



OTTAWA POLICE SERVICE  
SERVICE DE POLICE D'OTTAWA  
*The Trusted Leader in Policing*  
*Le chef de file de confiance dans la police*



Community  
Development  
Framework



Cadre de  
Développement  
Communautaire

## *A Multi-Stakeholder Approach to Problem Addresses in Ottawa*

Problem addresses threaten the safety, security and peace of citizens living in the same neighbourhood. They are chronic, serious situations that can be complex due to the numerous complicated legal, moral and social issues that influence crime, victimization, and community safety and health. As a result of the complexity, problem addresses can benefit from the involvement of many agencies. The Multi-Stakeholder Approach to Problem Addresses in Ottawa (MSAPA Framework) is a collaborative response to a complex issue.

### **What is a Problem Address?**

A problem address is the site of ongoing disorderly, dangerous and/or threatening activities such as a drug house, a gang hang out, or the location of ongoing public disturbance due to disorderly conduct noise, excessive or dangerous litter (needles, used condoms etc.), other property standards or property maintenance concerns, repeated out of control parties or excessive numbers of guests, that have a significant negative impact on the safety, well-being and peaceful enjoyment of the neighbours.

### **When does the Multi-Stakeholder Approach to Problem Addresses in Ottawa Apply?**

A location should be treated as a problem address and dealt with through the MSAPA lens when:

1. A partner agency has exhausted all their potential interventions independently,
2. The problems continue unabated, and
3. There are risks, threats, dangers and/or disturbance to the other residents in the neighbourhood where the problem address is located.

The MSAPA Framework is a public safety, problem solving approach that builds on collaborative action to respond to chronic, serious problem addresses.

## **Who are the Partners in the Multi-Stakeholder Approach to Problem Addresses in Ottawa?**

There are a wide range of safety and service agencies<sup>1</sup> which may be involved the Multi-Stakeholder Approach to Problem Addresses in Ottawa. The specific agencies will vary by neighbourhood. The local partner agencies are the agencies who sign on to this agreement and agree to have their staff participate in training and attend meetings. Each neighbourhood will have a slightly different group of agencies. The agencies could include, but are not limited to: the Ottawa Police Service; Ottawa Community Housing; the City of Ottawa By-Law and Regulatory Services Branch (BLRS), Community Health or Resource Centres; the Children's Aid Society of Ottawa; community mental health agencies.

### **Guiding Principles**

1. **Shared Vision:** safety is a basic human need, we are collectively responsible for promoting and ensuring safe neighbourhoods.
2. **Mutual Respect:** we understand our partners agencies' differing roles, resources, mandates, responsibilities and independence.
3. **Integrity:** we are committed to working with integrity especially with regards to our responsibilities to ensure that privacy rights are respected and that the highest standards of professional service delivery are upheld.
4. **Coherence:** we agree to ensure timely, efficient and effective responses to active problem.
5. **Collaboration:** we agree to work together.
6. **Commitment:** we agree that safe, liveable neighbourhoods are integral to the quality of life in Ottawa and we are committed to ensuring all residents of Ottawa live in such neighbourhoods.

### **A Shared Vision of Success**

The desired outcome for the Multi-Stakeholder Approach to Problem Addresses in Ottawa Framework is safe, peaceful neighbourhoods and reduced victimization. Due to the complexity of problem addresses, the desired outcomes can include:

1. The resident(s) and other responsible parties of the problem address agree to self-regulate.
2. Peace and safety is restored to the neighbourhoods.
3. Increased sense of safety in the neighbourhood.
4. Increased social cohesion in the neighbourhood.
5. Increased positive use of public space in the neighbourhood.
6. Reduced calls for service.
7. Residents(s) from the problem address have been connected with community support services.
8. The complainant(s) is satisfied with the outcomes.
9. The resident(s) at the problem address are subject to criminal charges or evicted as a very last resort.

---

<sup>1</sup> The word "agency" will refer to any local partner, including police and community agencies.

## **Roles and Responsibilities of Partner Agencies**

It is the role of all partner agencies to identify problem addresses and to the extent possible under applicable legislation to bring them to the attention of the group, to attend meetings and to follow up on action plans as agreed. These groups shall be called the NAST: the Neighbourhood Action and Safety Team. Neighbourhood associations and individual residents may bring an address to the attention of a NAST, but will not be involved in the follow up and are not members of the NAST.

