



Appendix D: Violence Reduction Program Update

At its meeting of June 27, 2019, the TCHC Board of Directors directed staff to operationalize the VRP. The last update was provided at the December 5, 2019 TSC meeting.

The VRP is focused on improving safety and security for tenants. It is in response to the disproportionate frequency of violence that occurs on TCHC property, which is rooted in the levels of poverty, addiction, mental health needs and street-involvement present in the TCHC tenant population.

Due to the complex nature of the ten identified high needs communities, the VRP includes enhanced enforcement activity through a dedicated and on-site Community Safety Unit (“CSU”) presence, in collaboration with Toronto Police Service (“TPS”), as well economic development and community and social supports in collaboration with the City of Toronto. The program will be implemented through the regions under the Community Safety and Support Pillar and work with integrated hub teams to support local community safety initiatives.

Implementation Status

Economic Development and Social Supports

The Operations Team, led by the Manager of Community Safety and Support in the Central Region, has worked closely with Social Development, Finance and Administration (“SDFA”) to design a fulsome approach to providing economic development and social support related to community safety. The following actions are underway:

- Three Memorandums of Understanding (“MOUs”) were developed and signed by TCHC and SDFA. The MOUs set out the roles and responsibilities of both TCHC and SDFA to implement the VRP’s economic development and social support programs;
- A TCHC Manager has been appointed to the Crisis Response Fund Review Panel;

- In August 2020 funds were transferred from TCHC to SDFA to flow through to agencies and tenant groups to implement programs in the VRP communities; and
- Implementation of this component of the VRP has been limited due to a delay in securing the full staffing complement. Program implementation and spending will commence at the mid-point of Q4 2020 as staff come onboard and partners begin to implement their respective initiatives.

Staffing Update

The VRP teams will be decentralized through the three regions and will report up to the Community and Safety Pillar. Community Service Coordinators (“CSCs”) will work with their regional teams to play a pivotal role in liaising with the community and CSU. The team of eight VRP CSCs will be comprised of four youth focused CSCs (“YVRP”) and 4 VRP CSCs, and will be allocated to the East region (3), West region (3), and Central region (2).

The CSCs will work closely with their colleagues in each of the assigned hubs and align their work with ongoing tenant engagement activities and local partnerships. Working with tenants and their local hub integrated teams, including CSU as well as other colleagues in the Community Safety and Support Pillar, the team will coordinate local service delivery as it relates to safety. Focused targeted community safety interventions coupled with the focus on local service provision through the hubs will allow frontline teams to better support VRP and YVRP communities. The full team of VRP CSCs will be in place by the end of November.

The regional Managers of Community Safety and Support, supported by the Programs and Partnerships Team, are currently working to create an onboarding curriculum that is specific to the work of these CSCs and will include relevant case studies, local community profiles and networking with key partners who will support the implementation of the VRP. Key deliverables from the VRP CSCs will include:

- Mapping tenants identified by CSU, Engagement CSCs, Access and Support CSCs, and TCS front-line staff to services, most specifically the City-coordinated FOCUS and SPIDER tables;
- Holding local community safety meetings conducted with the Community Crisis Response Program (“CCRP”) and local safety

networks, engaging the Regional General Manager and CSU leadership when applicable; and

- Working with the hub teams to support local initiatives and capacity building of tenants involved in safety promotion.

See Attachment 1 for the VRP Program summary.

Program Update

Post-Incident Community Support & Community Crisis Response Fund (\$70,000)

TCHC worked with the City to develop and finalize MOUs to transfer pilot funding that will be provided to agencies and tenant groups to deliver place-based community investments for interventions and development of trauma informed tools for tenants. Key deliverables will include:

- Number of tenant-initiated activities the result from this fund;
- Number of CCRF grant applications received from these communities; and
- Reduction in retaliation-related crimes (% increase / decrease from previous year).

Youth and Family Support Program (\$80,000)

In collaboration with Social Development and Finance Administration (“SDFA”), Delta Family Services has been secured as the operational partner to deliver services to North West Toronto. With the increasing gun violence on and off TCHC property in this part of the city, two pilot programs will look at support and interventions for youth most at risk for involvement in anti-social behavior that puts the household at risk of losing their tenancy and impedes the enjoyment of space of other residents in the community.

