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**COMMUNITY DEVELOPMENT
FRAMEWORK – SAFETY COMMITTEE**

11

**Approaches to Active Problem Addresses from
Municipalities Across Canada**



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Approaches to Active Problem Addresses from Municipalities Across Canada

The City of Ottawa's Community Development Framework (CDF), Crime Prevention Ottawa (CPO) and the South-East Ottawa Community Health Centre (SEOCHC) are partnering on a project to develop a sustainable framework for a multi-stakeholder approach to active problem addresses in Ottawa. This work is guided by the CDF Safety Committee.

For the purposes of this project, an active problem address is defined as a specific address which is the location of ongoing disturbance to neighbours and/or complaints related to crime and disorder, which affect ongoing community wellbeing.

As part of the project, a scan of *Approaches to Active Problem Addresses from Municipalities across Canada* was conducted between June and August, 2011 to provide information of how other municipalities are dealing with problem addresses. Altogether, these 16 municipalities were included in the scan: Vancouver, Surrey, Edmonton, Calgary, Regina, Saskatoon, Winnipeg, Toronto, Waterloo, Kitchener, Montreal, Quebec, St. John, Halifax, Thunderbay and Mississauga.

In this report, Alberta, Saskatchewan, Manitoba, New Brunswick and Nova Scotia are provinces that have Safer Communities and Neighbourhoods (SCAN) legislation which aims to improve community safety by targeting properties used for ongoing illegal activities. The scan found that municipalities in these provinces rely primarily on SCAN to respond to problem addresses.

Overall, the scan revealed a varied range of approaches applied by all 16 municipalities with regards to problem addresses. Some highlights of "good practices" of the approaches from municipalities across Canada are summarized below:

1. Collaboration between the various enforcement services such as the police, By-Laws, Fire Department, Health Inspection, EMS, Electric Safety Authority (ESA) and the Alcohol and Gaming Commission of Ontario (AGCO), the RCMP and native policing.
2. Sustained commitment of the collaborating enforcement services to work together.
3. Regular information sharing among the collaborating enforcement services within their respective capacities to disclose information, especially on active cases.
4. Effective coordination of enforcement services to bring problem addresses into compliance.
5. Respect among the collaborating enforcement services for each other's jurisdiction, mandate, investigation and enforcement protocols/practices, and independent decision-making process.
6. Most approaches attempt informal resolution first by working with the landlords/owners of the problem properties. Additional interventions are introduced to progressively leverage pressure on the landlord/owner if they do not exercise responsibility in bringing their problem property into compliance (e.g. issuance of warrants, Remedial Orders, Notice of Corrective Action, property clean-up by the City and costs billed to the landlord/owner, if this debt is not paid it is attached to property taxes, and if these taxes are not paid, then the City would seize the property to recover costs).

7. Community engagement, development and prevention were used in some approaches to apprise and assure neighbours of the enforcement actions to bring the problem property into compliance, and to strengthen the prevention of reoccurrence.

The following section briefly describes the approaches from municipalities across Canada starting from the west of the country.

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	Key Approach	Summary
Vancouver SCAN: no	Coordinated Enforcement Team	<p>The City has a Coordinated Enforcement Team which meets regularly to discuss and strategize enforcement actions that needs to be taken. This team is comprised of the Licenses and Inspections Department, Police Department, Fire Department, Social Policy and Housing Department, and Legal Services Department. Whenever necessary, additional departments and external agencies become involved, such as Communications Department, City Manager's Office, Health authority, and utility companies. The Coordinated Enforcement Division (Property Use Inspection Branch) takes the lead in coordinating the inspection of a Problem Property. Depending on the violation, compliance can be achieved either by “nuisance designation”, hiring of contractors to do the work, business license review, injunctive relief or prosecution.</p> <p>Website: http://vancouver.ca/commsvcs/LICANDINSP/compliance/propertyuse/problemproperty.htm</p>
	Nuisance Designation - Vancouver Charter	<p>For nuisance properties, the City has the authority under the Vancouver Charter (granted by the Province) to designate a property as Nuisance. This authority grants the Chief Building Official the power to order a building demolished due to a number of reasons such as fire hazard, structural safety, or menace to health.</p> <p>Attachment: APPENDIX A: Excerpt from the Vancouver Charter Website: http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/vanch_10</p>
	Grow Busters Team	<p>Property Use Inspectors serve on the Grow Busters Team along with Building, Plumbing and Electrical Inspectors. The team inspects buildings that have been used for marijuana grow operations and may have had their electrical, plumbing and ventilation systems modified, and may have sustained structural damage. Inspectors determine the work required to bring grow op buildings back into conformity with City By-laws, and ensure the work is completed prior to permitting re-occupancy. For clandestine labs and grow-ops, the city can levy a charge against property taxes for the clean-up and inspection (approximately \$2000), disconnection of power, and issue a DO NOT OCCUPY order.</p> <p>Website: http://vancouver.ca/commsvcs/LICANDINSP/compliance/propertyuse/growbusters.htm</p>
	Crime Free Multi-Housing (CFMH) Program	<p>The Crime Free Multi-Housing (CFMH) Program is a crime prevention program that works with people who manage and live in rental properties. The program is administered by the City of Vancouver and Vancouver Police. The goal is to reduce crime and nuisance in rental properties and encourage active management.</p> <p>Attachment: APPENDIX B: Crime Free Multi-Housing Program (Vancouver) Website: http://vancouver.ca/commsvcs/licandinsp/compliance/cfmh/aboutus.htm</p>
Surrey SCAN: no	Strategy by RCMP and City By-laws	<p>The RCMP provides local policing service in Surrey. Collaborative steps taken by the RCMP and By-laws Officers:</p> <ul style="list-style-type: none"> • to identify the problem properties

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		<ul style="list-style-type: none"> • Police and By-laws to attend with the property owner to discuss the problem tenants, identify concerns and explain the negative impact that their tenants' activity has had on their property and the neighbourhood. This includes explaining possible fines and court action. • to assist and support the property owner and make them feel that they were not alone through the process of dealing with their tenants at the problem property: <ul style="list-style-type: none"> ○ the role of the RCMP and By-Laws is to provide accurate information to the property owner and tenant(s) (where allowed by Law) and when requested to do so by a BC Civil Court summons ○ both Police and By-laws to provide letters documenting calls for service and history of the property in order to assist the owner in the process of dealing with the tenants at the problem property • the property owner must follow all the relevant BC statutes should s/he decide to evict a tenant, and the tenant has full rights of review and appeal • wherever possible the RCMP/ By-laws investigation involves the tenants so they have an opportunity to address their activities • partnership with the Residential Tenancy Branch to conduct information sessions to help educate the property owner of his/her rights and responsibilities <p>By-laws used:</p> <ul style="list-style-type: none"> • Surrey Noise Control By-Law 7044 • Surrey Controlled Substance Property By-Law 15820 • Surrey Community Improvement & Unsightly Property By-Law 13150 • Surrey Prohibition of Nuisances By-Law 12883 <p>The summary of the strategy guidelines are:</p> <ol style="list-style-type: none"> 1. Complaint evaluation to determine is the complaint is founded. 2. Contact and advise the landlord. By-laws Officer and RCMP meet with the land lord at the RCMP detachment office to get the landlord on board as a community partner in effectively closing down the problem address. Have By-laws inform the landlord about: <ol style="list-style-type: none"> a. any by-law issues, such as noise or unsightly property issues that the tenants may be responsible for causing, but for which the landlord could be held liable b. the Controlled Substances Property by-law and of the landlord's potential liability. Should police execute a warrant for whatever reason and evidence is found that controlled substances are used, trafficked, or stored at the problem address, then the City of Surrey can bill the landlord for the cost of the warrant. Typically the cost ranges from \$4000 to \$8000 for flop houses trafficking; and can be higher for labs and grow-ops. Once the problem is presented, the landlord is invited to work with the RCMP and By-laws to deal with the problem. 3. Gather additional evidence from ongoing investigation.

