



COMMUNITY SAFETY ADVISORY SUB-COMMITTEE MEETING AGENDA PUBLIC SESSION

Date: November 15, 2021

Time: 10:00 a.m. – 10:45 a.m.

Location: Virtual (NOT in person)

Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
10:00	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
10:05	2. Consent agenda		<i>5 minutes</i>		
	a) Approval of Public Meeting Agenda	CSAC Approval	Agenda	Chair	1
	b) Chair's Poll re: Conflict of Interest	Declaration	Agenda and Conflict of Interest Policy	Chair	-
	c) Confirmation of the Public Meeting Minutes of July 20, 2021	CSAC Approval	Minutes	Chair	2
10:10	3. Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	8
10:15	4. Violence Reduction Program Update – Q2 & Q3, 2021	CASC & TSC Information	CSAC:2021-6 <i>10 minutes</i>	Chief Operating Officer	11
10:25	5. Overview: Community Safety Unit	CSAC & TSC Information	CSAC:2021-7 <i>20 minutes</i>	Chief Operating Officer	33

TERMINATION



Community Safety Advisory Sub-Committee

931 Yonge Street
Toronto M4W2H2

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The Community Safety Advisory Sub-Committee (“CSAC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on July 20, 2021, via WebEx, commencing at 2:52 p.m.

CSAC Directors Present: Councillor Paula Fletcher, Chair
Marcel Charlebois
Debbie Douglas
Ubah Farah
Councillor Frances Nunziata

CSAC Directors Absent: n/a

Management Present: Sheila Penny, Acting Chief Executive Officer (“CEO”)
John Angkaw, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Paula Knight, Vice President, Strategic Planning & Communications
Nadia Gouveia, Director, Programs and Partnerships
Evelyn Amponsah, Director of Transition, Confronting Anti-Black Racism
Lindsay Viets, Director, Strategic Planning & Stakeholder Relations
Allan Britton, Senior Manager, Community Safety Unit
Mona Bottoni, Manager, Community Safety Programs
Julio Rigores, Manager, Engagement Refresh
Ceilidh Wilson, Assistant Corporate Secretary

Guests Present: Mohamed Shuriye, Manager, Policing Reform,

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City of Toronto
Scott McKean, Manager, Community
Development, City of Toronto

A quorum being present, Mr. Meagher called the meeting to order, and Ms. Wilson served as recording secretary.

ITEM 1 APPOINTMENT OF COMMITTEE CHAIR CSAC:2021-1

The above-captioned report (CSAC:2021-1) was circulated to CSAC members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Ms. Farah and carried, the CSAC unanimously approved the following:

WHEREAS the Tenant Services Committee Charter provides that time-limited sub-committees or advisory committees may be formed to address specific issues and perform clear tasks;

AND WHEREAS the Tenant Services Committee has established the Community Safety Advisory Sub-Committee pursuant to that authority;

AND WHEREAS Councillor Fletcher is a member of the Tenant Services Committee who has consent to serve as Chair of this Committee;

NOW THEREFORE the Community Safety Advisory Sub-Committee approves and recommends that the Board approves Councillor Paula Fletcher's selection as Chair of the Community Safety Advisory Sub-Committee.

ITEM 2 CHAIR’S REMARKS

The Chair welcomed everyone to the first Community Safety Advisory Sub-Committee (“CSAC”) meeting, which was set up as an advisory sub-committee for the Tenant Services Committee (“TSC”) that reports up to the Board of Directors, to explore ways to reduce violence in TCHC communities.

The Chair noted that a written deputation was received, which will be posted on TCHC’s public website along with today’s meeting materials.

The Chair noted the Acknowledgement of the Land and thanked staff for their work, especially throughout the COVID-19 pandemic.

ITEM 3A APPROVAL OF PUBLIC MEETING AGENDA

The CSAC elected to re-order the agenda to review Item 5 – Community Safety Advisory Sub-Committee Charter and Work Plan, followed by Item 4 – Business Arising from the Public Meeting Minutes and Action Items Update.

Motion carried **ON MOTION DULY MADE** by Ms. Douglas, seconded by Mr. Charlebois and carried, the CSAC approved the Public meeting agenda, as amended, for the CSAC’s July 20, 2021 meeting.

ITEM 3B CHAIR’S POLL RE: CONFLICT OF INTEREST

The Chair requested members of the CSAC to indicate any agenda item in which they had a conflict of interest, together with the nature of the interest. **No conflicts were declared.**

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ITEM 5 COMMUNITY SAFETY ADVISORY SUB-
COMMITTEE CHARTER AND WORK PLAN CSAC:2021-2

The above-captioned report (CSAC:2021-2) was circulated to CSAC members prior to the meeting.

Ms. Penny and Mr. Meagher were available to answer questions of the CSAC. Highlights of the discussion include:

- Items have been identified that were of significant interest to the Tenant Services Committee (“TSC”) and the intention is to bring information on each of these items to form the work plan of the CSAC.
- The Committee asked that a principle of the CSAC Charter be that considerations are data driven.
- Action item: In the list of special agenda items, “Tenant Impact and CSU Involvement” to be reworded as “CSU Involvement in Communities and Impact on Tenants”.
- The categorization of TCHC communities should be the first priority matter addressed by the CSAC.
- Once the categorization of TCHC communities is complete, it will be important to bring information to the CSAC on initiatives community safety already underway, highlighting what is and is not working well.
- Action item: Staff to update the CSAC Charter to list the Chair of the Board, rather than the Chair of the TSC, as a voting *ex officio* member of the Committee.
- The Committee may retain external advisors if deemed necessary.
- The term of the Committee will be determined once the work plan is established.
- Meetings of the CSAC are publicized on TCHC’s website in the same manner as all other Board and Committee meetings. Members of the public are able to provide written and verbal deputations on CSAC materials.
- Moving forward, a verbal update from the Chair of CSAC will be a standing item on all TSC agendas.
- Only the CSAC Charter requires TSC and Board approval; the work plan does not need to be approved beyond the CSAC.

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*Motion
carried*

ON MOTION DULY MADE by Ms. Douglas, seconded by Ms. Farah and carried, the CSAC unanimously:

1. Approved the Community Safety Advisory Sub-Committee Charter and recommended its approval by the Tenant Services Committee and the Board; and
2. Approved the Community Advisory Sub-Committee Work Plan.

**ITEM 4 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES
AND ACTION ITEMS UPDATE**

Ms. Penny was available to answer questions of the CSAC. Highlights of the discussion include:

- The table included for this matter is an archive of information requested by the Board and its Committees related to community safety dating back to 2017. Links have been provided to the reports provided by staff in response to the requests.
- Items listed as closed are not precluded from being re-opened and discussed by the CSAC.
- There are approximately 13,000 CCTV cameras across the TCHC portfolio. Their locations are chosen through input from communities, the Community Safety Unit (“CSU”) and Toronto Police Service (“TPS”), but must comply with privacy regulations (e.g. cannot face into a tenant’s unit or take away from the privacy of individuals).
- Not every building has cameras on every floor, but staff will work with tenants to identify where extra CCTV cameras are required.
- It was suggested that staff could review the placement of cameras on building exteriors to be positioned facing into communities to capture activity near entry and exit points of buildings.

*Motion
carried*

ON MOTION DULY MADE by Councillor Nunziata, seconded by Ms. Douglas and carried, the CSAC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update for information.

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TERMINATION

The CSAC resolved to terminate the Public meeting at 3:44 p.m.

Secretary

Chair, Community Safety Advisory
Sub-Committee



**Report on Business Arising from Public Meeting Minutes
 CSAC Action Item List**

Report No. & Meeting Date	Description	Status	Target Date	Assigned To
1. TSC:2021-54 July 5, 2021 TSC meeting	CSU Organization Chart Management to provide the CSU organization chart, highlighting the positions of individuals who have a policing background.	Complete	Briefing note included in the November 15, 2021 materials	Senior Director, Community Safety Unit
2. CSAC:2021-2 July 20, 2021	CSAC Charter Staff to update the CSAC Charter to list the Chair of the Board of Directors, rather than the Chair of the TSC, as a voting <i>ex officio</i> member of the Committee.	Complete	Updated for Tenant Services Committee approval of CSAC Charter (TSC:2021-63)	General Counsel & Corporate Secretary

Briefing Note:

To: Community Safety Advisory Sub-Committee

From: Sheila Penny, Chief Operating Officer

Date: November 15, 2021

Re: Public Action Item 1 - Community Safety Unit - Organization Chart

At the July 5, 2021 Tenant Services Committee (“TSC”) meeting, the TSC requested the Community Safety Unit (“CSU”) to provide an organizational chart, highlighting positions that are currently held by staff whom are former police officers.