This program will be aided by a parallel initiative that will support their parents/guardians to address safety-related concerns in their households. This combined approach will equip households with the tools they need to support young people to avoid involvement in anti-social behavior and will build on federal and municipal investments in North West Toronto like TOWARDS PEACE and the internally developed Safety Plan for Lawrence Heights.

Key deliverables will include:

- Case management processes and tools that are appropriate to the needs of these families;
- Referral pathways for families to access meaningful supports including mental health, school supports and mentorship supports;
- A comprehensive outreach strategy focused on reaching families living in Neighbourhood Improvement Areas (NIA), Emerging Neighbourhoods (EN)^[1], Neighbourhoods Slated for Revitalization^[2] and or with Toronto Community Housing; and
- Relationship strategies with existing situation tables like FOCUS with TPS and UnitedWay.

Downtown Integrated Service Delivery Program (\$40,000)

The Manager, Community Safety and Support from the Central Region worked with Tower and Neighbourhood Renewal at the City to successfully select a proponent through an Expression of Interest to develop a Household Unit Takeover Community of Practice (“HUT CoP”), to address Unit Takeovers as part of Downtown East Action Plan. Through integrated safety meetings with site staff at Dan Harrison, Moss Park and a service provider partnership table with City divisions and agencies serving the homeless and street involved population, it was identified that many tenancy issues coded for anti-social behaviour are due to potential unit takeovers. This not only impacts Community Safety, but also has an impact on the work of Building Services, Maintenance, Cleaning, Tenancy Management, the Community Safety Unit, and Legal.

Once the agreement has been finalized, the proponent will begin this work in the third week of November and will conclude by July 2021. Key deliverables will include:

- An internal recruitment of business unit reps to participate in the HUT CoP development sessions;

^[1]**Emerging Neighbourhoods:** Dorset Park; Malvern; Steeles; L’Amoreaux; Westminster Branson; Yorkdale Glen Park; Englemount Lawrence; Humber Heights-Westmount

^[2]**Neighbourhoods Slated for Revitalization:** Downtown East (Bloor to Front, Bay to DVP); Regent Park; Alexandra Park / Downtown West; Lawrence Heights; Rivertowne; Allenbury Gardens; Leslie Nymark

- A framework that supports TCHC and partner agencies to understand and ultimately reduce unit takeovers;
- Protocols for how TCHC and supporting partner agencies deal with unit takeovers;
- Tenants will have more trusting relationships with service providers who aim to intervene in unit takeovers; and
- Increased staff capacity to intervene and support tenants with unit takeovers.

Youth Violence Reduction Grant

Working with local community partners, our CSCs were instrumental in securing the following:

- East Region - Malvern/Danzig: \$600,000 over three years period (200K yearly); and
- West Region - Neptune/Lawrence Heights: \$600,000 over three years (200k yearly).

Lawrence Heights Interim Safety Strategy

Safety continues to be a major concern in the Lawrence Heights (“LH”) community. As an immediate solution to mitigate continued risks to tenants, TCHC is finalizing an immediate enhanced safety strategy for implementation in Q4 2020. These short term actions will inform a longer term community safety strategy currently being developed within the LH community including the development of hubs, revitalization and continued implementation of the VRP, and will build on the current work being done by TCHC staff, including food security initiatives, making referrals to agencies for support, community safety promotion events, and connecting with families impacted by gun violence. The plan is focused on four areas: (1) better safety coordination and long term planning, (2) increased presence of CSU, (3) providing supports to the LH community in a sustainable manner, and (4) ensuring that community groups have access to space.

Enhanced Enforcement in High Needs Communities

Since September 2018, third party security guards have been providing security in the high needs communities while additional Special Constables are recruited. While third party security is able to provide a security presence that helps to deter crime, they are not able to provide the same level of service as Special Constables.

Once fully implemented, the VRP will have a total of 60 Special Constables deployed across the ten high needs communities with a collaborative mandate under the Community Safety and Support Pillar for community engagement, intelligence gathering, and disruption of illegal and anti-social behaviour.

The deployment of Special Constables in VRP Communities is a phased approach as shown in table 1.

