



Post-Incident Neighbourhood Support Networks

A Framework for
Implementation

FINAL DRAFT

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1 Purpose

This Framework for Post-Incident Neighbourhood Support Networks is a guide to how communities across Ottawa can engage community leaders and service providers to coordinate support and resources to neighbourhoods impacted by violent or traumatic incidents (also referred to as a critical incidents). By providing supports immediately following the response to a critical incident, the Network mobilizes existing local resources to address individual/group needs, coordinates community discussions, and facilitates timely information sharing. Ultimately, these networks are intended to aid in reducing distress and restore cohesion, and ultimately reduce fear, assist in recovery, and build community resiliency.

As a community-led approach, this Framework builds on community development principles, including:

- Enhance natural capacities and networks
- Community ownership
- Community self determination
- Social justice and equity
- Universality
- Service integration

Specifically, the framework provides the link into neighbourhood and city-wide resources and assets, which include the mobilization of community health and resource centres, community housing, victim services, municipal services, faith communities, private landlords, and local residents.

This Framework stems from the work of the Ottawa Gang Strategy Steering Committee under the leadership of the Coalition of Community Health and Resource Centres. It does not limit its use to gang related incidents as it can benefit a community experiencing trauma following a criminal incident, regardless of the cause.

1.1 How we define a traumatic or critical incident

For the purpose of this Framework, a traumatic or critical incident is a sudden, unexpected and personally upsetting criminal event that is powerful enough to potentially overwhelm and dismantle the natural coping mechanisms of an individual or a community. These incidences are usually outside the range of a person or community's ordinary experiences and natural coping tendencies; however, it is not always subjectively experienced or perceived as traumatic to the individual or community. While all Traumas are classified as Critical Incidents, not all Critical Incidents are "Traumas". The difference lies in an individual's or community's perception of the incident and in relation with other historical incidences, which may compound the trauma.

These events include incidents involving a criminal act resulting in sudden trauma or death, including:

- gun shots fired without property or personal injuries
- shootings resulting in property damage, injuries or death
- violent attacks on a person or properties
- assaults and stabbings resulting in injuries or death
- other murders
- armed robberies
- public sexual violence
- major police interventions
- racially, religiously or sexually motivated attacks
- interpersonal conflicts, and altercations that escalate and lead to police involvement and arrest

2 Interdependencies

2.1 Ottawa Police Service Standard Operating Procedure

This Framework is a supplement to the existing Ottawa Police Service's District Directorate Standard Operating Procedure for Major Incidents (Appendix A), where the initiation of community supports by the District Manager is subject to the level of community need, officer availability and duration.

2.2 Existing Protocols

The Post-Incident Neighbourhood Support Networks recognize and respect that local organizations and participating organization may have an internal critical incident protocol to follow when a traumatic criminal incident occurs. This network approach is intended to be used as a guide to collaborate and coordinate post-incident support efforts at the neighbourhood level and as a means of managing communication to the community including organizations and residents. Staff should first and foremost follow their respective organization's protocols before implementing any of the steps found in this framework.