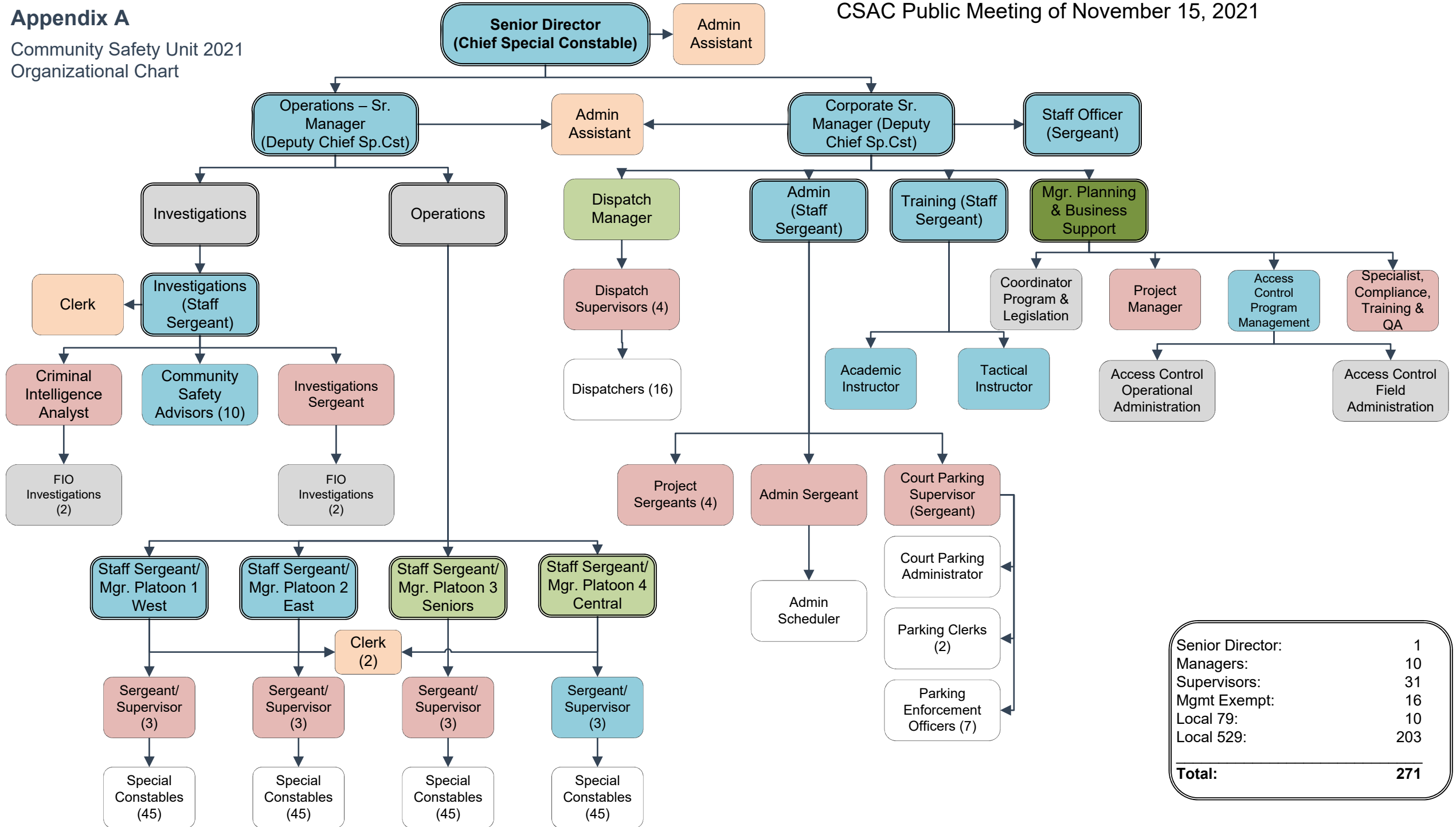
In response to the request by TSC, attached to this cover letter is Appendix A, which contains the CSU organization chart and highlights positions that are currently held by staff whom are former police officers. At the September 14, 2021 meeting, the TSC received this briefing note for information.

As of August 1, 2021, CSU has 16 management positions that are held by former police officers. These positions are listed below:

- Senior Director;
- Senior Managers (2);
- Staff Officer (Sergeant);
- Staff Sergeant (Administration);
- Staff Sergeant (Training);
 - Instructors (2); and
- Staff Sergeant (Investigations);
 - Community Safety Advisors;
- Staff Sergeant/Manager (West)
- Staff Sergeant/Manager (East)
- Sergeant/Supervisor (3);
- Access Control Program Management.

Appendix A

Community Safety Unit 2021
 Organizational Chart





Toronto Community Housing Violence Reduction Program: Q2/Q3 2021 Progress Report and Performance Measurement

Item 4

November 15, 2021

Community Safety Advisory Committee

Report: CSAC: 2021-6

To: Community Safety Advisory Committee ("CSAC")

From: Chief Operating Officer

Date: October 19, 2021

PURPOSE:

This report provides an update on the progress and performance of the Violence Reduction Program ("VRP") for Q2 and Q3 2021.

RECOMMENDATIONS:

It is recommended that the CSAC receive this report for information and forward it to the Tenant Services Committee ("TSC") for information.

REASONS FOR RECOMMENDATIONS:

At its meeting on June 27, 2019, the Toronto Community Housing's ("TCHC") Board of Directors ("Board") directed staff to operationalize the VRP. This report provides an update on the implementation and performance.

BACKGROUND

TCHC provides tenant-focused services aligned with four pillars: Community Safety and Support, Tenancy Management, Cleaning, and Maintenance.

The Community Safety and Support pillar focuses on improving safety in the community. This is achieved by working with the regions to deliver engagement and support activities while enhancing security presence.

The VRP will be implemented through the regions under the Community Safety and Support Pillar and will work with integrated hub teams to support local community safety initiatives.

Implementation Status

A. VRP Staffing Update

Program Coordinators and Senior Program leaders have been hired as of July 2021. These additional hires focus on the East and West regions to advance the Youth Violence Reduction Program ("YRVP"). Through our Summer Safety Enhancement Plan, we were able to add four Program Coordinators and eight Senior Program Leads through 2021 to assist with program delivery to youth in priority communities.

B. CSU Staffing Update

The initial plan was for CSU to have 60 VRP Special Constables deployed across the ten high-needs communities. However, at the December 2020 TCHC Board Meeting, a decision was made to suspend the hiring of 12 VRP special constables. As a result, CSU has utilized third-party security guards (G4S) to fill the staffing gaps and balance coverage.

As of September 30, 2021, there were 16 vacancies for VRP Special Constables, 12 of which are on hold as part of the decision to suspend hiring. Due to G4S security guards not having the ability to travel between communities, it takes a greater number of G4S security guards to provide coverage in place of the CSU Special Constables. In addition, there will be less proactive work taking place at sites where G4S security guards are deployed.

In Q3, existing staff were redeployed to fill VRP vacancies except for the 12 positions on hold. During the summer months, VRP staff supported the TCHC Summer Strategy Plan as initiated through the City working with Toronto Police Services ("TPS"), Toronto Transit

Commission (“TTC”), School Boards and Public Health.in 7 specific neighbourhood areas and assisted with shortages in the regular field deployment; as a result, these shortages created service gaps for the VRP program overall.

C. CSC Regional Updates:

A key initiative across the regions was the violence reduction grants, pursued in partnership with the City of Toronto's Community Crisis Program, which was made available to all VRP communities. The VRP Community Services Coordinators ("CSC") will be supporting the grant recipients with the implementation of their various projects over the coming months.

There were 22 applications submitted; 14 received funding for \$40,000, which will have been disbursed to these community groups. The review panel consisted of the VRP Supervisors of Safer Community, Community Safety Advisors (CSA), and City of Toronto's Crisis Response Team members. A list of the respective groups funded in each region can be found in Attachment 1.

East Region

Q2 Update

The VRP team in the East region has continued to focus on building relationships with tenants, including those living in contract-managed buildings with a history of distrust of and limited engagement with TCHC staff and other social service agencies. Building these relationships has resulted in tenants currently working with VRP CSCs and CSA's to resolve their safety concerns.

Through VRP engagement efforts, tenants who have been historically disengaged have started to re-engage to get the support they need. As part of this, the team referred various young people from VRP communities to Youthworx and Rookie League employment opportunities, and five tenants were successful in gaining employment. In comparison, two tenants were successfully referred to the Fred Victor Case Management and early Psychosis Intervention worker.