Table 1: Deployment of Special Constables in VRP Communities

	Phase 1	Phase 2	Phase 3	
West District				
Start date:	Sept. 5/19	Jan. 27/20	Sept. 14/20	Mar. 22/21
Address/ community:	20, 30, 40 Falstaff Ave. & 2195 Jane St.	Lawrence Heights	Edgeley Village (Shortham Crt. & Driftwood Crt.)	Islington St. Andrews
Number of assigned Special Constables	4	4	4	4
Coverage: Hours:	7 days/week 3 p.m. – 3 a.m.	7 days/week 2 p.m. – 2 a.m.	7 days/week 3 p.m. – 3 a.m.	7 days/week 3 p.m. – 3 a.m.
Central District:				
Start date:	Sept. 29/19	Jan. 27/20	Jul. 27/20	
Address/ community:	275, 325, 375 Bleecker St. & 200 Wellesley St.	Regent Park & 220 Oak St.	275, 285 and 295 Shuter St. (Moss Park) and 155 Sherbourne St.	
Number of assigned Special Constables	8	8	8	

	Phase 1	Phase 2	Phase 3
Coverage:	7 days/week	7 days/week	7 days/week
Hours:	24 hours/day	24 hours/day	24 hours/day
East District:			
Start date:	Oct. 14/19	n/a	Jan. 11/21
Address/ community:	4175 & 4205 Lawrence Ave. E.	n/a	Flemingdon Park
Number of assigned Special Constables	8	n/a	4
Coverage:	7 days/week	n/a	7 days/week
Hours:	24 hours/day	n/a	3 p.m. to 3 a.m.

VRP Special Constables work closely with Legal Services and Tenant Services in all VRP communities to target anti-social activities within their assigned VRP community and assist the Community Safety Advisors to identify tenancy management issues for the Property Managers/General Managers portfolio-wide. VRP Special Constables are part of the integrated hub teams specifically assigned to their community hubs under the Community Safety and Support Pillar to problem solve community issues and support safety initiatives. VRP Supervisors are similarly aligned and report to CSU Managers, designated under the Community Safety and Support Pillar for each region with 24/7 access for all of their organizational counterparts.

The VRP placements will be analyzed annually to ensure that Special Constables are being used effectively and efficiently, as requested by the Board. If a new location arises that needs a VRP and an existing VRP no longer requires the need for 24/7 coverage, then an analysis will be conducted.

Due to the COVID-19 pandemic, the rollout of the last two VRP sites has been delayed at Flemingdon Park and Islington St. Andrews. In addition, G4S guards have been deployed back into 4205 and 2175 Lawrence Ave.

E. (2 guards 24/7), 220 Oak St. (2 guards 24/7), 375, 325 and 275 Bleecker St. (2 guards 24/7), and 200 Wellesley St. E. (2 guards 24/7) in support of the VRP to address the volume of activity and transient persons during COVID-19.

CSU will be moving ahead with the staff retention plan approved by the GCHRC. This plan will assist in addressing CSU's current recruitment and retention challenges.

Performance Measurement

Economic Development and Social Supports

Program Monitoring and Evaluation

Work is currently underway to create community baselines to effectively measure program impact. The aim is to build on data collection and reporting processes used by CSCs and to make enhancements so that reporting aligns with the work VRP CSCs will be doing. The work of identifying the new data that needs to be collected and the tools required will be completed by an evaluation working group that will consist of frontline staff, tenants, program partners and managers. This work will be led by the Programs and Partnerships team, but will be based on the work of the regional teams implementing the VRP program. Key principles of the evaluation approach will include:

- Sharing lessons learned from the program internally to build capacity;
- Sharing lessons learned from the program externally for transparency and accountability;
- Embedding lessons learned from evaluation into program planning for next year; and
- Ensuring residents are able to shape the program to meet their needs.

Targets and deliverables are outlined in Attachment 2.

Enhanced Enforcement: High Needs Communities

The number of joint patrols conducted with TPS has increased by 31% from the previous year in the High Needs Communities as shown in Attachment 3. These patrols help deter crime and accelerate response times to crime by TPS when reported.

The number of arrests has increased by 93% when comparing Q1-Q3 of 2020 to the same time last year. This is a result of the joint patrols, enhanced information sharing with TPS and better relationships with tenants who are reporting crimes and providing information leading to arrests. In addition, there are more VRP neighbourhoods compared to last year. During the pandemic with the closure of community agencies, non-residents are entering TCHC buildings. This in turn has increased trespassing and loitering, which has caused an increase in anti-social behaviour and has resulted in a greater number of arrests being made to protect TCHC communities.