3 Framework

3.1 Stages

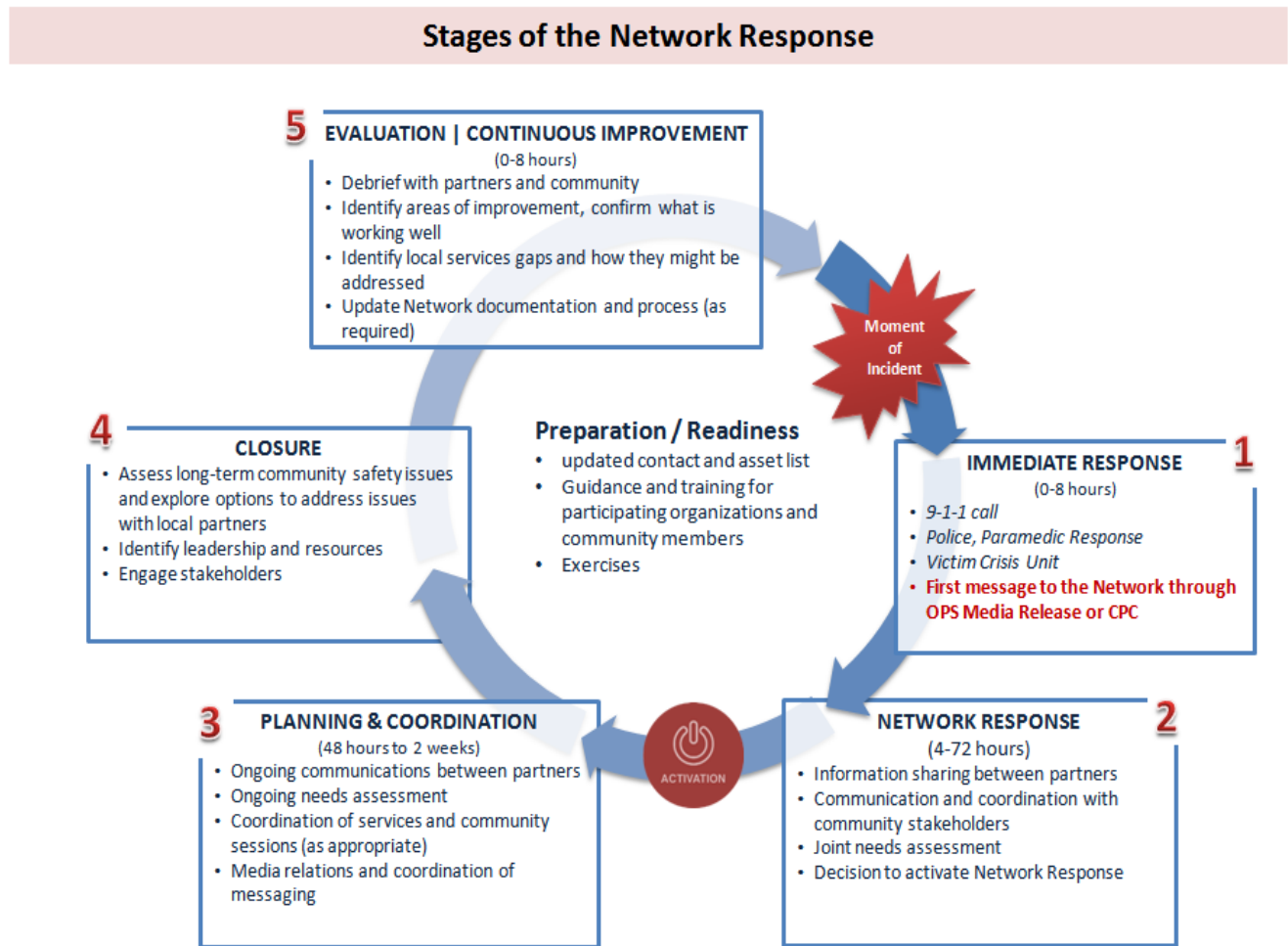
The following stages represent the progression over time of a critical incident and how they map to the scope of the Post-Incident Neighbourhood Support Networks. The framework proposes approximate timelines that will vary based on the time of day and day of the week (week day vs weekend) and the availability of resources. The stages are as:

- Preparation and Readiness
- Moment of Incident
- Immediate Response
- Network Activation
- Planning and Coordination

- Closure
- Evaluation

The following section describes each stage, as illustrated in Figure 1 below.

Figure 1: Support Stages



Preparation and Readiness (ongoing)

The Preparation and Readiness stage is an ongoing stage in preparation for an eventual critical incident. It focuses on the network’s readiness to provide supports by:

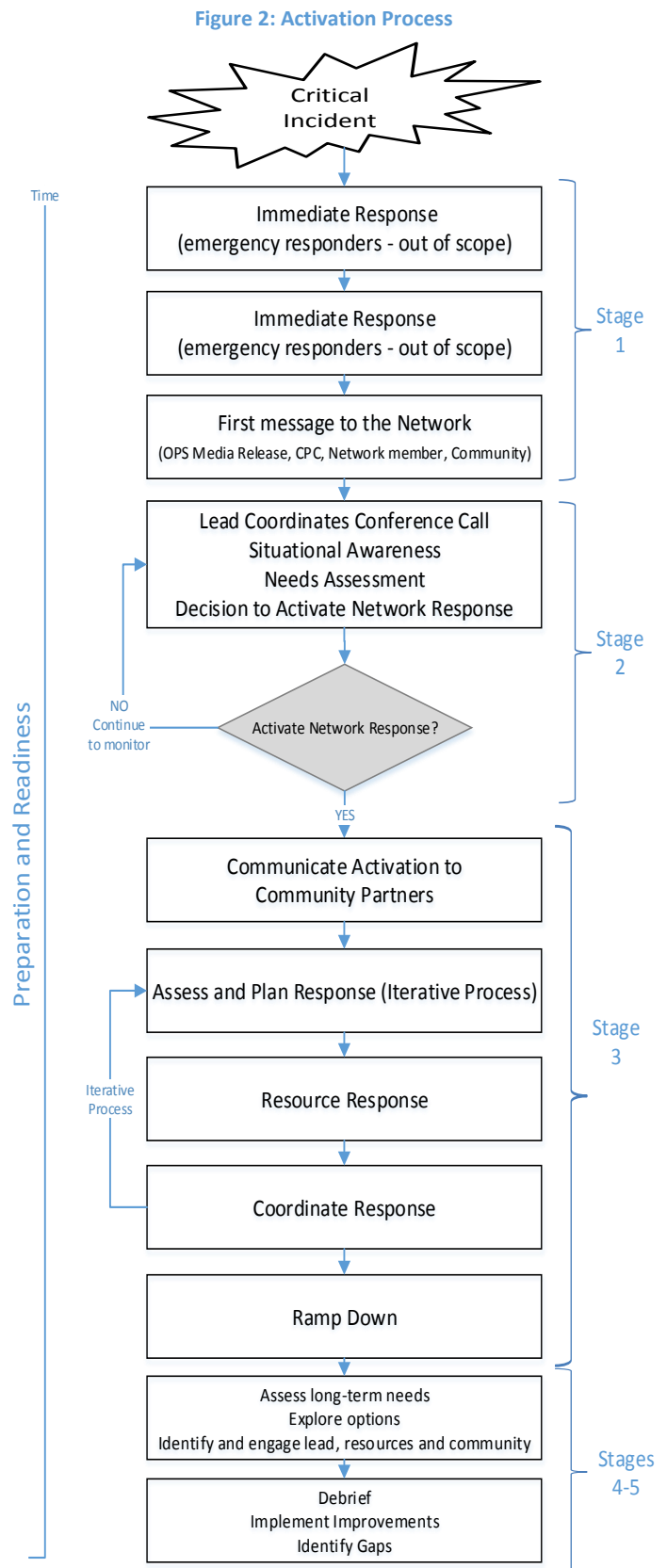
- Identifying community partners and formalizing the network members and lead
- Developing a communications plan including contact lists and templated messages
- Identifying community resources and assets available to support and lead contacts
- Confirming the Networks’ approach to triggering the support services and ongoing coordination
- Training and scenario exercises for the Network members to increase their readiness in the event of a critical incident

1. Immediate Response (0 to 8 hours post-incident)

Immediately after a critical incident occurs, the most likely immediate response will be the residents and/or agency staff closest to the place where it occurred. For example, if a shooting happened in an open space like a park, nearby residents using the park would call 911 and may also be the first people to support victims until emergency services arrive. Agency staff at nearby community services may also be called in to support the emergency until emergency responders arrive. When near a facility, agency staff will likely be required to assess the need to activate any internal protocols or lock down procedures. For example, children playing outside in the park may need to be brought into the recreation facility or a nearby school may be required to bring students to a safe area within the school. Police are also required to make an assessment and referral to their internal Victim Crisis Unit who in turn may engage non-profit organizations such as Ottawa Victims Services with a mandate to directly support the victims and their families. At this stage of the incident, the Network may be triggered to assess the needs of the community and through communication with police determine the best time to engage to not interfere with the police response and investigation. During this immediate response, the leads in each Network will receive the media release issued by Ottawa Police Services as part of their automated distribution list.