Although some of the CSC's are focused on supporting youth through the YVRP, they are finding that they need to support the entire family if they want to be effective in their work. For example, the CSC's are working with TPS to provide mental health supports to parents while also supporting young people to navigate the education system or obtain their first-ever employment opportunity to help themselves and their families.

Working with community organizations has been critical in helping the VRP CSC's provide trauma and healing supports to communities. Of note for Q2, Next Generation Arts provided programs for youth who have been exposed to gun violence and trauma and uses artistic expression as a form of healing. The VRP CSC has referred eight young people to this program.

As well, the team has continued to build its relationship with TPS, which has resulted in tenant leaders having better relationships with the officers in their community as they work together to deliver food security and other initiatives; additionally, TPS has started to refer tenants to the VRP CSC's consistently.

Q3 Update

The East VRP team continues to work within the mandate to improve tenants' safety, wellbeing, and security. Working closely and collaboratively with CSU, CSA's, Tenancy Management, Community Engagement, and community stakeholders, the program address underlying factors contributing to community violence. In response to the recent escalation of shooting incidents across the region, the team has focused on providing access to mental health, trauma recovery and post-incident crisis support. In addition, the team continues to engage children and youth in leadership development, skill-building and trauma resiliency-based initiatives.

Central Region

Q2 Update

The Central VRP team continues to support communities with harm reduction and unit takeover issues. Specific to the harm reduction work, the team has worked closely with the Tenant Resolution Office and harm reduction service providers to create service provision

strategies for VRP communities with the highest rates of suspected overdoses in downtown Toronto. The team has been working with COTA to ensure that best practices learned from the pilot in 250 Davenport are replicated in Central VRP communities, focusing on Dan Harrison Community and Moss Park. The first phase of this work involves the workshop delivery to tenants and contributing to the Harm Reduction policies and procedures that TCHC adopts.

Supporting tenants with housing unit takeovers continues to be complex and layered as the tenants involved in these situations have varying degrees of needs that require time, support from multiple agencies and intense case management. For this quarter, the team has identified 13 suspected housing unit takeovers and is working with various entities to develop intervention strategies to support these tenants.

In addition, the team has also continued to engage tenants through the various initiatives implemented in the Central region. An example is the support that VRP CSCs provide to the vaccine clinics in the Dan Harrison Community. During the clinics, tenants participated in a needs assessment survey addressing safety and support services they would like to see in the community. The survey also allowed the team to increase awareness as many tenants were informed about the service partners in and around the community. Activities such as these help the team identify any gaps in service delivery to tenants and program plan accordingly.

The team is also working with the CSU and the City to find a location for and plan an end-of-summer basketball tournament. The focus of this event will be to:

- Increase awareness about Indigenous people and their history within Canada;
- Provide an opportunity for those wanting to get vaccinated to do so;
- Start to bridge the relationship gap between CSU/TPS and the community; and
- Educate tenants about the various services they can access within and around their community.

Q3 Update

For this quarter, the Central VRP CSCs worked with Wanasah, a community service agency, to access space in Regent Park to provide mental health support to Black youth and their families. This targeted initiative that offers culturally sensitive services to black youth became even more critical after the murder of one of the youth workers in the community; the murder added to the many traumas that the Regent Park community has experienced historically. The culturally appropriate support from Wanasah was timely, and the Central VRP team could easily refer youth to them. During this time, the team conducted outreach and disseminated resources from the City and other agencies to tenants and directly connected and supported families currently and previously harmed by the violence in the community. The VRP team also helped the memorial for the slain youth worker, Thane Murray.

The team is also working to support young people to create a youth advisory council in Regent and St. James Town. To date, the youth have met with VRP staff and others to share their thoughts and needs. They have identified a need for space to meet and do homework, and the VRP CSCs are currently advocating for them to access space and the appropriate resources for that space. The 30-40 young people worked with the Supporting the East End Neighbourhoods Collaborative (SEEN) to secure dedicated time for the young people to gather and talk about their needs. SEEN and VRP staff are working to coordinate another session for later this fall.

Throughout the summer, the Central VRP team has met with the City and other agencies weekly to ensure a coordinated effort through information sharing to address and reduce violence in Regent Park. This collaborative effort directly responded to some of the anti-social behaviours that were happening in Regent Park. This collaborative approach has remained effective and all the parties will continue to work with each other.

In addition, the following outlines the other activities the central team has implemented include:

- Participating in 2 safety audits;

- Supplying 150 Moss Park households with back to school supplies procured from Houselink/Mainstay, St. James Town and the Councillor's office;
- Attending the Stop the Bleed training
- Ongoing outreach for Stop the Bleed (currently on a waitlist due to high demand in the West);
- Identifying an increase in overdoses in the Dan Harrison and Moss Park communities and working with COPA, Cota, St. James Town Corner and Fred Victor to support a harm reduction pilot at Dan Harrison, 220 Oak and 200 Wellesley;
- Connecting with Community Paramedics to establish a non-emergency clinic at Dan Harrison;
- Providing support to tenants as needed when suspected units are identified, supported and documented through the weekly Integrated Team Meetings ("ITM");
- As of July, there were 13 potential unit takeovers identified at the ITM and the VRP team were involved in supporting 4 of them; and
- We support vaccine efforts in areas with low vaccine rates through collaboration with external partners and the Engagement CSCs.

Although the event for indigenous people has been postponed to summer 2022, the VRP team is working with tenants of Indigenous descent to do outreach and build an advisory group; the main focus of the group will be to:

- Increase awareness about Indigenous people and their history within Canada;
- Start to bridge the relationship gap between CSU/TPS and the community; and
- Educate tenants about the various service they can access within and around their community.

West Region

Q2 Update

The relationship-building taking place in some of the YVRP communities by the VRP CSC is playing a pivotal role in rebuilding trust

between TCHC and tenants. This was especially noted in the Thistletown 2 and Jamestown communities which previously shared that they felt abandoned by TCHC due to the lack of youth engagement activities in their communities. Tenants in both these communities are starting to re-engage as they observe the completion of safety-related improvements such as improved lighting, basketball court repairs and support with implementing a Community Crisis Response Grant (CCRP) that was stalled due to COVID. The VRP CSC is currently working to connect 22 young people to employment opportunities as this is one of the primary needs identified by the community.

Other planned community-building activities include working with the Finch Ardwick and Lawrence Heights communities to apply for CCRP grants to support following gun violence incidents in those communities. The VRP CSC will also support tenants in the Lawrence Heights community as they engage with the One by One movement on a tenant-centred safety mobilization and conflict de-escalation initiative approved by the City's Social Development Plan. The model aims to empower residents to work as a group to address community issues ranging from repairs to anti-social behaviour. The VRP CSC also supported the Neptune Youth Committee to host an outdoor event to promote the launch of "The Drop," a mental health counselling initiative delivered with Unison Health, that allows young people to access mental health supports without waiting either virtually or in person.

Q3 Update

This West region experienced an elevated level of gun violence in many of our communities. As such, most of our teams, particularly the team in the Jane and Finch communities, focused on safety engagement, reacting to critical incidents and creating safe spaces for families to get outside and enjoy their communities. The team continues to focus on community capacity building, youth employment and supporting tenants in successfully executing their Violence Reduction Program Grants.

Training and Capacity Building

Staff and tenants completed the first round of Stop the Bleed training; it is a program that equips civilian bystanders with the skills and basic tools to stop uncontrolled bleeding in emergencies and save lives. The program participants learn proper bleeding control techniques,

including how to use their hands, dressings, and tourniquets. In total, over 55 tenants received the training in Driftwood, Shoreham, Firgrove, Yorkwoods, Falstaff and Sheppard and Tobermory communities. As tenant interest in this training increases, the West VRP CSCs will work with Sunnybrook Hospital to develop a train-the-trainer model to enable tenants and TCHC staff to provide the training.

In Lawrence Heights and Neptune, the team worked with North York Community House and Unison Community Health Centre on providing Mental Health First-Aid (“MHFA”) training to 20 tenants. MHFA is the training provided to a person developing a mental health problem, experiencing a mental health crisis, or worsening their mental health. Due to the success of the first round of training, the VRP CSC is working on two more rounds of movement and a round of train-the-trainer to support tenants interested in becoming mental health practitioners.

Supporting Tenants and Grassroots Initiatives

The VRP CSCs, VRP Program Coordinators and Senior Program Leaders continue to support grassroots initiatives that received the VRP Grants such as the Neptune Youth Committee, ROOTS in Finch Ardwick, and the Hooyo Steering Committee in East Mall for securing further funding, securing program space and connecting to the appropriate partners. In Lawrence Heights, the team continues to work with the Lawrence Heights Parents Association, Mind On Strength, Hope Hustle Heights and Humanize The Hood in facilitating local programs and services that address current and emerging community needs. The VRP CSC is currently working with the One by One movement on a tenant-centred safety mobilization and conflict de-escalation initiative approved for some funding through the City's Social Development Plan.