The trends shown in Attachment 3 are consistent with the increase in the number of shootings and homicides in the City of Toronto during 2020. The proportion of shootings and homicides occurring on TCHC property relative to the City of Toronto has decreased from 2017 and 2018 levels.

Supplementary Background Report

Toronto Community Housing Violence Reduction Program: Mapping In and Coordination of City Services and Partnerships

BACKGROUND

At its meeting on June 5, 2019, Toronto Community Housing Corporation's ("TCHC's") Board approved the enhanced VRP which was co-developed with the City of Toronto's Social Development, Finance and Administration division and directed staff to operationalize the enhanced VRP.

Program Overview

The VRP is focused on improving safety and security for tenants through a reduction of violence in TCHC communities. Due to the complex nature of the communities in question, the VRP includes a dedicated, on-site Community Safety Unit ("CSU") presence, and robust collaboration with Toronto Police Service ("TPS"), including intelligence sharing, joint planning and integration with the Neighbourhood Officer Program. In addition to these enforcement focused activities, violence reduction requires a multifaceted approach that must include economic development, and community and social supports. TCHC and Social Development, Finance and Administration ("SDFA") staff collaborated to develop strategies for streamlined service delivery and enhanced community programming that will contribute to the VRP aims.

Program Objectives and Planned Interventions

The objectives of the enhanced VRP include:

- Connecting more tenants to supports;
- Improving service coordination and delivery;
- Engaging tenants in working towards safer communities; and
- Improving tenants' perceptions of safety

The objectives will be achieved through interventions in the following three areas:

- **Engagement and capacity building:** Funding will be provided to agencies and tenant groups that deliver capacity building training programs and skill development to both tenants and TCHC staff in order to mobilize communities and to address safety issues and/or creating safety networks. This will include bringing together community leaders from all sites to participate in a safety forum.
- **Localized, population based programming**
 - Parent Support Program: Funding provided to agencies delivering support programs for parents of at-risk youth. The focus will be on equipping parents of youth involved in anti-social activities with tips and resources to de-escalate the behavior(s) with their children.
 - Youth Engagement Program: Funding provided to agencies delivering diversionary opportunities for pre-teen and teenaged youth that will foster positive social development and alternative pathways for young people.
 - Downtown East Integrated Service Delivery Program: Funding will be provided to develop an integrated public education, training, and coordination protocol for tenants, social service agencies and security/safety staff to increase tenant awareness and prevention related to unit takeovers in Downtown East TCHC Properties.
 - **Post-incident crisis support:** Funding will be provided to agencies and tenant groups to deliver healing interventions in TCHC communities and to provide bridging support to tenants (community debriefs, mental health support, Trauma 101, 1:1 trauma support). These interventions often lead in post incident de-escalation resulting in less retaliatory incidents.

Staffing Model

TCHC will hire 4 dedicated Community Service Coordinators (CSCs) to the original 10 VRP Sites, and an additional Youth Focused team including 4 CSCS, 6 Program delivery teams. With the additional staff, there will be

targeted training to better identify vulnerable tenants, seniors and youth in crisis. The enhanced program includes hiring the specialized, front-line staff who will be assigned to support program coordination and delivery in the 10 priority sites. The primary focus of the full team will be:

- Connecting tenants identified by front-line staff to services (most specifically the City-coordinated FOCUS and SPIDER tables, where the City has agreed to increase capacity to support the VRP);
- Supporting local initiatives and capacity building of tenants involved in safety promotion;
- Working with SDFAs to coordinate local services; and
- Supporting programming for key populations (vulnerable tenants and seniors, tenants with mental health and addiction challenges, at-risk youth and/or youth in crisis, parents of youth in crisis).

Youth Pilot Expansion

Based on direction from the Toronto Youth Equity Strategy (2014) and Tenants First, TCHC worked with City staff to design a pilot focused on youth-specific service delivery in the Weston-Rexdale (OUC) community. The pilot titled “YouThe Change” took an innovative approach to providing services to youth by linking outreach and engagement with access to services such as mental health and employment to support youth to maintain their housing.

Based on the success of this pilot, some funding has been provided through the enhanced VRP to implement youth-specific programming in 19 additional TCHC communities. Dedicated front-line staff will be hired specifically to support the youth pilot expansion.

