at least two times. This indicates that their interactions with the project were positive enough to warrant the individuals feeling comfortable in contacting the outreach workers a second time. Some of these individuals even contacted the project for support ten or more times, indicating a high level of trust in the abilities of the outreach workers.

The interviews highlighted a list of situations where they called the Unity Project, these ranged from individuals causing disturbances, to individuals who may have been experiencing overdose. The flexibility of the outreach workers to be able to respond to these situations implies a high level of adaptability and skill when dealing with various situations. This helps to further support the idea that the Unity Project was successful in supporting the community, as this versatility was useful in several different situations.

Overall these additional parameters of success serve to support the fact that the Unity Project was successful in supporting the community. The project did not experience a significant drop in the number of calls between the first and second half of the year suggesting that individuals were still comfortable and willing to utilize the program until its end. These conclusions indicate the program was used throughout the year, and that it was being used multiple times by the same groups, which suggests that they were satisfied by the support they provided in previous interactions. This data also highlights that the program visited multiple businesses on average per day and helped multiple individuals per day.

The second main goal of this paper was to determine any improvements that could be made to the Unity Project if it, or a similar program were to return.

### **Increased Hours**

Increasing the program's hours was a common improvement mentioned in both interviews and surveys. There were survey responses that indicated they would like the program to run earlier, later and on additional days of the week. In addition to this businesses in interviews highlighted a

need for earlier hours due to businesses that were open earlier and later hours because often the public got more rowdy at night, especially on the weekends, which caused increased issues in need of de-escalation.

### **Increased availability of the Program**

Another improvement that was mentioned in interviews was a desire for increased availability of the program to the public. This would enable anyone in the downtown area to call the program, but would likely require some form of advertising on the program. Systems similar to this such as Eugene Oregon, have worked in other locations, but in these cases they respond solely to mental health crises and are dispatched by 911 (Gonzalez Miranda et al., 2023). This increased program reach would enable the average individual in the community to contact the program for support in the downtown area, which could be beneficial in increasing response times and helping additional individuals.

### **Number of Outreach workers**

One interviewee mentioned that some deescalation situations may be more beneficial with the presence of an additional outreach worker for support. In addition to this, the secondary data values were analyzed between the first six months of the program and then second six months. This divided the data into the approximate time frame in which there were two and one outreach workers. There was a significant decrease in the number of individuals supported and businesses visited after the program went down to one worker, despite there being no observed difference in the number of calls received. This has been noted in previous literature, one study found that organizations having limited funding limited the clients they were able to reach (Gibson et al.,

2007). The Unity Project had to go down to one outreach worker due to funding issues, which is a direct representation of this concept. There was no significant difference in referrals or naloxone distributions at that time. This data suggests that a decrease in the number of outreach workers actively hindered the program's ability to be present in and support the Peterborough community and its people. Looking at the data it must also be considered that there was likely a higher amount of visits to businesses in January and February as the outreach workers were introducing themselves to and familiarizing with the local businesses.

### **Municipal Funding**

Both interview and survey responses indicated a desire for funding from the City of Peterborough itself, to run a program like this one. Businesses did not have the funds to continuously fund this program, and some believed it was not their duty. Many responses indicated that this program was a sort of “need” for the community and therefore the city has an obligation and should fund it. This viewpoint aligns with previous studies that have determined that organizations that need to rely on outside non-governmental funding for programming can experience serious drawbacks, due to the difficulty and stress of securing this funding (Gibson et al., 2007). Programs in other cities programs like CAHOOTS are funded from the city’s police budget, and take only a small percentage (2-3%) to run 24 hour services (Gonzalez Miranda et al., 2023).

The desired improvements for the Unity Project or a similar program found in this study, reflect that generally businesses and business owners would like to see increased programming and municipal funding. This result is significant because it illustrates that the fundamental

programming and actions of the outreach workers were not of any concern to those questioned, and that solely the limited availability of the program was an issue. This limited availability comes directly from the limited funding the program received from grants and the businesses, which directly relates to the second concern from businesses, where they highlight a need for municipal funding.