Youth Employment and Community Wellness Initiatives

With the addition of the Program Coordinators, the team was able to facilitate five youth employment workshops connecting 33 youth in Jamestown 1 and 2 and Finch Ardwick to employment and training opportunities with NPower, Building Up and Tropicana, to name a few. In collaboration with CultureLink's Tobermory Bike Hub, the team could secure full-time employment for two youth living in the Yorkwoods community.

During this quarter, we also supported implementing the enhanced summer safety initiatives in collaboration with the City, TPS, Toronto Transit Commission (“TTC”) and many more partners; this program has allowed our on-the-ground teams to collectively respond to critical incidents, share knowledge, increase our capacity to reach high-needs communities outside of the designated VRP communities, provide wrap-around supports and improve community safety and wellbeing. To that end, the team in Lawrence Heights executed a community wellness excursion to Innisfil Beach Park with over 20 tenants from Lawrence Heights in attendance. The Central and South Etobicoke team collaborated with the Neighbourhood Community Officers (NCOs) in 22 Division to host a Community Safety and Movie Night in Mabelle with 110 tenants in attendance. Lastly, in collaboration with CSC Engagement and CSU, the team provided an ice-cream truck tour engaging over 1700 tenants in Driftwood, Shoreham, Yorkwoods, Fallstaff, Islington St. Andrews, 1901 Sheppard, Sheppard Magellan and Sheppard Yatescastle.

Table 1: Q2 Regional Breakdown of CSC Activity

Measure	West	Central	East	Q2
# of successful referrals to agencies or programs (mental health, education, employment, food security)	58	18	70	146
# of safety-related initiatives supported, led or initiated (community safety meetings, audits etc.)	24	102	17	143
# of tenants who participate in VRP/YVRP activities	141	630	300	1,071

Table 2: Q3 Regional Breakdown of CSC Activity

Measure	West	Central	East	Q3
# of successful referrals to agencies or programs (mental health, education, employment, food security)	70		218	299

# of safety-related initiatives supported, led or initiated (community safety meetings, audits etc.)	67	40	50	157
# of tenants who participate in VRP/YVRP activities	2,089	470	318	2,877

Youth and Family Parent Support program (\$80,000.00):

The West VRP team continues to work closely with Delta to ensure that culturally relevant services are available to tenants. We are happy to report one cycle of the workshop series has been facilitated in Finch Ardwick to 15 youth, plus another cycle being scheduled in Lawrence Heights for October 30 and 31st.

D. Community Safety Initiatives and Agency Partnerships

In the broader Lawrence East cluster, VRP partnered with the City (Tower Renewal), Kudai Transitional Homes and Taibu to bring the Green Champions program to Lawrence Susan and Orton Park; Green Champions merges environmental awareness and community safety. Through this initiative, approximately ten youth ages 13-17 was able to learn about the core principle of community safety concerning environmental protection. Given the communities' high population of boys between the ages of 8-12, staff continued to work with East Scarborough Boys and Girls Club (ESBGC) to provide leadership programming for 15 local boys, supporting cross-community connection and building meaningful relationships with positive male role models.

The team organized the Chester Le Youth Employment Network in partnership with YMCA Employment Services, Agincourt Community Services Association and Toronto Employment Social Services ("TESS") and Toronto Youth Partnership and Employment ("TYPE"). This is a long-term program that provides ongoing employment access and pre-employment training and preparation for all participants. 15 youth have registered so far, and names have been forwarded to the YMCA for registration and one-on-one support.

Through TCHC's Violence Reduction Grant, the Danzig Youth Committee applied to host an arts-based community healing and community safety event. On Saturday, September 25, led by VRP-

CSS, in partnership with Next Generation Arts, the Danzig Youth Committee hosted the event where youth residents were invited out to engage in discussions about mental health and community safety, and in addition, had the opportunity to participate in the painting of the mural. In total, approximately 10-15 youth attended and participated in the event.

E. Post Incident Crisis Support

Over the summer, several VRP designated communities experienced incidents of community violence. In response, the team worked closely with residents and local partners to provide post-incident supports and interventions. In late August, in response to two shooting incidents at the Lawrence Susan community, VRP- CSC mobilized an intervention, providing residents impacted by the incident with access to mental health and trauma supports. Working with the LEPP program staff from Scarborough Centre for Healthy Communities and TPS, our team organized a community healing event for residents at 4175 and 4205 Lawrence.

Collaborating with Scarborough Centre for Healthy Communities, VRP staff supported a community program, HEAL, an acronym for Hope Exists after Loss. This 8-week program brought approximately 15 youth participants ages 16-19 from the Empringham community who have been impacted by community violence. As a culminating event, youth participants could attend an Indigenous healing ceremony led by a community elder.

F. Downtown Integrated Service Delivery Program (\$50,000)

The Canadian Observatory on Homelessness ("COH") continues to move forward on creating a Community of Practice (CoP) on the issue of Housing Unit Takeovers (HUT). They have since launched a HUT CoP Resource Library to share tools and resources with practitioners, which can also be shared with tenants. They have also drafted and tested a concept that includes four types of HUT, behaviours and vulnerabilities and is working to refine it based on their feedback. They have engaged 20 individuals, where they spoke about HUT language, behaviours and vulnerabilities. They also hosted a Drop-in Peer Coaching session attended by 17 participants. They introduced the Coaching Model and the Story approach, geared to support capacity building and a wrap-around approach to helping folks experiencing

HUT. The team is working on completing the final report, which will be provided to TCHC.

G. CSU Update in the High Needs Communities (including Broader Dan Harrison)

In Q2, the Community Safety Unit launched its "Bike Program" to increase visible presence and community engagement in specifically identified VRP communities. The communities identified are Lawrence Heights, Regent Park and Edgeley Village. Special Constables utilize bikes to proactively patrol these communities, providing easier access for community members and community partners to engage with them, establishing positive rapport between the CSU, residents, staff, and community partners. As of Q3, the VRP Officers within the Edgeley Village Community and Lawrence Heights Community remain on bikes until October 30, weather permitting.

Also, in Q2, CSU was involved in an upcoming bike give-a-way program within the Lawrence Heights community. Special Constables attended and assisted community members and partners in repairing donated bikes to run the give-a-way event, including educational portions surrounding community safety and security, bike maintenance and repair, and safe operation/use of bicycles.

In Q3, VRP Special Constables participated in several supporting roles with the unfortunate violent incidents in September 2021. Extensive resources within CSU were allocated for Yorkwoods, Edgeley Village and Regent Park during September.

Also, in September, Mayor John Tory and Councillor Frances Nunziata hosted a community meeting near Falstaff Avenue to discuss ongoing issues affecting the community as a whole. CSU staff were in attendance along with Toronto Police Service and several community members from the Falstaff Community. Problems were addressed and discussed.

H. Summer Readiness Strategy

The TCHC Summer Readiness Strategy ("SRS") was implemented July 3. The SRS consists of additional resources for specific Toronto

Neighbourhoods selected by the City of Toronto. CSU designated three teams of two Special Constables dedicated to these neighbourhoods during their hours of operation. These teams of Special Constables proactively patrolled the neighbourhoods, engaged with tenants and supported the onsite TCHC staff.

The Summer Safety Strategy lasted 12-weeks of active implementation and four weeks of monitoring and analysis to pilot enhanced safety planning and integration over this period as violent incidents pose a serious threat to the wellbeing of the community and City at large.

The City, institutional partners and community sector remain deeply concerned with the ongoing escalation of community violence, particularly gun-related violence being experienced across the City and disproportionately within Black communities and other racialized groups.

With the added complexity of the pandemic, COVID has increased particular risks and harms on children, youth, and communities regarding safety. Institutional and community partners had been requested to work collaboratively to mitigate ongoing community-based and gun-related violence.

I. Performance Measurement

Calls for Service

The volume of calls for service at VRP sites has decreased to 13% and 14% in Q2 and Q3 respectively; this is a decrease when compared to 34% and 36% when compared to the same period last year. The decrease could be attributed to the shortage of VRP officers present at VRP sites where tenants or VRP officers report onsite calls for service.

Crime on TCHC Property and CSU's intervention

TCHC represents 4% of the population of Toronto. Shootings in VRP communities represent 5.6% of the shootings in the City of Toronto, and non-VRP communities represent 14.4% of the shootings in the City year-to-date September 30.