2. Network Support Activation (4-72 hours post-incident)

Once the emergency services have responded to the scene of the incident and nearby schools, recreation centres and community organizations have activated their internal protocols and lock down procedures (if applicable), the stage for a wider community support to the incident can occur. This stage includes the decision to activate the framework. The Network may be activated at any time over the course of the incident and is predicated by the needs of the affected



community as assessed by Network members.

Any of the following organizations can initiate the process to determine if activation is required:

- the Ottawa Police Service when their SOP is activated by the District Manager or Supervisor following an incident that has been assessed as potentially having a significant effect on community's well-being (Appendix A);
- the Ottawa Police Service's Victim Crisis Unit when they assess that there is a role for the Network's support to tertiary victims;
- Ottawa Community Housing, when they assess the need following incidents on or in vicinity to their properties;
- a Community Health and Resource Centre or designated community lead when the needs of their community supports its activation.

Activation may only occur after consultation with at least one Network member in collaboration with the Community Health and Resource Centre or designated Network Lead. When possible, consultative participation of all stakeholders is preferred although at times not possible. The Network Lead serves as the communication and coordination link for the support efforts between Network members and other local stakeholders. The Network Lead will send out a notification to the distribution list using the mechanism set in place for their respective neighbourhood (phone, email notification, combination of both) and advise on next steps to assess the needs. Based on the incident, options may include a conference call or an in-person meeting.

Once the initial awareness of the critical incident has been raised with all Network Members via phone, email or site visits, the Network will review the other types of supports that may be required and assess the need to bring in supports outside the Network. At this point it is important for the Network Lead and Network Members to conduct an assessment of the incident:

- Confirm the incident and relevant facts
- Establish communications channel with OPS and manage communications
- Identify the potential needs and courses of action
- Identify required resources and asset points of contact to secure
- Assemble the team
- Establish a Plan
- Identify and task immediate next steps

3. Planning and Coordination (24 hours to 2 weeks post-incident)

In this phase, meetings will take place with local contacts and other relevant players to outline the support strategy, required supports and priority needs. One type of activity in this stage includes community meetings when deemed appropriate, such as information sessions. In these meetings, community residents are provided with the facts of the incident that occurred including steps being taken by police and other emergency services.

Other types of intervention activities include

- Informal group discussions
- Door knocks
- Psycho-social supports
- Community discussions on the impact of the event
- Community gatherings
- Social events (e.g. outdoor gatherings)
- Healing circles
- Conferencing and mediation sessions
- Distribution of information sheets, with contact information for concerned or traumatized neighbours

The Network should determine the appropriate lead roles for providing regular updates on support efforts. In addition, the Network can identify lead roles for the facilitation of each type of intervention activity. For example, local Community Health and Resources may have trained staff to facilitate group discussions to help residents cope with emotionally traumatic experiences such as a shooting resulting in the death of a resident.

4. Closure

In this stage, the Network Members are already planning to complete the support activities. During the exit stage, the Network Members will identify community leadership and resources that may be required to support long-term community safety projects in the neighbourhood. After a critical incident occurs in a neighbourhood, community residents raise outstanding community safety issues. It is important for Network Members to begin to address these issues with practical solutions and strategies.