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		<p>4. Consider criminal verses civil responses.</p> <p>5. The option of doing search warrants.</p> <p>6. Evidence can lend support to executing a warrant, fines under by-laws, an “Early Termination Application” (5 and 10 day evictions) and Notice of Dispute Resolution Hearings.</p> <p>7. Possibility of giving evidence as a police officer in tenancy dispute e.g. Notice of Dispute Resolution Hearing.</p> <p>Attachment: APPENDIX C: Surrey Strategy Guidelines Addressing Drug Houses</p>
Edmonton SCAN: yes	Edmonton Report a Drug House (RADH) program	<p>Official complaints through the RADH program, either by phone (780-426-8229) or over the internet, cannot be treated anonymously or confidentially. However, anonymous tips can be submitted through Crime Stoppers online or at 1-800-222-8477 (TIPS). Confidential reports can also be generated through the Province of Alberta’s Safer Communities and Neighbourhoods (SCAN) at 1-866-960-7226 or through their website.</p> <p>Website: http://www.edmontonpolice.ca/CrimePrevention/CommunitySafety/ReportADrugHouse.aspx</p>
	Crime Free Multi-Housing program (CFMH)	<p>The Crime Free Multi-Housing program introduces crime prevention techniques to rental property to reduce the likelihood of criminal activity occurring on the premises. The CFMH program adheres to the principles detailed in Crime Prevention Through Environmental Design (CPTED).</p> <p>The City of Edmonton has a number of properties that have completed the three phases and are certified CFMH properties. As a public service, the Edmonton Police Service (EPS) has compiled a list of certified properties based on the 5 policing divisions throughout the city.</p> <p>Attachment: APPENDIX B: Crime Free Multi-Housing Program (Edmonton)</p> <p>Website: http://www.edmontonpolice.ca/CrimePrevention/CommunitySafety/CrimeFreeMultiHousing.aspx</p>
	Neighbourhood Empowerment Teams	<p>In the last 8 years, the Neighbourhood Empowerment Team (N.E.T.) combines the skill, expertise and perspectives of traditional law enforcement practices with innovative community development strategies to reduce crime and increase crime prevention in Edmonton. As a shared project of City of Edmonton Community Services, Edmonton Police Service, the Family Centre and United Way of the Alberta Capital Region, N.E.T. teams are championed as a means of applying non-traditional policing response to very common, recurrent community issues. A police officer and a civilian community capacity builder, supported by a youth mobilization team comprise this multi-disciplined N.E.T. team.</p> <p>Assigned to “at-risk” communities, as determined by escalating crime statistics and socio-economic indicators, N.E.T. teams stabilize environments; reducing and preventing crime and fear of crime. The development and execution of a "Community Action Plan" customized to each community’s unique needs and opportunities, guides the day-to-day</p>

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		<p>activity of the N.E.T. teams. Community-specific policing, community mobilization and crime prevention programming are implemented over a 2 to 4 year period guided by the vision, mission and objectives of the "Community Action Plan"</p> <p>Attachment: APPENDIX E: Edmonton Neighbourhood Empowerment Teams Website: http://www.edmontonpolice.ca/CrimePrevention/NeighbourhoodEmpowermentTeams.aspx</p>
	Derelict Housing Unit (concluded)	<p>The Edmonton Police Service (EPS) used to implement the Derelict Housing Unit. This unit consisted of one uniformed constable who was tasked with identifying relevant agencies to deal with problem addresses, where policing powers were not best suited to dealing with the issues presented. Working on a referral basis, the police member would assess a problem address and contact the organization with the strongest legislation with which to deal with the concern. Police were responsible for providing a safe work environment, such as a health inspector assessing a known drug house, and ensuring that community stakeholders were apprised of any actions taken based on complaints made to the respective agencies.</p> <p>Website: http://en.wikipedia.org/wiki/Nuisance_abatement#Edmonton.2C_Alberta.2C_Canada</p>
Calgary SCAN: yes	Alberta Municipal Government Act (MGA) and Municipal Bylaws	<p>In Calgary, the lawful authority to deal with unsightly or messy properties comes from the Alberta Municipal Government Act (MGA) and Municipal By-laws. For untidy properties, the provision under the Community Standards By-law is used, and for abandoned or derelict buildings the MGA which addresses unsightly properties is applied. All orders are issued by Peace Officers who have the authority to enforce the MGA. In both cases the basic process is as follows:</p> <ul style="list-style-type: none"> • inspect the property and determine if there is a violation of provincial or municipal statutes • issue a Remedial Order under provisions of the MGA addressed to the property owner on title. Time to comply is normally 14 days which mirrors the time a person has to appeal an order. The officer can also extend the compliance period if requested by the property owner to allow them to comply • after 14 days if the order is not appealed, the property is re-inspected, and if there has not been compliance a notice of corrective action is issued as per the MGA • the Notice of Corrective Action advises the property owner that the Remedial Order issued to them has not been complied with and enforcement action is being commenced to correct the situation • the city work forces physically clean up the property at the property owner's expense • all costs of the clean-up become a debt owing to the city that is billed to the property owner on title. When a property owner does not pay the bill, the debt is attached to property taxes to be paid as part of their taxes. If the property owner does not pay the taxes the city takes action to seize the property and sell it to recover costs of the debt. This authority to take such action is under provisions of the Municipal Government Act. <p>If an order is appealed, all action stops until the appeal is heard by an appeal board consisting of members of City Council, Law Department, City Clerks and Citizen's at large. This appeal board is a quasi-judicial body that can uphold the order, vacate the order or amend the order. From the time an appeal is filed until it's heard is usually 30 to 60 days.</p>

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	Environmental Health, Health Inspection Orders	<p>The Owner is advised that the Public Health Act empowers Alberta Health Services to carry out the terms of this Order on the owner's behalf and at the owner's expense should the owner fail to comply with the terms. Illegal drug operations are posted on the internet.</p> <p>Website: http://www.calgaryhealthregion.ca/publichealth/envhealth/inspection_orders/illegal_drug.htm.</p>
Regina SCAN: yes	Regina Integrated Drug Unit (RIDU)	<p>Regina Integrated Drug Unit (RIDU) of the Criminal Investigations Division, Regina Police Service participates in a number of integrated units. Combining resources with agencies like the Department of Social Services and Saskatchewan Justice (Regina Children's Justice Centre, Serious Habitual Offender Comprehensive Action Program (SHOCAP), Social Services Investigator) and the RCMP (Integrated Drug Unit, Integrated Intelligence Unit, Technological Crime and Proceeds of Crime) helps to eliminate duplication of effort and increases efficiency.</p> <p>RIDU is made up of members of the Regina Police Service and the RCMP and investigates offences under the Controlled Drugs and Substances Act, most dealing with drug dealers, or persons growing or manufacturing drugs. RIDU works with Proceeds of Crime Section, another integrated unit.</p> <p>Website: http://www.reginapolice.ca/cid_ridu.php</p>
	Health Standards Enforcement Team (HSET)	<p>In 2004, the City of Regina established a Health Standards Enforcement Team (HSET) that including the police, By-laws and the Health District Social Services. The team meets weekly and conducts joint inspections on problem addresses. The majority of the problem addresses come through the police. Any member of the HSET can also submit addresses. Additionally, a few problem addresses are received from other agencies such social services, Kids First and community associations and others. After inspection of the problem dwelling, each area proceeds with actions under their respective jurisdiction to bring the problem dwelling into compliance.</p>
Saskatoon SCAN: yes	SCAN and Fire Department	<p>Problem addresses are directed to SCAN and the Fire Department.</p>
Winnipeg SCAN: yes	SCAN	<p>Problem addresses are directed to SCAN.</p> <p>Website: http://www.gov.mb.ca/justice/safe/scna.html</p>
Toronto SCAN: no	Reporting problem properties	<p>3-1-1 Toronto</p> <p>Using the City's 24/7 contact service system -- 3-1-1 (via phone, web, email or social media) -- Toronto residents can report non-police emergency response related activities and/or states of disrepair of properties in the City. The 311 operators also have a limited ability to forward criminal enforcement complaints to the relevant police field division. 311 staff consistently clarify with service users whether their inquiry is an emergency situation, and in that event will transfer the call to "911" first responder dispatchers. 311 staff are reminded that in the event a resident is contacting them regarding criminal activity it is best that residents directly contact the police if they wish to report potential criminal activity (to ensure any police investigations are not needlessly confused or compromised.)</p>