### **Limitations**

There are a few limitations within this study. The survey received 20 responses when they were sent out to all businesses that fell under the jurisdiction of the Unity Project. 20 responses is a relatively small sample size, and normally a study would want 30 responses in order to be counted as statistically significant. Additionally because individuals had the opportunity to choose whether or not to respond to the survey and to do the interview, there is the possibility for self-selection bias. This bias arises when participants have the option to participate or not, which can lead to only a certain section of the group responding. In this case it is possible that individuals with a more positive outlook on the program would be more willing to respond in the survey and participate in discourse about the program.

The Unity Project is fairly unique in the way it runs, meaning there are no comparable programs with data in Peterborough, and programs in other places that are similar still offer different services. This makes it difficult to analyze the program in comparison to similar programs, and success can only be measured by those who interacted with the project. This lack of comparative data can make it difficult to comment on the effectiveness of the program without a benchmark.

Helping individuals in crisis is a main goal of the program, but because of confidentiality the Unity Project was unable to disclose any of the individuals they supported, meaning it is not possible to obtain their opinions. This means that for questions that pertain to those individuals being properly supported, data can only be taken from what other people perceived and not what was experienced by the person in crisis.

The data from the surveys and interviews was self-reported from the individuals involved with the local businesses. This means they could have been untrue in their statements or exaggerating certain elements. This is not a huge concern for this paper, as the responses of individuals were anonymous and could not in any way comment on the person's character. This means there are limited reasons on why someone would not report the truth.

## **Future Directions**

### Reinstate the Program

This paper found that the Unity Project was successful in providing support and that there was a general desire from local businesses for the program to return. A suggestion would be to utilize this research along with testimonials from businesses that could act as important evidence that the program was beneficial to the Peterborough community, this could be useful to provide to possible funding bodies, either by the municipality or by local organizations that offer grants.

### If the program was to return

If the program was able to return, One City Peterborough should consider implementing increased hours, including longer days and more days per week. In addition to this they should

consider employing at least two outreach workers at a time, as the data shows a decrease in support with only one outreach worker. Both of these recommendations would require more additional funding to what the Unity Project received in 2024, but the results in this paper suggest this would greatly work to support the community.

### Future research

Future research in this area that could be employed to help and support the Peterborough community, would be to analyze more of One City Peterborough's support programs to provide them with forms of research and statistical value which can aid in receiving funding. In terms of the unity Project, if a similar program was to return, it would be beneficial to collect more data, for each year the program ran. This would allow for a comparison between years and an evaluation if any significant changes were made, such as more workers, increased hours, or expanded programming. It would also allow for comparison to other similar programs if they were to arise.

This paper found that the Unity Project supported the local community in many ways and was beneficial for businesses in the downtown area. The major concerns for the project were its limited resources and programming, but the work done by the outreach workers was highly praised by businesses surveyed and interviewed. It is the belief of this paper that a program like the Unity Project would be very beneficial for the Peterborough community.

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## Appendix A

### Survey questions

#### **Question 1**

Consent Agreement

#### **Question 2**

How familiar are you with One City Peterborough's Unity Project?

#### **Question 3**

Are you aware of the purpose of the Unity Project and the services it provides for the downtown Peterborough community?

#### **Question 4**

Are you aware of the situations in which you can call the Unity project for support?

#### **Question 5**

Have you ever contacted the Unity project for support?

#### **Question 6**

If you answered yes to the previous question, how many times have you contacted the Unity Project?

#### **Question 7**

How comfortable would you feel contacting the Unity project if there is an individual in crisis in/around your business?

#### **Question 8**

How comfortable would you feel contacting the Unity project if there is a need for de escalation in/around your business?

#### **Question 9**

How comfortable would you feel contacting the Unity project for assistance during a sharps cleanups?

#### **Question 10**

The Unity Project runs Tuesday - Saturday from 11:00am to 6:00pm. Do you feel that these hours provide adequate support for your business?

#### **Question 11**

If you answered no to the previous question, what would you change?

Pt. 2 Answered other to above question

#### **Question 12**

Have you been previously or currently involved with assisting in aiding to fund the Unity Project?

#### **Question 13**

How close is your business to the Trinity drop in center?

Within:

*Please indicate your agreement with the following situations*

**Question 14**

The Unity project has increased my sense of safety in my workplace

**Question 15**

There has been a noticeable difference in the visible presence of outreach workers in the community since June

**Question 16**

I am satisfied with the number of check in visits you receive from the Unity project? (Visits when the outreach workers have not been called specifically)

**Question 17**

I feel that the Unity Project adequately supports an individual in crisis following the report of an incident.