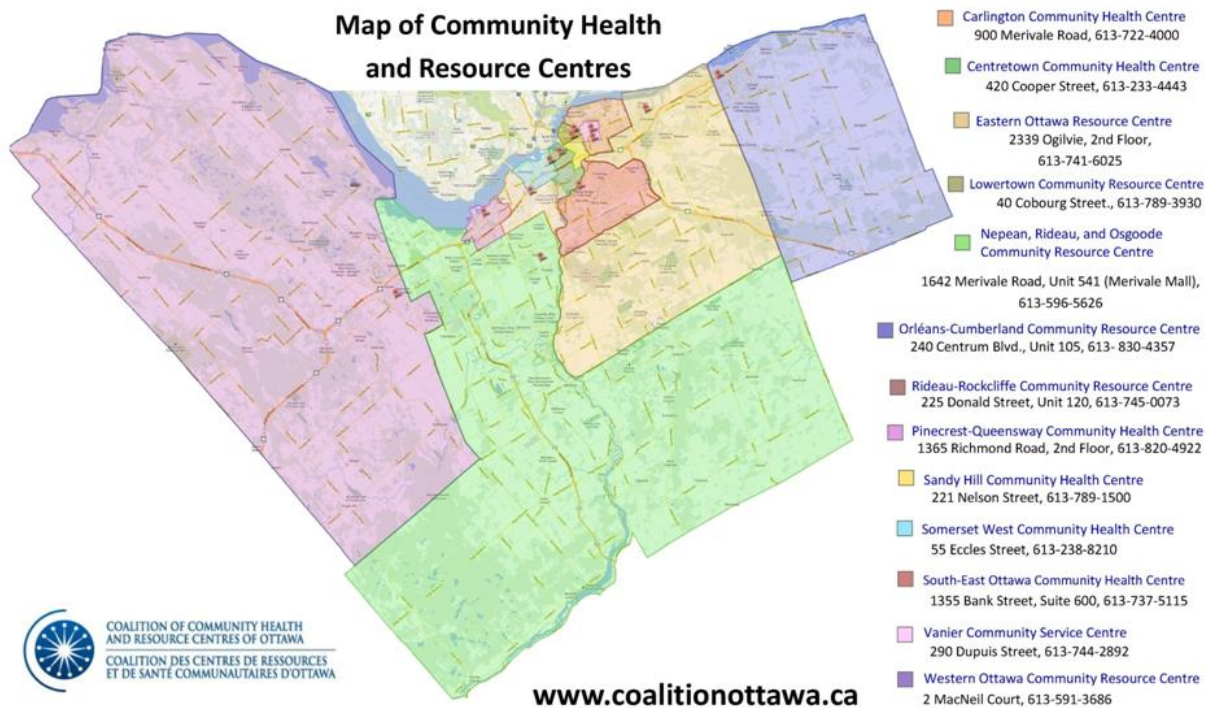
5. Evaluation

In the evaluation stage, the Network Members review the response time and activities during the critical incident. Discussions focus on improvements to communications, identification of services gaps, and identifying additional community resources and City and/or community resources.

4 Defining Neighbourhoods

This framework will apply the geographic boundaries for the Community Health and Resource Centres in alignment with their respective Ottawa Police Services Community Police Centre. The following map delineates the catchment area of the Community Health and Resource Centres and the subsequent table cross references these Centres with their respective Community Police Centre. Note that the catchment areas are not the same and so some CHRC's may have more than one Community Police Centre within its jurisdiction. For the purpose of this Protocol, a primary Centre will be identified as the lead.