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		<p>Elected Officials' Offices Many residents also contact the offices of their local City Councillor and/or the Mayor's office to register problem properties complaints. Most Councillors' offices and the Mayor's office have a system to register which problem properties residents are calling about, and the approach each office takes can vary greatly. In the event a problem property may/will require legal action or a trial to resolve the issue, City enforcement staff must limit their interaction with elected officials to protect against allegations that enforcement actions are politically motivated.</p> <p>Regular Enforcement Patrols/Activities The great majority of problem properties-related enforcement actions are taken as a result of resident-generated reports. The City's enforcement officers (along with the Provincial AGCO enforcement officials) conduct regular sweeps for both specific forms of violation (e.g. graffiti, prostitution, etc.) and general sweeps within a specific geographic area. Often during higher visibility actions, members of the public will volunteer information that can prompt a larger investigation of a problem property.</p>
	<p>Large Area Geographic-Specific Special Enforcement Actions</p>	<p>Western District/Toronto Crime Task Force First initiated by a group of City Councillors sitting on the City's Etobicoke-York Community Council (a geographically-defined standing committee reporting to Toronto City Council with some delegated authority over local planning matters), the Western District/Toronto Crime Task Force was established in late 2008 with the purpose of improving coordination of problem properties enforcement activities.</p> <p>Comprised of six City Councillors and (for procedural reasons) the voluntary attendance of staff from the City Divisions and Provincial bodies, the Western District/Toronto Crime Task Force met monthly in closed sessions to compile/revise a list of potential problem properties and provide status updates on enforcement actions. Prior to each meeting, the six City Councillors generated a confidential list of problem property candidates based on calls to their respective offices. This list would be provided to City/Provincial enforcement staff at the monthly meeting, who would follow up on each report, determine what actions were required to resolve the issue(s) in question (and whether it qualified as a problem property) and report back to a future meeting of the Task Force. As a politically constituted body, the Western District/Toronto Crime Task Force ceased operation due to the conclusion of the 2006-2010 term of Council..</p> <p>Toronto Anti-Violence Intervention Strategy (TAVIS) – Neighbourhood TAVIS Initiative Beginning in 2008, the Toronto Police Service's TAVIS Initiative (combining elements of the crime prevention, police intelligence, drug squad and guns and gangs units) began using crime pattern analysis and other measures to identify specific areas of Toronto that may be at-risk of elevated levels of violence during the spring and summer. In partnership with City enforcement, community development and recreation staff, the Toronto Police Service initiated the Neighbourhood TAVIS Initiative in two to three of the identified areas identified per year.</p> <p>While the Neighbourhood TAVIS Initiative does not exclusively address problem properties during its intensive deployment, problem properties are often identified. An emphasis is placed on addressing such properties to the greatest</p>

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		<p>degree possible during Neighbourhood TAVIS Initiative deployments, both to encourage greater community-police relations and to leverage the additional investigation and enforcement resources available. In the event a problem property issue is not addressed during the Neighbourhood TAVIS Initiative or does not fall within the Initiative's deployment areas, police and City/Provincial enforcement officials incorporate investigation and enforcement actions into their regular course of duties.</p>
	<p>Electoral District (Ward) and/or Community-Specific Actions</p>	<p>Community-Police Liaison Committees Every Toronto Police Division (station) has an associated Community-Police Liaison Committee (CPLC) staffed by community outreach officers, interested members of the community, local elected officials and local business representatives. CPLCs meet regularly to review community safety issues, develop local strategies to address outstanding problems, identify partnership resources for CPLC use, and support improved community-police relations. Problem properties identified at CPLC meetings are then brought to the attention of local elected officials and the relevant City enforcement staff, after which point an investigation/enforcement strategy is developed by enforcement staff with the progress and results being reported back to the CPLC membership during their regular meetings.</p> <p>Parkdale Pilot Project Between 1999 and 2009, the Parkdale Pilot Project addressed a particularly high number of rooming houses being established in Toronto's Parkdale neighbourhood. Seeking both to address community safety concerns resulting from such a high concentration of rooming houses, and to ensure that rooming houses met minimum health and safety standards for their tenants, City Council passed a By-law specific to the Parkdale neighbourhood establishing minimum standards for rooming houses and rooming house units along with an associated licensing and enforcement agency tasked with regulation of Parkdale rooming houses. All Parkdale rooming houses were required to meet license requirements signed off by City enforcement officials to continue operation, with all rooming house licenses subject to an annual inspection prior to license renewal.</p> <p>During the course of the Parkdale Pilot Project's operation over 80 rooming houses were licensed in Parkdale, with a number of others forced out of operation due to standards violations. Based on the experience of the Parkdale Pilot Project, the City continues to review options for bringing forward city-wide licensing and legalization of rooming houses. In recent years, a number of illegal rooming houses have been identified in 'inner suburb' communities (some with links to marijuana grow-ops, drug trafficking, illegal immigration and prostitution.) However, a debate remains as to whether legalizing and licensing rooming houses across the city will encourage additional rooming houses to be established in an increased number of neighbourhoods or provide a more effective manner to address pre-existing illegal rooming houses.</p> <p>Problem Properties Task Forces Problem Properties Task Forces (PPTFs) have been established by some City Councillors within their electoral districts to address specific problem properties and safety issues as they are identified by residents.</p> <p>The work of the PPTFs are based on a very practical enforcement approach to problem properties – maximize the</p>

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		<p>various investigative and enforcement authorities granted to municipal, provincial and law enforcement officials to minimize opportunities for the offending property owner/tenants/individuals to evade complying with criminal, provincial and municipal laws and regulations.</p> <p>The PPTF requires a significant sustained commitment by all local enforcement agencies, elected officials, resident representatives and local business owners. The PPTF's greatest values are the effective coordination of enforcement agencies, equal respect for each agency's investigation and enforcement protocols, practices, independent decision-making process and capacity to disclose information on active cases.</p> <p>Attachment: APPENDIX F: Toronto Electoral District (Ward) and/or Community-Specific Actions</p>
Waterloo SCAN: no	Funding for community partners	Waterloo Region Crime Prevention Council supports grant developments and proposal writing for community partners.
	Direct support to grass roots neighbourhood based initiatives	<p>Modest funding is generated each year through the justice dinner which is used to recognize an initiative appropriate to a particular topic (e.g. homelessness this event past).</p> <p>Additionally two community engagement staff are available for consultation and facilitation in neighbourhoods that have risks for crime and insecurity. They collaborate closely with police, bylaws and others as described in the integrated model for crime prevention.</p> <p>Website: www.crimeprevention.ca</p>
Kitchener SCAN: no	Coordinated network of agencies	A network of agencies including By-law, Licensing, Fire, Building, the police, the AGCO officer (liquor inspections), the Humane Society and the Health Department (as needed) meets fairly regularly, regardless of the number of problem properties they may be dealing at the time. Regular update meetings help keeps the network agencies “in the loop” versus having to scramble to assemble a group when an issue arises. There is a good degree of engagement from everyone, as each player sees themselves as part of a collective solution. Each agency in the network uses the authorities within their jurisdictions. Other agencies that are called from time to time, for specific circumstances include CMHA, Mobile Crisis, Red Cross, etc. Kitchener also relies on the Mediation Service for many situations where necessary and appropriate.
Montreal SCAN: no	Tandem	The Tandem project started in 1982 and is financed by the City. The current budget is \$1.7M /year . Tandem is recognized by UN-Habitat as a best practice. Funding goes to neighbourhood not-for-profit organizations which monitor crime and problem addresses in the neighbourhood. The types of organizations funded can be crime prevention organizations, community organizations, YMCAs, community health/social service organizations, youth organizations, etc.

