Toronto Community Housing

Overview: Community Safety Unit
Item 2F
November 18, 2021
Tenant Services Committee

Report:	TSC:2021-82

To: Tenant Services Committee ("TSC")

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 TSC receive this report for information.

CSAC:
This report has been tabled to be received by the CSAC on November 15, 2021.

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"

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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 copies 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
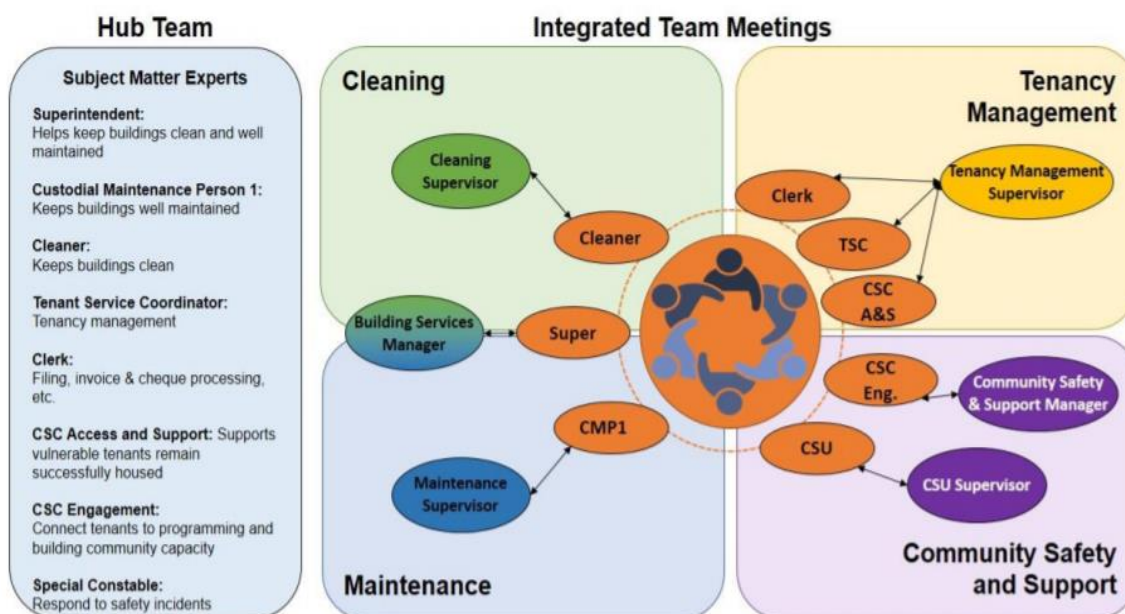
WHY WOULD TENANTS VISIT A HUB?

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.