Crimes against property remained the same in Q2 compared to Q1 and decreased by 28 incidents in Q3 compared to Q2. When compared to the same quarter last year, there were 89 fewer incidents for Q2 and down by 15 incidents for Q3. As for crime against persons, it increased by eight incidents in Q3 over the last quarter but dropped by 25 incidents compared to the same quarter the previous year. The reduction in crime over last year could be attributed to the continued work and presence of CSU's VRP program as a whole.

CSU intervened in various ways to address the crime at the VRP sites through arrests, dealing with trespassers and conducting wellness checks. With the reduction in crime this quarter compared to last year, there was also a decrease of 39 arrests made and 213 fewer trespass incidents and 103 fewer wellness checks than Q3 last year.

Crime Prevention Efforts

CSU continues to conduct safety audits where sites are thoroughly audited in the ongoing effort to reduce and prevent crime on TCHC property, particularly at the VRP sites. Many recommendations are made for site staff to implement and make the neighbourhood a safer place. During these audits, CPTED principles (Crime Prevention through Environmental Design) are applied, and CSU makes recommendations through these principles.

CSU patrols help deter crime proactively and, in many cases, help build relationships with our tenants. These patrols consist of either on-foot, mobile or both. There were fewer CSU patrols and joint patrols with TPS at VRP sites in Q2 2021 over the last quarter and a slight reduction in Q3. Patrols are conducted based on VRP officers' availability, TPS availability and Community Needs.

The CSA initiate various engagement activities. In Q3 there was a slight increase in engagement activities initiated when compared to last quarter. The CSA activities include community events, presentations, safety meetings, tenant management meetings, tenant visits etc. Staff continue certain engagement activities to improve communication and engagement on safety issues.

Table 3: Actions Taken in High Needs Communities, incl. Dan Harrison), Q2/Q3 2020 to Q2/Q3 2021¹

VRP COMMUNITY	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21	APR 21	MAY 21	JUN 21	Q2 21	JUL 21	AUG 21	SEP 21	Q3 21
Request for Service (dispatched or onsite requests)													
Calls for Service - VRP ²	5,890	5,846	5,142	5,701	4,965	1,448	1,527	1,371	4,346	1,368	1,281	1,134	3,783
Crimes on TCHC Property													
Crimes Against Property – VRP	182	221	119	135	131	30	49	53	132	31	35	38	104
Total Crimes Against Person (CAP VRP)	129	123	135	125	89	27	48	27	102	46	33	31	110
• CAP – Serious Violent Incidents – VRP	67	45	63	48	48	12	32	11	55	21	15	17	53
• CAP – Other Incidents – VRP	62	78	72	77	41	15	16	16	47	25	18	24	67
Reactive Work/Intervention													
Arrests VRP	164	141	130	90	117	20	33	29	82	48	24	19	91
• Tenant Arrest	35	31	40	29	26	9	8	8	25	13	6	4	23
• Non-Tenant Arrest	129	110	90	61	89	11	25	21	57	33	17	14	64
• Not Specified	0	0	0	0	2	0	0	0	0	2	1	1	4
N6 & 7 Issued by Legal Services ³	13	6	6	29	31	4	10	4	18	4	13	6	23
Wellness Check – VRP	826	929	342	530	430	79	122	98	299	91	87	61	239
Mental Health Act – VRP	22	34	30	26	31	4	7	6	17	12	10	9	31
Narcan Administered – VRP	0	4	3	5	0	0	3	3	6	1	2	0	3
Trespass Incidents – VRP	603	490	367	541	421	99	85	67	251	61	57	36	154
CCTV (FOI, Legal, Ou, TPS) – VRP	83	89	172	197	127	47	34	38	119	60	29	39	128
VRP ACTIVITY	Q1 20	Q2 20	Q3 20	Q1 21	Q4 21	APR 21	MAY 21	JUN 21	Q2 21	APR 21	MAY 21	JUN 21	Q2 21
Proactive Work													
Safety Audits (All TCHC)	0	15	27	25	2	0	0	9	9	10	10	10	30
Patrols – VRP													
• Patrols CSU mobile, foot/initiated	3,496	4,456	4,211	5,569	5,005	1,565	1,733	1,331	4,629	1,490	1,463	1,243	4,196
• Patrols – Joint CSU & TPS - VRP	119	46	77	87	84	21	33	21	75	18	19	34	71
Engagement Activities - VRP	64	37	88	70	107	11	34	32	77	36	20	27	83
Referrals of Vulnerable Tenants – VRP	25	11	28	11	10	2	3	9	14	9	5	3	17
Fire Incidents													
Fire – Equipment Malfunction – VRP	9	10	13	12	10	6	5	7	18	10	3	8	21
False Fire Alarm – VRP	201	181	148	188	171	65	81	56	202	54	54	59	167
Malicious Intent/Prank – VRP	12	16	16	30	10	4	5	2	11	5	2	9	16
Fire – VRP	32	33	33	41	19	7	11	9	27	9	8	6	23

¹ Table 3 does not include activities that our Special Constables were involved in or potentially initiated.

² One call can have multiple incidents reported below

³ Evictions for H&S and Illegal Acts

IMPLICATIONS AND RISKS:

With the December 2020 TCHC Board decision to suspend all VRP FTE hiring in the Community Safety Unit, CSU will ensure adequate coverage at VRP locations by utilizing third-party security guards to fill the staffing gaps and balance coverage at those sites. This number increases progressively with attrition, resignations and retirement.

While third-party security can provide a security presence that helps deter crime, they cannot offer the same level of service as Special Constables. The security guards do not carry the same authorities as a Special Constable and cannot be utilized in the same manner following the Collective Bargaining Agreement. CSU officers still need to attend the VRP sites being covered by the security guards to address certain incidents.

As a result, this may lead to the risk of inconsistent service delivery and will incur increased third party security costs in trying to maintain proper service levels.

SIGNATURE:

"Allan Britton"

Allan Britton
Acting Senior Director, Community Safety Unit

ATTACHMENT:

1. VRP Grant Description

STAFF CONTACTS:

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CSAC Public Meeting of November 15, 2021
Report#:CSAC:2021-6
Attachment 1

Q2/Q3 VRP UPDATE: VRP GRANT DESCRIPTION

EAST REGION

Initiative Name: Kennedy to Kipling

"This project will address the trauma that many young individuals face within this community and provide an opportunity for them to heal through music. This project will allow youth between the ages of 12-24 to address the trauma caused by racism and violence. The goal is to provide the youth with an alternative way of coping with their trauma and to reveal how music is beneficial and can assist them in healing."

This project will allow youth between the ages of 12-24 years old opportunities to address trauma and heal through music. The goal is to provide the youth with an alternative way of coping with their trauma and reveal how music is beneficial and can assist them in healing.

Initiative Name: Chester Le Tenant Committee

"Due to the rise of suicides and mental health incidents in the Chester Le Community, we are looking to equip our youth and community leaders with the necessary skills to be able to identify and administer first-line support until help is secured. By doing this, we are promoting unity and putting community safety back into the hands of the tenants to provide an environment of positive growth and change within the community."

This project will equip our youth and community leaders with the necessary skills to identify and administer first-line support to those experiencing mental health incidents. By doing this, we are promoting unity and putting community safety back into the hands of the tenants to provide an environment of positive growth and change within the community."

Initiative Name: Tuff Luv

"The Change Creators project will address systemic gun violence, racial trauma and the outstanding need for community healing. The project will support the mental health literacy and resiliency of youth ages 12-24. It will unpack the trauma caused by systemic gun violence, racism and other intersecting forms of oppression. The aim is to offer programming and services that are culturally relevant and responsive to community needs through a trauma-informed lens that answers the following questions: 1) What are we healing from? 2) Why is healing necessary? 3) Whose responsibility is it to heal? 4) How do we heal? And 5) Where do we go from here as a community? Acknowledging that healing is a process that is interconnected with the individual, community and larger society."

The project will support the mental health literacy and resiliency of youth ages 12-24. It will unpack the trauma caused by systemic gun violence, racism and other intersecting forms of oppression. The aim is to offer programming and services that are culturally relevant and responsive to community needs through a trauma-informed lens.

Initiative Name: Orton Park

"We want to use this event to promote community healing and engage the kids, youth and parents, really the entire community. We want to get residents to express their community pride and share what being a part of that community means to them. It has been a challenging time because of the pandemic and because our community has been the target of violence in the past. We want to bring everyone together."

This event will promote community healing while engaging children, youth and parents. It will be an opportunity to have residents express community pride, share what being a part of the community means to them and bring everyone together.