**Question 18**

I feel that the Unity Project provides adequate follow-up support to my business after a report.

**Question 19**

The Unity Project and One City Peterborough have made me feel more comfortable with interacting with individuals in crisis in my community?

**Question 20**

Do you have any additional comments or questions?

**Question 21**

Would you be interested in participating in an interview to further discuss your responses to the given survey?

*Interview questions*

1. Previous to the survey and interview, what was your knowledge about the Unity Project?
2. Do you have any concerns with the way the Unity Project is run?
3. Are there any elements of the Unity Project that you consider beneficial?
4. Do you have any specific interactions with the Unity Project that you would like to discuss?
5. Do you have any future suggestions for the Unity Project?
6. Are you aiding to fund the Unity Project?
  - a. If yes, what would encourage you to keep funding?
  - b. If not, what changes could be made to encourage you to aid with funding?
7. Do you have any further comments about the Unity Project?

## Appendix B

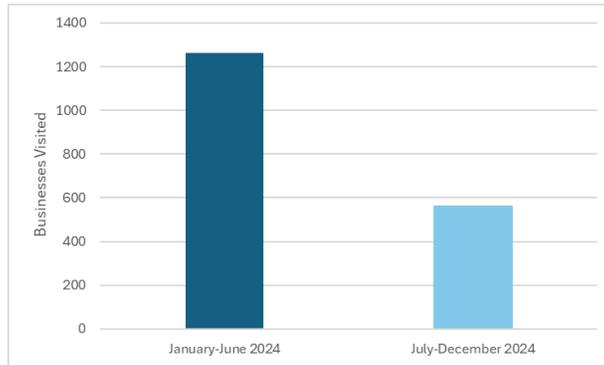


Figure 11. Number of Businesses Visited by the Unity Project Outreach Workers from January-June and July-December

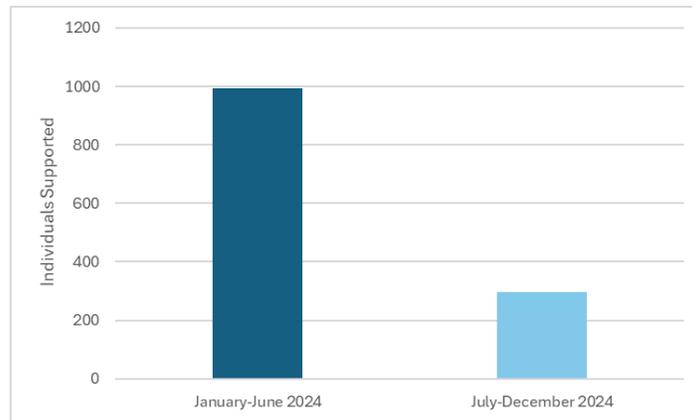


Figure 12. Number of Individuals Supported by the Unity Project Outreach Workers from January-June and July-December

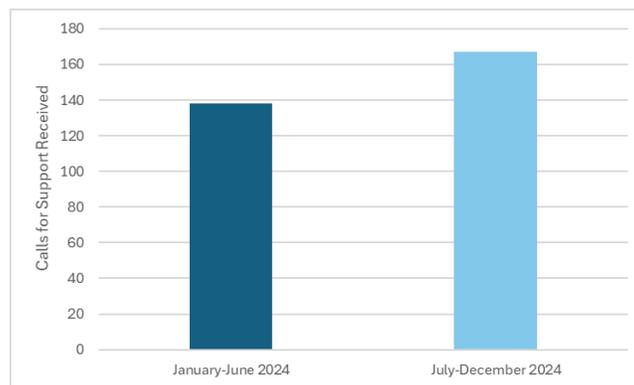


Figure 13. Number of Calls for Support Received by the Unity Project Outreach Workers from January-June and July-December