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		<p>There are 16 neighbourhoods under the program. One organization per neighbourhood is funded for a 3-year period. Every 3 years the city issues a request for proposals in each neighbourhood; the neighbourhood council reviews proposals and selects the successful organizations. Recommendations of these organizations can be brought forward to “tables de concertation” on various crime- related issues (there are 16 or 17 such tables dealing with various issues; one table is crime prevention). The Tandem funded organizations report any criminal activities at problem addresses to the police.</p> <p>Attachment: APPENDIX G: Tandem Website: http://ville.montreal.qc.ca/portal/page?_pageid=91,1983681&_dad=portal&_schema=PORTAL</p>
Quebec SCAN: no	418-641-AGIR Program	<p>Through the 418-641-AGIR program, people can provide information confidentially to the police to assist in preventing and solving crimes. People can provide the information using an on-line form or by leaving a voice mail (418- 641-AGIR or 418-641-2447) which is a 24-hour service. This information is processed and analyzed by criminal intelligence, then forwarded to the police. The police also rely on informants for information. The problem is solved as a result of arrests and searches. The police follow-up by issuing a media bulletin to inform and reassure the community.</p>
	Société d'habitation du Québec (SHQ)	<p>The Société d'habitation du Québec (SHQ) is the Québec government’s principal advisor on housing issues. The SHQ prepares and implements policies and programs in the housing sector, and is also responsible for the largest social housing inventory in Québec. The SHQ program encourages people to assist the police in the collection of information regarding problem addresses.</p> <p>The SHQ administers the Habitations à loyer modique (HLM) - low rent housing. The HLM security officers monitor for problem addresses and provide this information to the police. The HLM security officers are very instrumental in identifying illegal activities regarding controlled substances in the housing areas. However, few of the problem addresses the police have searched recently are within the HLM jurisdiction, which the police attribute to the vigilance of the HLM security officers.</p> <p>Website: http://www.habitation.gouv.qc.ca/programmes/loyer_modique.html</p>
St. John SCAN: yes	Intelligence-Led Policing Model	<p>The Saint John Police Force implemented a visionary, intelligence-led policing model that is centered on crime mapping. Crime mapping turns data into visible stories so that the police force can proactively recognize problem areas and swiftly develop crime fighting strategies. Officers can analyze the data, identify high risk areas and take a proactive crime reduction approach to policing.</p> <p>The maps facilitate discussions at bi-weekly crime control meetings where dozens of officers meet to analyze data and develop informed crime reduction strategies. These strategies include contacting victims and neighbours at elevated risk, and identifying solutions that will prevent future crimes. The next step in the process is to deploy dedicated resources to problem areas, and continuously follow up and assess the crime situation. The crime reduction cycle then begins all over again at the next Crime Control meeting.</p>

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		In the near future, the police force plans to begin sharing crime mapping data with the wider community so that they can engage community partners in crime reduction. To better protect the community, they will also widen the scope of their crime mapping to include other serious and frequent incidents such as assaults.
Halifax SCAN: yes	Police, By-laws and Fire Department	<p>Each case has to be weighed on its own merits and as such the response will be different. In general, the police work closely with By-laws and Fire Services to bring the problem address into compliance. The police utilize the Fire Service to ensure the premise is up to the standards of the fire code (often they are not) and By-law Services to ensure it conforms to land use, unsightly premise, solid waste by-laws, etc.</p> <p>The police can also use the Protection of Property Act, a provincial statute that covers someone preventing another from the lawful enjoyment of their property.</p> <p>Website: http://nslegislature.ca/legc/statutes/protect.htm</p>
Thunderbay SCAN: no	Integrated Municipal Enforcement Team (IMET)	<p>The IMET was created to identify and resolve property, building and community problems through a coordinated multi-agency approach. It consists of provincial and municipal agencies. Since its inception in 2007, the IMET has met every 6 weeks to table new enforcement/regulatory issues and to review implemented problem solving strategies with positive results.</p> <p>The Thunder Bay IMET is now comprised of: By-law Division, Building Division, Health Unit Inspection and the Manager of the Tobacco Enforcement Officers, Fire, Police, EMS, Electric Safety Authority (ESA) and the Alcohol and Gaming Commission of Ontario (AGCO), the RCMP and native policing. Coordination of the agenda, the location and times of meetings are through the City's Licensing and Enforcement. The IMET does not restrict other agencies' participation or attendance. Depending upon the issue, IMET may invite guest speakers or presenters qualified in special fields.</p>
Mississauga SCAN: no	Prevention work	<p>Once the police reported neighbourhood crime data is reported, the data is entered into a SPSS database for analysis. The neighbourhood crime data is not available by specific address and therefore, a more generalized area is identified. The neighbourhoods with the majority of neighbourhood crime become the basis for identifying priority CPTED studies and action report. The owners of property and buildings (private, government, etc.) are notified of what they can do to make their neighbourhoods safer and upon request, receive assistance (volunteers, materials, etc.).</p> <p>Crime prevention works with Neighbourhood Watch and uses crime prevention through environmental design (CPTED). Crime Prevention revamped the former structure and process of Neighbourhood Watch by enabling registration on-line and sign-ups via postage paid postcards. They also no longer have Neighbourhood Watch coordinators but centralized that role to one person who is contracted to be the Neighbourhood Coordinator/Researcher who also happens to be a criminologist.</p>

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APPENDIX A: Excerpt from the Vancouver Charter

[SBC 1953] CHAPTER 55

Part IX — Buildings

Unsafe buildings may be removed

(q) for providing for the demolition or removal, in whole or in part, or the amendment at the expense of the owner thereof, of any building certified by the City Building Inspector to be a fire hazard or structurally unsafe or a menace to health, and for that purpose to authorize any workers or others to enter upon the premises and carry out such demolition, removal or amendment, and for providing that the cost of the demolition, removal or amendment may be recovered from the owner in any court of competent jurisdiction or by entering the amount of such cost in the real property roll with respect to such parcel, and the provisions of this paragraph respecting cost recovery shall apply where the City Building Inspector orders the boarding up or securing of any unsafe building;

APPENDIX B: Crime Free Multi-Housing Program (Vancouver)

The Crime Free Multi-Housing Program (CFMHP) is an honest, direct and solution oriented crime prevention initiative designed specifically to help apartment owners, managers, residents, police and other agencies work together to keep illegal and nuisance activity off rental property.

Its unique three phases ensure the crime prevention goal, while maintaining an approach which is resident friendly, yet effective in reducing the incidence of crime in multi-unit apartment communities.

Phase 1:

Resident managers and/or Owners attend a one day seminar presented by the Police in partnership with the BC Crime Prevention Association.

Topics include:

- Crime Prevention Concepts
- Preparing and Maintaining the Property
- Applicant Screening
- Working Together with Police
- Residential Tenancy Act
- Combating Illegal Activities

Phase 2:

The rental properties must meet minimum security standards. A representative from the police detachment or department will conduct a security evaluation of the property and make recommendations. The following minimum standards must be met before advancing:

- A good quality deadbolt must be on all suite doors. The bolt must be minimum 1- inch in length and the hole in the frame must be the same size as the bolt, for a tight fit.
- Strike Plates on wood-framed doors must be secured with a 3-inch screw into the stud.
- All suite doors must have eye-viewers (prefer 180-190 degrees, 65 inches from the floor).
- Sliding doors and windows require secondary locks, in addition to functioning primary locks, in all ground level and easily accessible suites.
- The trees and shrubs must be pruned to allow a clear view of the property. Trees should be limbed to 6-foot off the ground and shrubs should be no higher than 3-feet.
- Adequate lighting in and around the building. Lighting is the most effective crime prevention tool around when used properly.
- Graffiti must be removed.
- The property must be clean and properly maintained.