Initiative Name: *Danzig Youth Committee*

"Following a mass shooting that occurred in 2012, our neighbourhood of Danzig still deals with the aftermath, trauma, grief, loss and stigma. Unfortunately, there have been other incidents that have occurred from then and now, including the deaths of young people who we hold close and dear to our hearts. We thank and appreciate the efforts of TCHC, community partners and funders for converting one of the townhouses to a dedicated community space where we as young people and our families can access programs and supports. One of the key challenges has been sustainability and clarity around roles, responsibilities and decision-making between community members and partners. This led to the community space not being used as initially intended and minimal to no programming and activities. In discussions with TCHC staff, we understand that Danzig is now part of the Youth Violence Reduction Program (YVRP), and we are looking forward to working closely with our Community Services Coordinator and mobilizing opportunities that are aligned with our interests and needs. We feel through these collaborations; we will improve the areas this grant and initiative looks to bridge around trauma recovery, community healing and violence prevention."

The Danzig Youth Committee will be working with YVRP Community Service Coordinator and community partners to mobilize community trauma recovery, healing, and violence prevention opportunities.

WEST REGION

Initiative Name: Hooyo Steering Committee

Hooyo Steering Committee is for East African and Somali women who experience trauma due to violence and impact by gun violence, drive-by shooting and tragedy loss through family, friends or neighbours. Community healing and violence prevention workshop by experts and community members who experience will facilitate the workshops. The city of Toronto and local organizations' partnership will provide information, resources, and services and support the project in collaboration.

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Initiative Name: Reduce, Rethink, Repair

The long-lasting negative impacts of violence on communities is a concerning issue. Therefore, my project will address community healing, violence prevention and violence reduction. The facilitators, volunteers, and I will work together to create a workshop that gives residents information about avoiding a physical and verbal conflict, the residents' role in building a safe community, and how to prevent violence.

Initiative Name: Roots

Through this grant, I would like to provide an online support system for the Youth Most Vulnerable to Involvement in Serious Violence and Crime (MVP) youth of the Finch/Ardwick community, administer a priority setting to identify the needs of the community and administer two community healing sessions online.

Initiative Name: Neptunes Youth Committee

We are applying to work in partnership with Community Peers to bring in one Community Healer that our community will trust to work only with us in Neptune on specific topics our community has identified as needs to be addressed. We will have community graduation and lead a healing session for the bigger community as well."

In partnership with Community Peers, Neptunes Youth Committee will invite a Community Healer to address the specific needs of tenants. There will be a community graduation and healing session held for the Neptune community.

Initiative Name: Grupo de Adultos Mayores Armonia Centre

The project aims to address issues often associated with isolation, such as poor mental health, domestic violence, poor self-esteem and thus promote community healing and wellness.

CENTRAL REGION

Initiative Name: Mothers of Peace

Mothers of Peace is a collective of mothers within the Regent Park community who aim to support community members affected by gun violence, incarceration and drug/alcohol abuse (directly or indirectly). This year, Mothers of Peace, in collaboration with TD Learning Centre and TCHC organized a community healing trip to Niagara Falls, ON. Those who attended participated in a full day's learning in trauma supports, personal safety, Indigenous history and strengthening through means of community.

Initiative Name: Serendipity Visual Arts

Serendipity ART is an art workshop providing a safe space for individuals to express themselves through the visual arts. Participants will learn technical drawing and painting skills. Participants will also receive mentorship from professionals and develop their critical life skills, their ability to recognize signs of peer pressure and participate in Know Your Rights sessions. This initiative will occur over four sessions. Program participants will have the opportunity to display their final art is to demonstrate the artistic skills and techniques learned in the previous sessions.



Overview: Community Safety Unit

Item 5

November 15, 2021

Community Safety Advisory Sub-Committee

Report: CSAC:2021-7

To: Community Safety Advisory Sub-Committee ("CSAC")

From: Chief Operating Officer

Date: October 19, 2021

PURPOSE:

The purpose of this report is to provide an overview of the Toronto Community Housing ("TCHC") Community Safety Unit ("CSU").

RECOMMENDATIONS:

It is recommended that the CSAC receive this report for information and forward it to the Tenant Services Committee ("TSC") for information.

BACKGROUND:

History of the CSU

From the mid-1980s to 1989, the Ontario Housing Corporation utilized third party security guards for the protection of property, tenants and staff at former provincially owned and/or administered social housing developments in the City of Toronto.

From 1990 to 2000, the Metropolitan Toronto Housing Authority ("MTHA"), a local housing authority under the umbrella of the Ministry of Municipal Affairs and Housing, administered the province's social housing stock geographically located within the City of Toronto.

In 1995, the MTHA secured Provincial Offences Officer designation for its in-house security personnel. At that time, the makeup of the Security Services Section was a hybrid of internal staff and contracted external third party companies. Only in-house MTHA Security Services staff were eligible to be designated as Provincial Offences Officers. The enhanced Provincial Offences Status allowed Internal Security Services staff to issue tickets and court summonses to cooperative trespassers without having to arrest them and await the police to release the person from custody.

In 1996, the MTHA Security Services Section began providing dedicated in-house security services across the portfolio, with two different classifications of security officers: Community Patrol Officers and Security Officers. At the time, MTHA also had a dedicated Parking Enforcement Unit, which consisted of Officers who were designated as Municipal Law Enforcement Officers.

In 2000, administration of the province's social housing stock evolved from MTHA to the newly created Metro Toronto Housing Corporation ("MTHC") in preparation for a transfer of MTHA/MTHC's assets to TCHC in 2003. This was made possible through the passage of the Social Housing Reform Act.

On March 8, 2000, TCHC (formerly MTHA/MTHC) entered into a pilot project with the Toronto Police Services ("TPS") Board for the appointment of Special Constables. The Ministry of the Solicitor General approved the request of the former MTHA to have some of its security officers appointed by the TPS Board as Special Constables, pursuant to Section 53 of the Police Services Act. This designation conferred Peace Officer and Limited Police Officer authorities onto Special Constables who, by virtue of their office, are classified as Peace Offices as per the definition of Section 2 of the Criminal Code. Each Special Constable swears an oath of office and inherits the duties of a Police/Peace Officer as set out in Section 42 of the Police Services Act. During the initial, pilot fifty-five Security Services section staff were appointed as Special Constables; as Special Constables, they have legislative powers and responsibilities similar to that of a police officer, which security guards and other citizens do not possess.

In 2002, TCHC Board of Directors entered into an agreement with the TPS Board of Directors to allow for the implementation of a permanent TCHC CSU Special Constable program.

Special Constable Program

In 2020, there were 164 CSU staff sworn as Special Constables with the approval of the Ministry of Public Safety and Security. The objectives of the Special Constable program is to:

- Strengthen relationships between the CSU and the TPS;
- Reduce the level of crime and/or antisocial behavior in communities;
- Enhance law enforcement activities, as required;
- Improve tenant safety and security;
- Ensure officers are able to spend more time in communities; and
- Improve officer safety.

TCHC Special Constables allows TCHC to deploy trained and qualified officers into situations that are particularly distinct to TCH communities. A specific focus for Special Constables is Trespass to Property Act (TPA) violations, Liquor Licence Act (LLA) violations and the utilization of Peace Officer, on an as needed basis. Police Officer powers are granted under the following statutes:

- Criminal Code;
- Controlled Drugs and Substances Act;
- Trespass to Property Act; and
- Liquor License Act.

Special Constables routinely conduct criminal investigations related to theft, mischief, assaults, and other less serious violent matters. In instances involving major crimes, Special Constables have many times been the first officers on scene, assisting with primary assessments, notifications, scene protection, crowd control, witness canvassing, evidence security, and prisoner transports.

TCHC Special Constables and TPS Officers routinely work together. The combination of a Special Constable's community knowledge and the TPS Officer's skills, knowledge and authority have proven to be mutually

supportive, facilitating the professional resolution of incidents in a safe and timely manner.

In summary, TCHC communities benefit when TCHC Special Constables:

- Process minor offences and release of persons without utilizing TPS resources and holding a person in custody for longer than required;
- Act directly to apprehend offenders and persons and transport them to the local TPS division. In so doing, they interrupt illegal and antisocial behaviour and help keep the peace in our neighbourhoods; and
- Support the TPS with factual information and detailed intelligence about criminal activity within TCHC communities.

In addition to possessing specialized training, skill sets and legislative authority than a security guard, governance mechanisms related to conduct, oversight and standardized mandatory training are in place for staff assigned the Special Constable designation. As well, the Special Constable Status for CSU staff provides TCHC communities with an enhanced level of safety service delivery. Special Constables can use their law enforcement powers under relevant legislation to assist communities in addressing higher-risk safety issues. This level of proactivity and intervention cannot be accomplished solely through the use of security guards

CSU Mandate

The CSU partners with communities, promote a safe environment for tenants, and preserve the assets of TCHC. As well, the CSU works collaboratively with the Region Operations and Seniors Housing Unit to support successful tenancies across the TCHC portfolio.