The Ottawa Police Service plays a “lynch pin” role by ensuring joint training and maintaining contact lists of relevant agencies in neighbourhoods. All partners will participate by identifying problem addresses and by calling meetings when necessary.

Educational sessions will be available and encouraged for all those involved in the local NASTs and especially important for Community Police Officers. The training will bring together OPS, BLRS, Community Health and Resource Centres, public and private landlords, mental health and other relevant services. The training will be offered at least once every six months and will cover topics including: relevant criminal law; relevant parts of the Residential Tenancies Act; understanding the different partners’ organizational mandates, mental health and addictions; privacy issues; and collaborative processes.

The role of the Ottawa Police Service Staff Sergeant in charge of Crime Prevention is to coordinate training to all parties and to maintain this Framework through further policy and partnership development.

The role of the Community Police Centre (CPC) Officers will be to maintain lists of the potential partners in their catchment area and to call meetings when required.

The role of all other partners is to identify problem addresses and to call meetings of the NAST, in partnership with the CPC officer, to work to resolve the situation and to attend meetings when they are called by other NAST members.

The partners will meet at least twice a year in all CPC catchment areas. In the catchment areas with many problem addresses, the partners may need to meet frequently. In areas where there is already a joint neighbourhood meeting, such as a local CDF, the meeting of the NAST will be linked to these meetings. Nevertheless, residents, community associations and those not bound by privacy rules will not attend NAST meetings other than to identify an issue.

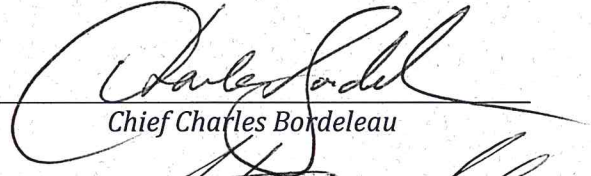
The role of the agencies (and their representatives) involved in a NAST is to familiarize themselves with this Framework, to attend training, to follow up on issues at a specific address within the scope of their agency role, to comply with applicable privacy legislation and to uphold their respective agency’s privacy policies with regards to any personal information relating to individuals present at the problem address during the agency/worker’s participation in NAST and the MSAPA Framework generally and to sign this document to indicate the agency’s commitment to participating in the MSAPA Framework.

## Agreement to Work Collectively

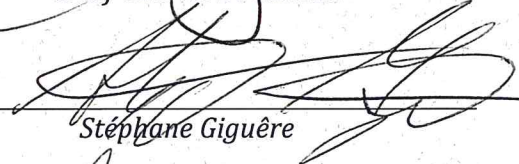
*Date of first signing on July 18, 2014, City of Ottawa.*

The signatories to this Framework document agree to work collectively to respond to problem addresses in our neighbourhoods while respecting these guiding principles:

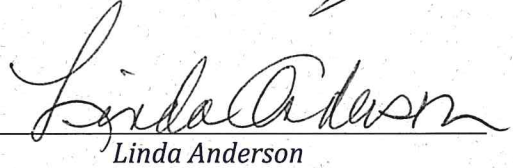
Ottawa Police Service  
July 18, 2014

  
Chief Charles Bordeleau

Ottawa Community Housing Corporation  
July 18, 2014

  
Stéphane Giguère


City of Ottawa (BLRS)  
July 18, 2014

  
Linda Anderson

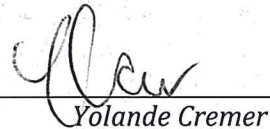
South East Ottawa Community Health Centre  
July 18, 2014

  
Leslie McDiarmid

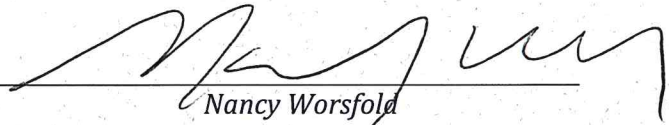
Western Ottawa Community Resource Centre  
July 18, 2014

  
Larissa Silver

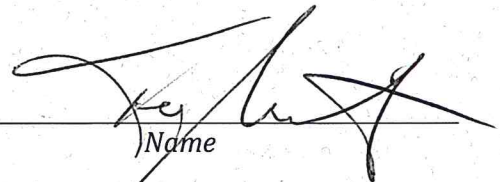
Centre des Ressources  
Communautaire de la Basseville  
July 18, 2014

  
Yolande Cremer

Crime Prevention Ottawa  
July 18, 2014

  
Nancy Worsfold

Eastern Ottawa Resource Centre  
Agency, Date

  
Name