Phase 3:

The owner/manager will host an annual Safety Social for their residents to involve them in preventing crime on the property and to get involved in the community.

A representative from the police department will be in attendance to explain the program and offer crime prevention tips.

Following the completion of all three phases the management will earn the privilege to post signs stating they have joined the CRIME FREE MULTI-HOUSING PROGRAM and may use the CFMHP logo for marketing purposes.

APPENDIX C: Surrey Strategy Guidelines Addressing Drug Houses

(This information was provided by Corporal Marc Searle, RCMP, Surrey.)

The process outlined below was used for a reported “Crack shack” (Surrey file 09-18775 referred). This address was reported as a “Crack shack”; however, it functioned as a “flop house” where controlled substances were both trafficked and used. Furthermore, this address was a rental property.

The below outline can be effective in closing down residential rentals operating as “flop houses with criminal activity under the CDSA.

1. Complaint evaluation. Commence with working through the attached residential trafficking check sheet. (See Appendix A:
 - a. Determine if complaint is founded. If it appears to be founded then continue with the investigation and finish the check sheet.
 - b. Use the check sheet to complete an assessment in consultation with Surrey drugs.
 - (i) Is it a “Drug House” or “Crack” shack”? If so:
 - 1) forward to Surrey Drugs Section for further investigation.
 - 2) advise Drugs that you are prepared to take additional action upon the completion of their investigation and see how they can assist you in doing that. For example, Drugs may complete a CDSA warrant and may also forward charges, but drug trafficking activity will often continue. On-going police and by-law action after the warrant can be pivotal in shutting down the operation.
 - (ii) Is it a “Flop house” with drug activity? If so, the local District Crime Reduction Team could drive the investigation to its conclusion. Continue on from where you left off on the residential trafficking check sheet.
2. Contact and advise the landlord.
 - a. Meet with the land lord at your detachment office and have the by-laws officer for that area attend as well. Choosing the police station as the environment for this meeting adds to your power of suasion in what should be a professional, assertive, and attractive presentation to get the landlord on board as a your community partner in effectively closing down the “flop house”. Consider a conference call if all parties are unable to physically meet.
 - (i) Tell the landlord your observations and assessment regarding any criminal behaviour in addition to the symptoms observed and consistent with drug trafficking and drug use. If the extent of police history is large, communicate that. Tell about any safety concerns observed. Have By-laws tell the landlord about any by-law issues, such as noise or unsightly property issues that the tenants may be responsible for causing, but for which the landlord could be held liable. The landlord will often see the tenant as being a liability and will bring up the subject of eviction. Landlords do not like to think that there rent money is the proceeds of crime or that they could be fined as a result of tenant delinquency.
 - (ii) Have By-laws discuss with the land lord the Controlled Substances Property By-law and of the landlord’s potential liability. Should police execute a warrant for whatever reason and evidence is found that controlled substances are used, trafficked, or stored at the flop house, then the City of Surrey can bill the land lord for the cost of the warrant (typically the cost

ranges from \$4000 to \$8000 dollars for flop houses trafficking; however, the cost can be far higher for labs and grows).

- b. Once the problem is presented, invite the land lord to make a decision: either the land lord partners with police and by-laws in realizing a solution or the land lord will choose not to. Their choice will determine what steps are taken next.
3. Gather additional evidence from ongoing investigation (keep the Charter and also Kokesch case law in mind, which prevents walking on to private property or breaching privacy with the purpose of conducting a specific drug investigation).
- a. Some basic techniques when seeking criminal liability (warrants and charges).
 - (i) conduct surveillance
 - (ii) complete street checks of those leaving the residence once they are off of the property
 - (iii) continue to monitor files on PRIME
 - (iv) continue inquiries and receive neighbourhood information. When soliciting for neighbourhood information let them first identify the problem house with reasons for their opinion that it is so. Pointing out the house to them is leading and reduces the quality of information received
 - (v) gather source information.
 - b. Some basic techniques to use when seeking evidence to assist in acquiring civil solutions are given below. These actions can compromise and render a criminal investigation's evidence inadmissible. Therefore, if planning to take both criminal and civil action on a flop house, DO NOT implement the below activities until after the criminal investigation is completed.
 - (i) Complete consensual street checks with those on the property (so long as a warrant is not being sought)
 - (ii) Conduct door knocks and talk to occupants and tenants. Clients can be recognized and identified. Are they known street workers, drug traffickers, drug users?
 - (iii) Ask to be invited in, accept invitations to enter if offered, and or request a guided and consensual search. Be prepared to observe evidence and possibly to seize things in plain view. In addition things not illegal (drug paraphernalia, torches, burnt spoons, to name a few) should be recorded as they can give evidence of drug use in the building. Look for things that are safety issues, or that may be of concern to other potential community partners such as Fraser Health and Surrey Fire.
 - c. Create "on view" files for the above activities, generating and documenting police activity and history there.
 - d. Facilitate community generated files. Request that neighbours around the flop house call in incidents such as below.
 - (i) Encourage the community to be less tolerant of criminal behaviour (assaults, disturbances, dates, open drug use).
 - (ii) Encourage the community to be less tolerant of by-law contravention (noise, nuisance properties, unsightly property, unleashed or unlicensed dogs to name some).
 - (iii) Communities seem to have this sense of "nothing they or the police do matters" in effecting change. They have become desensitized to their experience with flop houses and have given up reporting associated crimes to police. The above can help the community to reclaim its street back from their flop house, but police will have to deliver and respond to the increased

calls. It also creates a 24/7 sense of surveillance by the occupants of the flop house: if police or by-laws are not watching, then their neighbours are, and furthermore, their reporting it. This can be disruptive to the flop house.

- e. Community generated files and police self-generated files on “flop houses” build a police history. Tenancy hearings and by-law decisions are directly influenced by:
 - (i) the extent of police history
 - (ii) the amount of time and money spent
 - (iii) by the recidivism of the problems at the “flop house” despite ongoing warnings by police and by-laws.

4. Criminal verses civil responses.

- c. Criminal code and CDSA responses such as warrants and charges: strengths and weaknesses.

- (i) Strengths:

- warrants are very visible and dynamic, demonstrating that police are doing something about the problem
- communities affected by flop houses often request that police do a warrant. When a warrant is executed they are relieved and encouraged.
- public confidence in its police force is built up.
- the flop house’s facade of denial and excuses will cease since a successful warrant will drag it into the light for what it is. It is no longer seen by its neighbours as being immune to the law
- it has a psychological impact on the flop house tenants and can disrupt their activities now that they know that the police and community know
- warrants can take drugs and weapons off the street
- it can result in charges. Warrants remain a very useful tool.

- d. Weaknesses:

- warrants can be understandably difficult to obtain. Information to obtain a warrant may require lengthy and tedious investigation.
- warrants can be compromised (KOKESCH) by other members dealing with the flop house,
- warrants frequently do not result in charges - Warrants in flop houses do not usually recover large caches of drugs or weapons.
- warrants do not remove the flop house, but merely disrupt it or close it down for a day or two.
- neighbours can be become discouraged in the after math of a warrant when they see those arrested and taken away back again shortly after, gloating and back to their activities while they await court.

- e. Civil responses such as visits, warnings, fines, and eviction: strengths and weaknesses.

- (i) Strengths:

- rental properties are commercial ventures that are sensitive to costs, such as fines under By-laws. The bottom line does influence and modify behaviour. Landlords are compelled to be responsible.
- on-going visits and warnings, if documented in PRIME, will create a police history, and police history can have an impact on both the landlord’s decisions and also on tenancy disputes.
- civil response visits are useful ways to gather intelligence. Guards are let down and lips become loose with familiarity or if tenants and occupants know you’re not there at that time to execute a warrant, make an arrest, or investigate criminal activity.