Table 1: Map of CHRC Catchment Areas



CHRC Lead	CHRC Contact Information	Community Police Centres (613-236-1222)
Carlington CHC	900 Merivale Road Ottawa, ON, K1Z 5Z8 (613) 722-4000	Parkwood Hill 1343 Meadowlands Dr. Ext.2348
Centretown CHC	420 Cooper St. Ottawa, ON, K2P 2N6 (613) 233-4443	Centretown 110 Laurier Ave W 2 nd floor Ext 5804
Eastern Ottawa Resource Centre	2339 Ogilvie Road, 2nd Floor Ottawa, ON, K1J 8M6 (613) 741-6025	Wellington? 1064 Wellington St Ext 5870
Lowertown CRC	40 Cobourg St. Ottawa, ON, K1N 8Z6 (613) 789-3930	Rockliffe Park 360 Springfield Rd Ext 5915
Nepean, Rideau and Osgoode CRC	1547 Merivale Road Unit #240 (613) 596-5626	Barrhaven - 100 Malvern Dr Ext 2342 Manotick - 5669 Manotick Main St Ext 2314
Orleans-Cumberland CRC	240 Centrum Blvd., Unit 105 Ottawa, ON, K1E 3J4 (613) 830-4357	Orleans-Cumberland 3343 St Joseph Blvd Ext 3571
Pinecrest-Queensway CHC	1365 Richmond Road, 2nd Floor Ottawa, ON, K2B 6R7 (613) 820-4922	Bayshore 98 Woodridge Cres Ext 2345
Rideau-Rockcliffe CRC	225 Donald Street, Unit 120 Ottawa, ON, K1K 1N1 (613) 745-0073	Rockliffe Park 360 Springfield Rd Ext 5915 and Vanier 252 McArthur Rd Ext 5823
Sandy Hill CHC	221 Nelson St. Ottawa, ON, K1N 1C7 (613) 789-1500	Vanier 252 McArthur Rd Ext 5823
Somerset West CHC	55 Eccles Street Ottawa, ON, K1R 6S3 (613) 238-8210	Centretown 110 Laurier Ave West, 2nd floor, Ext. 5804
South-East Ottawa CHC	1355 Bank Street, Suite 600 Ottawa, ON, K1H 8K7 (613) 737-5115	Ottawa South 2870 Cedarwood Ext 5812
Vanier CSC	290 Dupuis Street Ottawa, ON, K1L 1A2 (613) 744-2892	Vanier 252 McArthur Rd Ext 5823
Western Ottawa CRC	2 MacNeil Court Ottawa, ON, K2L 4H7 (613) 591-3686	Kanata 211 Huntmar Dr Ext 2001

5 Network Lead and Membership

Post-Incident Neighbourhood Support Networks are collaborations with local stakeholders and may include the following core organizations:

- the local Community Health and Resource Centres and Community Developers
- Ottawa Community Housing and other social housing providers and private landlords
- Community Police Officers and Neighbourhood Officers from Ottawa Police Services
- Residents Associations
- Community Houses
- Local Councillors' Office

In addition to the Core Organization, each neighbourhood protocol will be supported by local partners that will vary throughout the city.

6 Steps to Implementing a Post-Incident Neighbourhood Support Network

The following section provides a step-by-step guide to assist Community Health and Resource Centres or an alternate Lead Agency with the planning and activation of a local Network. Each step is supported by templates and tools, provided in Appendix. This approach recognizes that each neighbourhood throughout the city is unique and allows for flexibility in developing an approach that aligns with each community's strengths and existing structures.

Key steps in establishing a Network are:

1. Confirm Lead Agency
2. Identify potential Network members
3. Organize an initial Kickoff meeting
4. Confirm Network Members
 - a. Network Member List and Contact Information (Appendix B)
5. Identify Network resources and assets
 - a. Resources and Assets List template (Appendix C)
6. Develop Network Communications Plan and Training Plan
 - a. Communications Plan (Appendix D)
 - b. Training Requirements and Plan (Appendix E)
7. Develop/identify Needs Assessment approach/tool
 - a. Needs Assessment tool (Appendix F)
8. Develop Activity Log/Plan template
 - a. Support Activity Log/Plan (Appendix G)
9. Develop Post Activation Debrief form
 - a. Post Activation Debrief template (Appendix H)

7 Review Cycle

This Framework will be reviewed at least once every two years and will be revised to ensure that it remains accurate and reflects the learnings from its implementation.

Appendix A: OPS District Directorate Standard Operating Procedure for Major Incidents

District Directorate Standard Operating Procedure (SOP)

In the event of a major incident, District Inspectors, S/Sgt's and Sgt's shall monitor and assess criminal and other police-related occurrences that may have a significant effect on community well-being for appropriate follow-up. Community officers are a key point of contact for affected community members. Where deemed applicable, District Managers/Supervisors will initiate an appropriate level of police community outreach, which may include:

1. Notification of or response to ward councillor.
2. Community Police officer, School Resource Officer, Youth, Traffic, Neighbourhood officer, and/or Demo/Beat Unit engagement with affected community and/or location regarding safety concerns.
3. Consultation with VCU (Manager Ext 2208, Intake/Ext 2223) in assessing the needs of identified victims and other community members to determine a plan of assistance.
4. Consultation with Community Development and other sections regarding support.
5. Consultation with external stakeholders engaged in post- incident neighbourhood support.
6. Participation in a community meeting related to the incident.