The CSU implements safety strategies and engages with community stakeholders to utilize resources in innovative ways that benefit our tenants and are responsive to the community's needs. The goals of the CSU are to:

- Promote safety in our communities;
- Protect life; and
- Protect Toronto Community Housing Corporation property.

TCHC Community Safety Program

At TCHC, the CSU approach involves a holistic, collaborative, and integrated approach to community safety. As part of this, the use of security personnel and enforcement strategies are just one component of a multi-faceted community safety program that emphasizes:

- Developing vibrant communities (e.g. community involvement in safety planning, partnerships with the police and other key stakeholders, dispute resolution);
- Identifying alternative activities for youth (e.g. volunteerism, after-school activities, sports programs, and employment opportunities),
- Developing stronger, less vulnerable individuals (e.g., safety awareness, safety training, partnerships and local supports for at-risk and vulnerable persons);
- Supporting safer work environments (e.g. health and safety, assessing the level of risk in communities and sharing of risk-related information);
- Preventing and deterring unacceptable behaviour (e.g. joint patrols with police, Special Constables, Security Guards and other community partners);
- Displacement of persons who display unacceptable behaviour that negatively impacts the community. (e.g. trespass, eviction, arrest, warrants); and
- Developing safer physical environments (e.g. safety audits to identify environmental design modifications - cameras, improved lighting, maintained landscaping, eliminating physical risks, parking enforcement to remove unsafe / abandoned vehicles, fire safety, and access control).

TCHC Tenant Service Hub Alignment

In 2022, The CSU will align the deployment of the Special Constables and Community Safety Advisors to support the new organizational Tenant Service Hub Model. With the realignment of CSU geographic areas of responsibility, it will improve the ability to support each of the 88 tenant service hubs consistently.

SIGNATURE:

"Sheila Penny"

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. Tenancy Management Handoff of Accountability Workflow
2. TCHC Hub Service Hub Overview

STAFF CONTACT:

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HANDOFF OF TENANCY MANAGEMENT ACCOUNTABILITY

Operations Division & Seniors Housing Unit



Community Safety Unit Operations Responsibilities

- A CSU Officer(s) is assigned to respond to a request for service or engages in a self-initiated investigation.
- The Officer(s) makes contact with the complainant or victim and conducts an investigation.
- Upon completion of their investigation, the Officer submits a written report outlining the facts of the event and the status of the service request.
- The report is verified by the on-duty CSU Sergeant or Designate.

Community Safety Unit- Community Safety Advisor Responsibilities

- Each business day, a designated CSU staff member reviews local reports and determines the category (isolated act of anti-social behavior, ongoing anti-social behavior, workplace harassment or serious act of violence) of the event and creates an Easytrac Service request which contains the facts as set out in the Officer(s) report. Reports shall not contain information that could lead to the identification of young offenders, lead to the possible identification of a victim of a sexual assault, or otherwise is non-compliant with major case legislation, is evidentiary in nature or is information that may disclose a law enforcement technique.
- Designated CSU staff will review the past 3 months of activity in EasyTrac/HoMES to determine if the event was an isolated incident or if there is a pattern of anti-social behavior.
- Reports that do not require additional CSU information or investigation are to be assigned to Operations Staff for the purpose of flagging a vulnerable person that requires support; and/or for the purposes of engaging Tenancy Management to address violations of the lease related to tenant/guest behavior.
- CSU staff creating the Easytrac/HoMES record will ensure that appropriate building staff, Community Service Coordinators, Contract Property Administrators, Contract Property Managers and area paralegals receive an e-mail generated by Easytrac/HoMES notifying them of the event.

Isolated Incident of Anti-Social Behaviour and Unconfirmed Reports of Noise

- Cause Disturbance
- Theft
- Break and Enter
- Disputes
- Drug Offence
- Fire
- Mischief
- DOLA/Dog By-Law
- Maliciously Activated False Fire Alarms (Offender Unknown)
- Personal Injury
- Confirmed Noise Reports
- Vehicle Accident
- Unconfirmed Reports of Noise (Assign to self, quick close and e-mail to TSC, Superintendent and General Manager)

Isolated Incident of Anti-Social Behaviour and Unconfirmed Reports of Noise

Operations Division

- An EasyTrac/HoMES record is created and assigned to the Tenant Service Coordinator. It will consist of a description of the current incident by the designated CSU staff.
- A comment will be added to the resolution box: “Tenant Service Coordinator for follow-up”. An e-mail is generated through EasyTrac/HoMES to the TSC and all building contacts.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

Isolated incident of Anti-Social Behaviour and Unconfirmed Reports of Noise

Seniors Housing Unit

- An EasyTrac/HoMES record is created and assigned to the Tenant Service Coordinator or Seniors Service Administrator. It will consist of a description of the current incident by the designated CSU Staff.
- A comment will be added to the resolution box: “Tenant Service Coordinator or Seniors Service Administrator for follow-up”. An e-mail is generated through EasyTrac/HoMES to the TSC and all building contacts.
- An e-mail is generated through EasyTrac/HoMES to the TSC, TSA and all building contacts.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

Ongoing Anti-Social Behaviour, Crimes Against Persons and Incidents of Workplace Violence/Harassment

- Assaults
- Robbery
- Weapons Offences
- Threatening
- Maliciously Activated False Fire Alarms (when offender is known & associated to a tenancy)
- Fraud
- Cause Disturbance (ongoing)
- Theft (ongoing)
- Break and Enter (ongoing)
- Disputes (ongoing)
- Drug Offence (ongoing)
- Mischief (ongoing)
- DOLA/Dog By-Law (ongoing)
- Ongoing Anti-Social Behavior (see anti-social behavior list)

Ongoing Anti-Social Behaviour, Crimes Against Persons and Incidents of Workplace Violence/Harassment

Operations Division

- An EasyTrac/HoMES record is created and assigned to the Supervisor of Tenancy Management. It will consist of a description of the present incident by the designated CSU staff.
- A comment will be added to the resolution box: “Forwarded to Supervisor, Tenancy Management for follow-up”. An e-mail is generated through EasyTrac/HoMES to all building contacts.
- ***In all cases involving workplace harassment, the TCHC Health and Wellness Manager shall also be copied on the EasyTrac generated e-mail.***
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

Ongoing Anti-Social Behaviour, Crimes Against Persons and Incidents of Workplace Violence/Harassment

Seniors Housing Unit

- An EasyTrac/HoMES record is created and assigned to the TESS.
- It will consist of a description of the current incident by the designated CSU staff.
- A comment will be added to the resolution box: “Forwarded to TESS for Tenancy Management follow-up”.
- An e-mail is generated through EasyTrac/HoMES to all building contacts.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

Serious Violent Incidents

- Arson
- Homicide
- Attempted Homicide
- Manslaughter
- Child Neglect
- Sex Assault
- Sudden Death

Serious Violent Incident

Operation's Division

- An EasyTrac/HoMES record is created and assigned to the Manager of Tenancy Management.
- It will consist of a description of the current incident by the designated CSU staff.
- A comment will be added to the resolution box: "Forwarded to Manager of Tenancy Management for follow-up".
- The resolution field will also contain a summary (EasyTrac number, event type and status) of any previous instances of anti-social behavior, workplace violence/harassment or serious acts of violence that have occurred in the past 3 months
- An e-mail is generated through EasyTrac/HoMES to all building contacts and the area paralegal.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated E-mails.

Serious Violent Incident

Seniors Housing Unit

- An EasyTrac/HoMES record is created and assigned to the Manager of Seniors Housing.
- It will consist of a summary of all applicable incidents from the previous 3 months and a description of the current incident by the designated CSU staff.
- A comment will be added to the resolution box: “Forwarded to the Seniors Housing Manager for follow-up”.
- An e-mail is generated through EasyTrac/HoMES to all building contacts and the General Manager.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

Crisis Support

- Unit Condition
- Unit Take-Over
- Concerning Tenant Behavior (Responding Officer(s) has concerns of risk to self or others associated to a perceived vulnerability)
- Concerning Tenant Behavior:
 - a) Suicide
 - b) Suicide Attempt
 - c) Mental Health Act

Crisis Support

Operations Division

- An EasyTrac/HoMES record is created and assigned to the Community Service Coordinator by the designated CSU staff.
- A comment will be added to the resolution box: “Forwarded to CSC for Tenancy Management follow-up”
- An e-mail is generated through EasyTrac/HoMES to all building contacts and RAS (Resident Access Services) Clerk.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

Crisis Support

Seniors Housing Unit

- An EasyTrac/HoMES record is created and assigned to the Community Services Coordinator or the Seniors Service Coordinator by the designated CSU staff.
- A comment will be added to the resolution box: “Forwarded to CSC or SSC for tenancy Management follow-up”.
- An e-mail is generated through EasyTrac/HoMES to all building contacts, Tenant Engagement Support Supervisor and the RAS Intake Clerk.
- For contract managed properties, the Senior Property Manager shall be copied on Easytrac/HoMES generated e-mails.