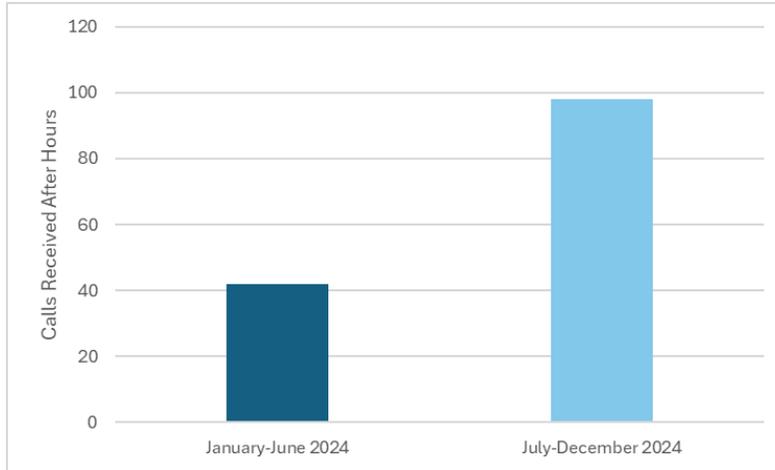


Figure 14. Number of Calls Received After Hours by the Unity Project from January-June and July-December

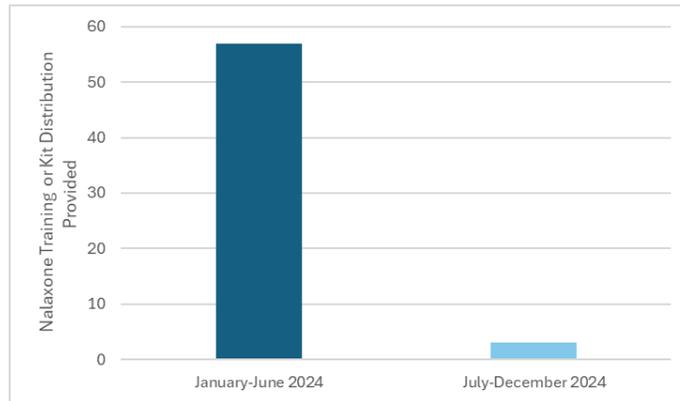


Figure 15. Number of Naloxone Training or Naloxone Kits Distributed by the Unity Project Outreach Workers from January-June and July-December

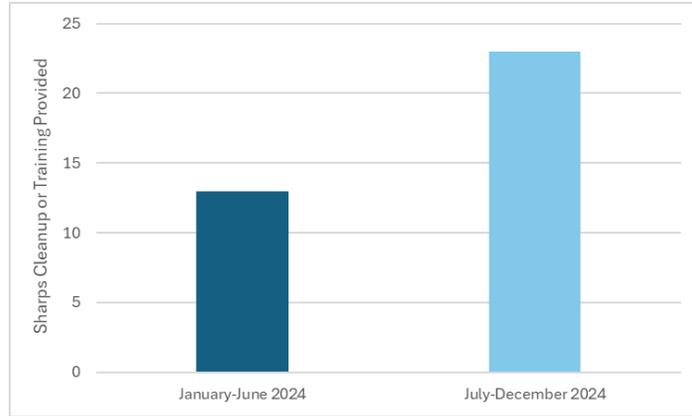


Figure 16. Number of Sharps Cleanup and Training Provided by the Unity Project Outreach Workers from January-June and July-December

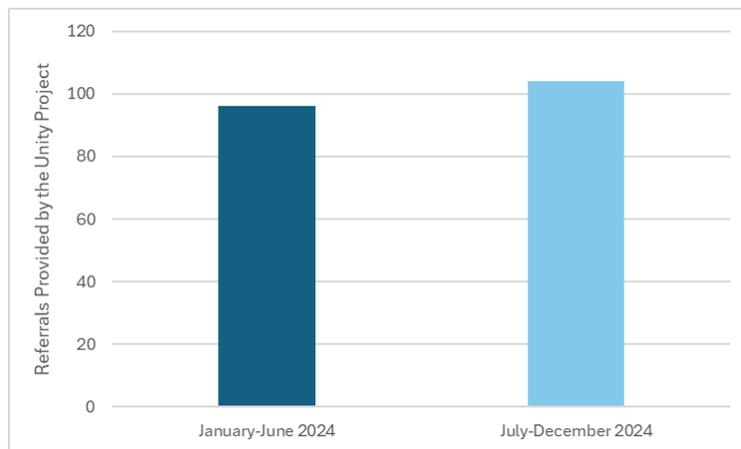


Figure 17. Number of Referrals Provided by the Unity Project Outreach Workers from January-June and July-December