District Managers shall consult with the Section Manager responsible for a criminal investigation to ensure investigative integrity is protected and not compromised by any of the above actions. Sharing or responding to information requests are subject to lead section approval.

OPS Corporate Communications can also be consulted as it pertains to existing media releases and messaging. Public inquiries asking for additional information about any specific criminal investigation itself should be directed to the Investigative lead or Media Relations as the case may be.

District Directorate response to Major Incidents will be reviewed by the District Inspector(s) to ensure they are commensurate with the level of community concern.

The initiation of community support is subject to the level of community need, officer availability and can vary in duration.

External community resources, community groups, and/or other stakeholders may have a role. All Officers are encouraged to be familiar with resources available to the public, and where appropriate, provide referral information to affected community members.

Appendix B: Network Member List and Contact Information

In most communities there are common groups to be considered as a priority to immediately involve in a coordinated post-incident support effort to a critical incident. Typically, the immediate circle of support would involve:

- CHRCs
- Housing Providers (e.g. OCH, other social landlords, Private Landlords)
- Community Houses
- Community Organizations
- Neighbourhood Associations
- Child Care Centres
- Faith Communities
- Shelters
- City departments
- Politicians
- Agency Networks
- Resident Engagement Groups
- Tenant Associations
- Schools

Organization	Lead/Point of Contact	Contact information	Role

Appendix C: List of Network Resources and Assets

Community Resource	Example	Specify	Contact Persons
Community Meetings	Space Facilitators Table, chairs Other logistics		
Counselling Services	Crisis Response Other specialty		
Outreach Workers			
Languages / Translations			
Childcare	Trained staff Space		
Transportation	Vehicles Insured drivers Public transit tickets		
Religious and Spiritual Care	Faith Leaders Other resources		
Handouts / Information	Brochures		
Social Media Sites	Neighbourhood Facebook Site Twitter		

City-wide Resource	Contact Persons
Information Line	2-1-1
Police, Fire, Ambulance	9-1-1
Victims Services – Victim Crisis Unit	
Victim Services – Ottawa Victim Services	

Asset Type	Asset Address	Owner	Contact Person	Contact Information	Notes
e.g. Community Centre	Overbrook Community Center (33 Quill St)	City of Ottawa	Bruno Crites	Bruno.Crites@ottawa.ca	Coordinator

Appendix D: Communications Plan

What (key messages) and Why (objective)	When (date or timing)	To Whom (Audience(s))	How (vehicle, channel)	Lead and Approvals

Engagement Level Required	Tactics	Audience and Expressed Needs to be met	Lead and Contributors	Overall Approach	Timing / Date
Awareness (one way communication)	e.g. email, letter, handout, signage, social media post (passive)				
Understanding (two-way communication)	Informal “open house, coffee-on” Meeting Town hall Social media exchange (moderated) e-mail exchange				
Commitment (two-way communication,	Workshop Focus Group Meetings				

Engagement Level Required	Tactics	Audience and Expressed Needs to be met	Lead and Contributors	Overall Approach	Timing / Date
move to action, shared responsibility)	Online forum and dialogue				
Action (commitment, accountability, followthrough)	Initiatives Projects Joint efforts Task Force Committee				

Appendix F: Needs Assessment

Need Identify	By Whom	Resources and Assets	Lead	Timing / Approach

Appendix G: Support Activity Plan and Log

Network Activity	Date	Description	Lead/ Contributors	Notes

Appendix H: Post Activation Debrief Template

Incident		
Date of Incident		
Date of Network Activation / Deactivation		
Participating Partners		
Summary of Response Taken by the Network		
What went well?		
Issues and Challenges		
What do we need to improve or change	Proposed Changes:	Lead:
Community concerns and issues that need to be addressed		
Long term security needs identified		
Next Steps / Lead(s)		