QUESTIONS ?

Thank you!

David Quigley
Staff Sergeant/Manager
Community Safety Unit



APPENDIX 'B' - TENANT SERVICE HUB OVERVIEW

CUSTOMER SERVICE

The best service is delivered close to customers, by teams who thoroughly understand their needs. Toronto Community Housing Corporation (TCHC) has decentralized some of our operations and added frontline resources. We are empowering local staff to make decisions and creating Tenant Service Hubs staffed with local teams to deliver services where tenants live. (See Tenant Service Hub Play Book – Appendix A)

In alignment with our TCHC Culture Model, “**Your Culture, Your TCHC.**”, we are focusing our work as a landlord on four priority pillars: cleaning, maintenance, tenancy management, and community safety and supports in order to improve service to tenants.

TCHC CULTURE MODEL

The TCHC culture model is based on the following seven core competencies that drive and shape how we work and interact with tenants, partners, stakeholders, and each other:

1. Tenant-focused: Keep tenants at the forefront of everything we do.
2. Collaborative: Work together with others to produce the best possible result.
3. Respectful: Consider the rights and needs of others, be mindful of their feelings and values.
4. Fair: Bring an open mind to decisions, without bias or favoritism.
5. Accountable: Take ownership of your work, and do what you said you would do.
6. Solution-Driven: Search for answers to problems and solutions to complaints.
7. Proactive: Don't wait, anticipate. Make good things happen.

TENANT SERVICE HUBS

Tenant Service Hubs are positioned to provide tenants with options on how they access services from TCHC. When the Hubs are open, tenants will be able to get service from staff during posted hours and meet with local staff onsite, closer to their home.

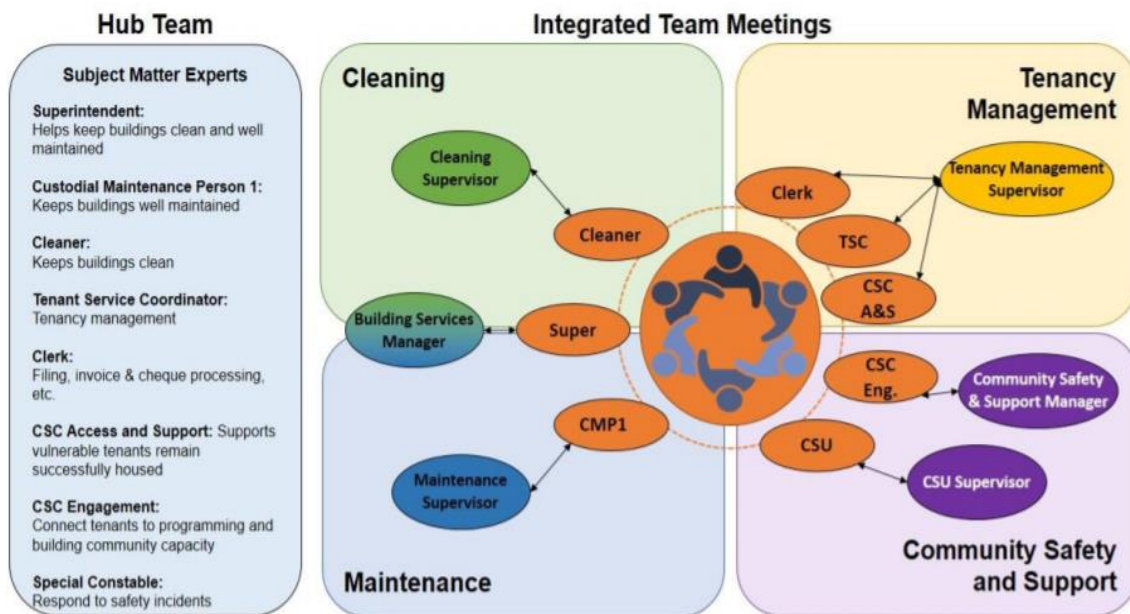
APPENDIX 'B' - TENANT SERVICE HUB OVERVIEW

Tenants will still be able to call the Client Care Centre for service. We will have 99 Tenant Service Hubs located across the city. At the Hubs, tenants will be able to get to know the staff working in their communities.

We have aligned staff portfolios to Tenant Service Hubs to create integrated teams that cross all four pillars of service. The teams will provide staff the opportunity to work together to resolve issues and make local decisions to improve service in their Hubs.

Integrated Hub Teams will be expected to meet at least once every two weeks for one (1) hour. Representation from each pillar is ideal, but each meeting should include a representative of at least three of the four pillars to maintain quorum.

Figure: Integrated Hub Team



WHY WOULD TENANTS VISIT A HUB?

Tenants will visit the Hub office for a variety of reasons. The staff in the Tenant Service Hub will be able to help tenants resolve inquiries or issues related to:

1. Maintenance;
2. Cleaning;
3. Tenancy Management; and
4. Community Safety and Support.

APPENDIX 'B' - TENANT SERVICE HUB OVERVIEW

Among other services, tenants will be able to access the following services at conveniently located Hub offices:

- Booking space for events
- Initiating work orders
- Inquiring about transfers
- Finding out about community initiatives
- Obtaining a new laundry card
- Disputing or requesting a rent calculation
- Paying rent
- Reporting a complaint
- Reporting a mess in common spaces
- Reporting neighbour disputes
- Reporting that lobby televisions or equipment are not working
- Reporting that the enter-phone not working
- Requesting a review of RGI
- Requesting connection to service
- Requesting welfare checks
- Requesting involvement in community
- Using fax and phones
- Viewing apartments
- Signing leases

WHO ARE THE HUB TEAMS?

The Hub offices have a dedicated team to support tenants. They include the following:

- Superintendent;
- Custodial Maintenance Person 1 (CMP1);
- Cleaner;
- Tenant Services Coordinator (TSC);
- Community Services Coordinator (CSC) Access and Support;
- Community Services Coordinator (CSC) Engagement; and
- Clerk.

APPENDIX 'B' - TENANT SERVICE HUB OVERVIEW

CORE HUB TEAMS

The core teams in the Hub include the Superintendent, Tenant Services Coordinators (TSC), and Community Service Coordinators (CSC). In some cases, there may be a Clerk, Custodial Maintenance Person (CMP1), and Cleaner.

Supervisors and Managers will also work out of the Hub on an as-needed basis. The Hubs will have touchdown spots for visiting staff to work from when present.

Note: Not all Hubs will have a Clerk present. Only Hubs with more than 285 units will have a half-time Clerk. The Clerk will provide support at the tenant service desk and to the integrated team as a whole. Other support staff, such as Community Safety Unit (CSU) personnel and Legal Clerks will work out of the Hub on an as-needed basis.

COMMUNITIES OF PRACTICE

The Hub staff will have Communities of Practice (CoP) to reach out to for assistance and inquiries specific to their field of work. A CoP is a group of people that share a commonality with respect to the work they do. Through CoPs, staff can share knowledge and provide advice based on shared expertise. They also present an opportunity for staff to connect with and support colleagues working at other Hubs.

WHAT ARE COMMUNITY OF PRACTICE (CoP) PILLAR LEADS?

Each pillar has a lead. The role of the lead is to provide guidance and decisive leadership for the pillar when issues arise that impact more than one region.

THE COMMUNITY OF PRACTICE PILLAR (CoP) LEADS ARE:

- Cleaning: Marva Jeffers, General Manager, East;
- Maintenance: Adam Sweedland, General Manager, West;

APPENDIX 'B' - TENANT SERVICE HUB OVERVIEW

- Tenancy Management: John Kraljevic, General Manager, Central and Richard Grotsch, Tenant Resolutions Officer; and
- Community Safety and Support: Nadia Gouveia, Director, Programs and Partnerships, and Allan Britton, Senior Director, Community Safety Unit (Interim)

When an issue is raised to the Pillar Lead, they will work with subject matter experts within the regional leadership and business operations department to develop a solution that can then be shared with all staff within the impact pillar.