- frequent visits create high police visibility in the vicinity of the flophouse, which can reduce flop house crime and encourage those who live in the vicinity that police are working towards a solution,
- other partners outside of police and B-laws can be used (think out of the box). For example, Surrey fire can close down a residence or vacate it should public safety justify such action.
- finally, there is eviction. Evictions remove the problem physically from a besieged neighbourhood and can substantially disrupt the criminal activity of its former tenants while they locate elsewhere.

(ii) Weaknesses:

- can be very time consuming and drawn out
- does not hold perpetrators criminally responsible.

- f. Gathering evidence that supports criminal allegations and response can also support civil allegations and response. A criminal investigation response such as a warrant can be an effective motivator in influencing the decisions of land lords and tenancy disputes.

5. The option of doing search warrants. Warrants should be as disruptive as possible to the activities of the flop house. Consider the possibility of CCC warrants and not just a CDSA warrants.

- Show zero tolerance. Charge suspects whenever possible. Charges give substance to the search warrant and it sends a message to the tenants that they will not win.
- Ensure area restrictions are placed on those charged and not residing at the flop house. Reduce traffic to the flop house and disrupt activity.
- Finally, and importantly, prepare the Police Cost sheet for the warrant.
 - landlords that are partnering with police and by-laws can benefit from being presented with this Cost sheet. First, this enhances a landlord's awareness regarding the cost to the city (and ultimately his/her liability since the cost is added on to the land lord's property taxes) that their rental property has had due to its tenant's activities. Secondly, it affirms the landlord's partnership should the City waive the cost of the warrant.
 - landlords who are not cooperative towards a solution benefit in the same way. Having the cost waived can be effective leverage on the landlord to bring his rental property back into compliance. If offering to waive the cost appears to have no effect, then proceed to bill for cost recovery.
 - regarding cost recovery. Police will be asked to submit a cost recovery form, but police do not determine the actual cost. The City of Surrey will determine that and bill accordingly. At this time the minimum bill to the landlord for controlled substances properties is approximately \$3200 dollars. Police costs can only add to that. Finally, the discussion of costs and the possibility of waiving them with the landlord should be led by a by-laws officer. Police can partner by facilitating the meeting between the landlord and by-law officer and by providing appropriate information to both parties.

6. Evidence can lend support to:

- executing a warrant (if there are grounds or a desire to make this an option then beware of Kokesch Case law).Charges
- fines under by-laws
- evictions

- d. an “Early Termination Application” (five and ten day evictions). There should be evidence of extreme behaviour by tenant/occupants. Criminal activity does fall under the category of extreme behaviour
- e. notice of Dispute Resolution Hearings (sample attached on how evidence is given). Evidence for civil proceedings is accepted at a far lower threshold or standard than evidence for criminal proceedings. A no case seizure of drugs can be sufficient grounds for billing through By-laws under the Controlled Substances Property By-law and it can also be effective in a tenancy hearing as evidence towards an application for early eviction due to extreme or criminal behaviour.

7. Finally, consider the possibility of giving evidence as a police officer in tenancy dispute such as a Notice of Dispute Resolution Hearing. The police officer is giving evidence as observations and should maintain neutrality in this civil matter.

RESIDENTIAL TRAFFICKING - “Crack Shack” Investigative Check Sheet
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This check sheet must be completed and attached to requests for assistance by Drug Section regarding residential drug trafficking (crack shacks). Once completed, this check sheet is to be provided to the Sr. Operations NCO and/or District Commander. The Sr. NCO will review the file with the investigator and determine the priority.

The Sr. NCO will then discuss the file with the Sr. NCO i/c Street Drug Enforcement and determine if the residence will be added to the Residential Trafficking List for further investigation by Drug Section.

File Number	Address of Interest	Date / Time	Investigator	
			Yes	No
1.	Has the complainant been contacted to confirm information? If applicable, please provide name.			
2.	Have you confirmed by physical surveillance that residence in fact exist?			
3.	Have you completed normal investigative background steps (CPIC, PRIME) to capture other related complaints & what investigation was conducted? If applicable, please provide file number(s)?			
4.	Do checks of Analyst’s Crime Mapping reveal patterns which could associate to the residence?			
5.	Are there any obvious infractions which could be referred to the City By-Laws Dept.?			
6.	Do neighbourhood inquiries & surveillance confirm activities consistent with residential trafficking?			
7.	Have you determined if the residence is owner occupied or rented? [Please circle one] = Owner Occupied Rented Unknown			
8.	If applicable, please provide occupant name.			
9.	If this is a RENTAL property, has the OWNER been informed of the complaint?			
10.	Is the home owner willing to take appropriate action to deal with problem tenants?			
11.	If this is a RENTAL property, has the owner been informed of City of Surrey Noxious substances By-Law #15820(investigative cost recovery program)?			
12.	Have all investigative actions been fully documented on the PRIME file?			
13.	Have above steps 4, 9 and/or 10 (in case of rental property) resolved the problem?			

If the issues surrounding the identified residence remain, please follow the written directions at the top of this check sheet.

Community Safety Officer Tasks for “Project Shack Attack” as directed by Supervisor

- Create PRIME file as a “SPAT” Call Type and Primary Offence would be a “ZZZZPossession” Offence.
- Email BC Assessment Authority (for Surrey) at surrey-whiterock@bcassessment.ca for property ownership. Include signature block, file number, address of property and reason for information.
- Query the address on PRIME and add any Related Events to the file.
- In the Text, open an OR titled “Summary of Police History” - a chronologically dated one line entry of each OR page and Related Event file(s).
- Research land ownership and card Property Rep in Entities.
- Print file and create hard/paper file.
- Conduct neighbourhood inquiries surrounding the property. Ask the neighbourhood to call in any suspicious or criminal activity, record licence plates of vehicles and if the RCMP can use their house for surveillance.
- NLU/CRT regular members to conduct surveillance and picks to confirm shack and to use for ITO for warrant if required.
- Monitor and maintain file (add any new OR pages to paper file) and update the OR file “Summary of Police History” daily/weekly.
- Contacting landowner for meeting.
- Meeting with landlord to start eviction process. Points to cover:
 - i. Residential Tenancy Act Guide
 - ii. Surrey CDSA property bylaw - cost recovery
 - iii. Tax evasion vs. proceeds of crime - Financial institution/mortgage
 - iv. Insurance claims
 - v. Accepting rent from tenants/squatters/roommates.
 - vi. Screening criteria for new tenants
- If a warrant is executed, a neighbourhood reassurance is conducted to update neighbourhood of status (i.e. increased police presence or Dispute Resolution Hearing) and reaffirm continued reporting process.
- If tenant(s) of property is/are evicted follow up contact with landowner to ensure the property is empty and secured. Assist landowner where possible.
- Final neighbourhood reassurance to inform them of outcome. Ask them to monitor property for increased foot and vehicle traffic. Reiterate that some traffic will continue for a short time. If increase traffic or criminal activity still occurring, ask them to call CSOs immediately.

APPENDIX D: Crime Free Multi-Housing Program (Edmonton)

The program consists of three phases:

Phase 1

- two-day workshop that teaches the concepts of creating a crime-free building
- those attending the workshop will be given a 12 chapter manual that provides additional community resources for tenants, landlords, and property managers
- includes presentations on Crime Prevention through Environmental Design (CPTED), drug and gang awareness, fire safety, and the Crime Free Lease Addendum
- upon completion of the Crime Free Multi-Housing (CFMH) workshop, a pre-inspection needs to be scheduled with the CFMH coordinator to determine what upgrades need to be completed in order to pass the Phase 2 inspection.

Phase 2

- a complete inspection of your building by a certified CFMH official there are nine mandatory components the buildings must pass to be fully certified
- this individual will determine if the upgrades recommended during the pre-inspection have been completed. If this inspection is passed, the Phase 2 Certificate will be issued.

Phase 3

- the property owner/manager will organize a Safety Social with the building tenants
- a police officer will deliver presentations on Crime Prevention and the concept of the Crime Free Multi-Housing Program.

The strength of Crime Free Multi-Housing Program lies in the ongoing maintenance needed to remain in the program. In order to maintain Crime-Free status, a property manager must:

- ensure his / her property passes a yearly inspection
- organize a Safety Social every two years (try to schedule the same day with the yearly inspections)
- complete a 1/2 day recertification course every three years.

APPENDIX E: Edmonton Neighbourhood Empowerment Teams

Vision:

Creating safe, vibrant, self-reliant communities.

Mission:

N.E.T. teams provide a multi-disciplined approach to crime reduction and prevention in at-risk communities. Through proactive problem solving and utilization of community resources, N.E.T. teams stabilize environments and move communities toward self-reliance.

Objectives:

- to reduce crime and fear of crime in areas suffering from community apathy, neighbourhood decay and diminished resource support
- to mobilize those who “live, work and play” in identified areas into taking action on community concerns by establishing resident driven/police supported crime prevention strategies
- to foster partnerships that integrate community resources; providing customized responses to root causes of crime and reducing the demand for traditional police intervention.

APPENDIX F: Toronto Electoral District (Ward) and/or Community-Specific Actions

(Information below provided by Brendan Nolan, City of Toronto)

Large Area Geographic-Specific Special Enforcement Actions

In addition to the City-wide approaches to addressing problem properties, there have been several initiatives in recent years that have focused on addressing issues within specific larger areas of the city. (e.g. the western 'inner suburbs' of Toronto formerly known as the City of Etobicoke and City of York) These approaches can be divided into two groups – elected bodies-initiated actions and police/enforcement-initiated actions.

Western District/Toronto Crime Task Force

First initiated by a group of City Councillors sitting on the City's Etobicoke-York Community Council (a geographically-defined standing committee reporting to Toronto City Council with some delegated authority over local planning matters), the Western District/Toronto Crime Task Force was established in late 2008 with the purpose of improving coordination of problem properties enforcement activities.

Comprised of six City Councillors and (for procedural reasons) the voluntary attendance of staff from the City Divisions and Provincial bodies listed below, the Western District/Toronto Crime Task Force met monthly in closed sessions to compile/revise a list of potential problem properties and provide status updates on enforcement actions. Prior to each meeting, the six City Councillors would generate a confidential list of problem property candidates based on calls to their respective offices. This list would be provided to City/Prov enforcement staff at the monthly meeting, who would follow up on each report, determine what actions were required to resolve the issue(s) in question (and whether it qualified as a problem property) and report back to a future meeting of the Task Force.

Most issues handled by the Task Force were able to be resolved either through standard enforcement action or were found to have insufficient evidence to be able to proceed. In the event a resolution required additional directions to City staff by City Council, Councillor members of the Western District/Toronto Crime Task Force would move the necessary motions at City Council on the advice of City staff. In addition, the Western District/Toronto Crime Task Force held a series of public engagement meetings to discuss crime and problem property issues with local residents. City and Provincial enforcement staff were present to receive any resident complaints for follow up.

As a politically constituted body, the Western District/Toronto Crime Task Force ceased operation in the summer of 2010 to coincide with Toronto election by-law directions on staff involvement with political bodies prior to the 2010 municipal election.

Western District/Toronto Crime Task Force membership:

- Ward 6 (Etobicoke-Lakeshore) – Cllr Mark Grimes
- Ward 7 (York West) – Cllr Giorgio Mammoliti
- Ward 11 (York South-Weston) – Cllr Frances Nunziata
- Ward 12 (York South-Weston) – Cllr Frank Di Giorgio
- Ward 13 (Parkdale-High Park) – Cllr Bill Saundercook
- Ward 17 (Davenport) – Cllr Caesar Palacio

City/Provincial Staff representatives regularly attending Western District/Toronto Crime Task Force meetings:

- Toronto Police Service
- Toronto Parking Enforcement
- Alcohol & Gaming Commission of Ontario
- Municipal Licensing & Standards
- Toronto Buildings
- Toronto Public Health
- Toronto Fire Services
- Transportation Services

Toronto Anti-Violence Intervention Strategy (TAVIS) – Neighbourhood TAVIS Initiative

Beginning in 2008, the Toronto Police Service's TAVIS Initiative (combining elements of the crime prevention, police intelligence, drug squad and guns and gangs units) began using crime pattern analysis and other measures to identify specific areas of Toronto that may be at risk of elevated levels of violence during the spring and summer. In partnership with City enforcement, community development and recreation staff, the Toronto Police Service initiated the Neighbourhood TAVIS Initiative in two to three of the identified areas identified per year.

While the Neighbourhood TAVIS Initiative does not exclusively address problem properties during its intensive deployment, problem properties are often identified. An emphasis is placed on addressing such properties to the greatest degree possible during Neighbourhood TAVIS Initiative deployments, both to encourage greater community-Police relations and to leverage the additional investigation and enforcement resources available. In the event a problem property issue is not addressed during the Neighbourhood TAVIS Initiative or does not fall within the Initiative's deployment areas, Police and City/Provincial enforcement officials incorporate investigation and enforcement actions into their regular course of duties.

Electoral District (Ward) and/or Community-Specific Actions

At the community and electoral district (City Ward) level, approaches to problem properties can vary greatly. In part, this can be the result of the number of problem properties identified by residents, the level of resident organization and approach of elected officials. (In some cases, elected officials take the lead in moving investigations of problem properties forward while other officials prefer local police or enforcement officers to take the lead and provide whatever supports are necessary.) In either case, the local City Councillor is generally kept abreast of enforcement actions related to problem properties within their Ward.

Addressing problem properties at the community level beyond those discussed above has generally been done in one or more of the following methods:

Community-Police Liaison Committees

Every Toronto Police Division (station) has an associated Community-Police Liaison Committee (CPLC) staffed by community outreach officers, interested members of the community, local elected officials and local business representatives. CPLCs meet regularly to review community safety issues, develop local

strategies to address outstanding problems, identify partnership resources for CPLC use and support improved community-police relations. Problem properties identified at CPLC meetings are generally then brought to the attention of local elected officials and the relevant City enforcement staff, after which point an investigation/enforcement strategy is developed by enforcement staff with the progress and results being reported back to the CPLC membership during their regular meetings.

Parkdale Pilot Project

Initiated in 1999 and continuing until 2009, the Parkdale Pilot Project sought to address a particularly high number of rooming houses being established in Toronto's Parkdale neighbourhood. Seeking both to address community safety concerns resulting from such a high concentration of rooming houses and ensure rooming houses met minimum health and safety standards for their tenants, City Council passed a by-law specific to the Parkdale neighbourhood establishing minimum standards for rooming houses and rooming house units along with an associated licensing and enforcement agency tasked with regulation of Parkdale rooming houses. All Parkdale rooming houses were required to meet license requirements signed off by City enforcement officials to continue operation, with all rooming house licenses subject to an annual inspection prior to license renewal.

During the course of the Parkdale Pilot Project's operation over 80 rooming houses were licensed in Parkdale, with a number of others forced out of operation due to standards violations. While the impact of licensing rooming houses in Parkdale continues to be debated by researchers (regulating a sector notorious for taking advantage of vulnerable populations vs. contributing to gentrification of the neighbourhood), by legalizing an activity long-associated with problem property activity both City and Police enforcement were able to separate out rooming house landlords that conformed to licensing requirement and focus on properties that were definitively in violation of the City's by-law.

In 2009 the Parkdale Pilot Project was concluded prior to the introduction of a City-wide rooming house licensing by-law. Unfortunately, City Council declined to implement the City-wide rooming house licensing by-law over continued concerns of the impact of legitimizing currently illegal rooming houses in primarily inner suburban communities. (A number of stakeholders asserted that legitimizing such rooming houses would encourage a growth of rooming houses in suburban family communities, rather than providing a mechanism to control and limit such facilities. It should also be noted that a number of illegal rooming houses were discovered in 'inner suburb' communities at the same time as this public debate with perceived links to marijuana grow-ops, drug trafficking, illegal immigration and prostitution.) City staff are currently reviewing options to address the licensing of rooming houses in Toronto, but at this time the licensing requirements for Parkdale-area rooming houses have been suspended.

Problem Properties Task Forces

Problem Properties Task Forces (PPTFs) have been established by some City Councillors within their electoral districts to address specific problem properties and safety issues as they are identified. The longest running PPTF in Toronto since its amalgamation in 1998 is in Ward 14 (Parkdale-High Park), and as such I will use its activity as a general example of PPTFs actions.

The Ward 14 PPTF is composed of the following stakeholders:

- Councillor Gord Perks' (Ward 14 Parkdale-High Park)
- City of Toronto - Municipal Licensing and Standards
- City of Toronto – Public Health
- Toronto Police Service (11 & 14 Divisions)

- Toronto Fire Services
- The Alcohol and Gaming Commission of Ontario
- High Park Residents Association
- Parkdale Residents Association
- Roncesvalles-Macdonell Residents' Association
- Sunnyside Community Association

*Additionally, MPP Cheri DiNovo and MP Peggy Nash regularly send representatives to observe meetings. City staff from Toronto Buildings (building inspections), Toronto Transportation Services and Toronto Solid Waste Management also attends on an as-needed basis.

The meetings of PPTFs are open to the public, and residents are encouraged to attend and give further information regarding any property they believe to be a problem property. (Usually residents express their concerns to the local City Councillor and/or members of a local Residents Association, and it is the Councillor or Residents Association representative that brings it to the attention of the PPTF.) Every opportunity is made to include the concerned resident(s) at PPTF meetings where the property in question will be discussed, both to ensure enforcement officers have as much information as possible from the complainant and ensure the PPTF remains accessible to local residents.

That said, I must stress that not every case raised with the PPTF is deemed to be a problem property. In the event that a problem property complaint can be resolved relatively quickly through traditional enforcement practices, the complaint will not be added to the list of PPTF-focused properties. (e.g. A compliance order is issued for property in state of disrepair and the property owner effectively responds to address violation.) Problem properties generally have multiple violations, with property owners and/or tenants who ignore or attempt to evade a number of compliance orders and often require much more complex and/or prolonged investigations and enforcement actions to successfully resolve the situation. Problem properties are often those identified by enforcement agencies as requiring significantly more resources to address, and as such call for a different enforcement approach.

The work of the PPTFs are based on a very practical enforcement approach to problem properties – maximize the various investigative and enforcement authorities granted to municipal, provincial and law enforcement officials to minimize opportunities for the offending property owner/tenants/individuals to evade complying with criminal, provincial and municipal laws and regulations.

For example, Toronto's municipal by-law officers are given the authority to investigate a complaint at a property but do not have right-of-access to the potential problem property. As such, the by-law officer can only rely on external observations of the property (unless they are granted access to the property's interior by the owner/tenant). This can significantly limit the ability of the by-law enforcement officer to gather sufficient evidence to issue a compliance order and (if necessary) proceed with a legal case. Toronto Fire Services' Fire Code enforcement officers have right of entry authority to properties to ensure compliance with the Fire Code (provided they meet a minimum standard to exercise right of entry).

In the event a property is designated a potential problem property by the PPTF, a coordinated investigation team comprised of relevant enforcement officials is assembled (based on the information provided in the original complaint). This investigation team conducts parallel simultaneous investigations of the problem property, leveraging the authorities of each investigating officer to collect evidence to advance their respective cases (while respecting investigatory/enforcement boundaries established by relevant legislation and legal precedent.)

Given the situation highlighted above, a Toronto Fire Services officer, municipal by-law enforcement officer and potentially a Toronto Police officer may simultaneously attend a potential problem property.

All three enforcement officers may identify evidence of offenses on the external property. If the Toronto Fire Services officer believes there to be sufficient evidence to warrant a property's internal investigation for Fire Code offenses, the other enforcement officers may accompany the Fire Services officer, receive reports of other potential violations in the property's interior observed by the Fire Services officer while conducting his/her Fire Code investigation or gain permission of the property owner/tenant resident to conduct a specific investigation of the property's interior.

Based on the initial investigation, the various enforcement officers will independently determine what action (if any is required) – this may result in further investigations/follow up discussions with the property owner(s), compliance orders being issued, criminal charges being laid and/or legal action being pursued. I must stress that the decision on how to proceed rest solely with each enforcement agency and the course of action will be conducted independently by each enforcement agency, conforming to standard enforcement process and procedure.

To the degree permitted by relevant legislation/regulation, representatives of the enforcement agencies will provide the PPTF with information on the status of any problem property enforcement actions at the PPTF's regular meetings. Additionally, enforcement officers may include investigation findings of other enforcement agencies in their evidence (again, within the legal boundaries established for the enforcement prosecution) – e.g. Police may note the City has issued compliance orders for specific violations as part of criminal case filings.

The enforcement officers may also provide advice to PPTF-member elected officials in the event specific directions to staff are required from City Council, or where greater clarity/changes to regulations and/or legislation governing issues related to problem properties are identified. (e.g. In the case of one of the longest running problem properties cases addressed by the Ward 14 PPTF, representatives from enforcement agencies provided information supporting the expropriation and re-purposing of a former rooming house that had ceased operation seven years earlier due to a significant fire damage.)

While PPTFs have found success in resolving local community safety, health and well-being issues caused by problem properties, it should again be stressed that they are a specific response to particularly problematic property-focused situations. The PPTF requires a significant sustained commitment by all local enforcement agencies, elected officials, resident representatives and local business owners. The loss of any of these elements significantly degrades the effectiveness of a PPTF.

I must also emphasize that while one of a PPTF's greatest values is the effective coordination of enforcement agencies, equal respect must be given to each agency's investigation and enforcement protocols, practices, independent decision-making process and capacity to disclose information on active cases. The PPTF must be viewed as a tool to fairly address problem properties issues in good faith with all stakeholders – including potential offenders. Ultimately, the PPTF works best when its members can work with stakeholders generating outstanding community safety, health and well-being issues of concern to address the issues before it involves prosecutions (the exception being criminal violations, which will generally be handled outside of the PPTF model.)

APPENDIX G: Tandem

Mandate of Tandem-funded organizations is as follows:

- citizen mobilization and awareness regarding crime prevention, based on a local diagnostic and/or a neighbourhood crime prevention plan
- support the development and ongoing updates to local diagnostics regarding urban safety, by gathering information and data on citizens' perceptions on neighbourhood security and insecurity
- support the preparation of the local action plan on urban security: identifying emerging issues, providing information on citizens' perceptions
- manage projects relating to citizen awareness and mobilization
- coordinate citizen leadership in urban security
- individual actions regarding crime prevention (both residential and public spaces), including security consultations in citizens' homes, neighbourhood safety walks to assess security issues in public spaces, neighbourhood watch type projects, etc.;
- workshops in schools and community centres, telephone advice and reference service, liaison (communication and info) encouraging mutual awareness of citizens and authorities on crime prevention issues in the neighbourhood.

Services relating to problem addresses offered by Tandem-funded organizations include:

- home security evaluations: tools and advice to improve the security of homes (especially protection strategies against break-ins)
- individual consultations regarding personal safety, security in the home or workplace, etc.
- security in houses or apartment buildings: dynamic meetings with neighbours on various security-related topics; ways to make citizens feel safer in homes and buildings.
- safety audits: walkabouts in the neighbourhood to identify possible problem areas
- consultation and identification of issues specific to low-income housing community consultations, analysis of problem addresses, areas and methods.