The objectives of the expanded youth pilot include:

- Youth leaders involve their community in discovering ways to change and improve communities
- Youth have access to employment opportunities and feel supported to take and maintain opportunities
- Youth and families are supported to maintain tenancies
- Roles of the City, TCHC and community organization in supporting youth are clear and coordinated.

Progress of the youth pilot expansion will be reported quarterly, alongside the VRP metrics.

Expanded VRP Site List

In order to best coordinate service delivery with the City and community partners we have clustered the original 10 VRP sites and additional 19 for the youth expansion into 7 and 6 Clusters, 13 in total.

Program	Cluster	Name	Communities
Youth Expansion Pilot	1	South Etobicoke	Queensway Windermere
			Mabelle Place
			Bloor Keele
			East Mall
			West Mall
	2	Markham Morningside	Malvern
			Empringham Mews
			Morningside Cornation
	3	North Birchmount	Finch Birchmount
			Sheppard Birchmount
	4	Kipling Albion	Kipling Mount Olive
			Martingrove Albion
			Lightwood Sanagan
5	East Finch	Shaunghnessy Blvd	
		Willowdale	
		Leslie Finch	

Program	Cluster	Name	Communities
Violence Reduction Program	6	West Finch	Thistletown 1
			Thistletown 2
			Finch/Ardwick
	7	Downtown East	Moss Park
			Pembroke Mews
			William Dennison Apartments
			Dan Harrison Complex
			Sherbourne Shuter
			200 Wellesley
			Bleecker St.
	8	Lawrence Heights	Lawrence Heights
	9	Broader Lawrence East	Lawrence / Meadowvale (30 Valia)
			Morningside Apartments
			Morningside Ling
			West Hill Apartments
			Lawrence Galloway
Lawrence Orton			
Lawrence Susan			
	Cedarbrae Manor		
10	Victoria Park / Chester Le	Victoria Park Chester Le	
11	Flemingdon Park	Flemingdon Park	
		Glenyan Manor	
12	Broader Jane / Shoreham	Downsview Acres	

Program	Cluster	Name	Communities
			Edgeley Apartments
			Edgeley Village Driftwood
			Edgeley Village Driftwood
			Edgeley Village Shoreham
			Jane Milo
			Jane Yewtree
	13	Islington St. Andrews	Islington St. Andrews



Key VRP Deliverables			
Outcome	Focus	Indicator	Objectives
Q4 2020			
Full complement of VRP staff in place	Ensure all VRP personnel and partners are in place to deliver the key components of VRP	*Onboarding and training designed to ensure VRP staff understand and can implement the VRP program * Proponent selected to design Household Unit Takeover (HUT) Community of Practice (CoP) *Agency selected to implement Parent family support program	*8 VRP dedicated CSC's have been hired and trained to implement VRP *An agency has been selected and agreements signed to complete HUT CoP design *An agency has been selected and agreements signed to deliver Parent and Youth family support program
Q1-4 2021			
Connect more tenant/youth and household to supports they need	Increased number of tenants/youth referred to partner agencies including SPIDER and FOCUS leading to tenants accessing necessary supports. <ul style="list-style-type: none"> • Parent and youth family support program • Youth Engagement Program 	* Number of successful referrals to appropriate agencies or programs * Number of tenants who return for additional services *Number of tenants who participate in VRP/YVRP programming	* Targeted trauma support provided to approximately 450 tenants per year (30 incidents impacting 15 individuals per intervention) *100% of tenants who participated in the trauma support are offered longer term mental health supports through partner/community agencies *Increase number of referral to SPIDER and FOCUS by 10% *Provide YVRP supports to 40 hard to serve youth a year *Provide youth and family support 96 families



Key VRP Deliverables			
Outcome	Focus	Indicator	Objectives
	<ul style="list-style-type: none"> Downtown East Integrated Service Delivery Program 		<p>*Provide Youth engagement initiatives for 30-40 youth at each site (90-12- youth in total)</p> <p>* Targeting 10% (approximately 70 tenants in total) increase in number of tenants referred to services and 60% (approximately 45 tenants in total) return-to-services rate among successful tenant referrals for DTE tenants</p>
Tenant participation and capacity building	<p>Increased tenant participation in capacity-building activities related to community safety leading to increased tenant leadership and an increase in tenant-run safety initiatives.</p> <ul style="list-style-type: none"> Post-Incident Community Support & Community Crisis Response Fund 	<p>*Number of tenants participating in safety and capacity building initiatives</p> <p>*Number of tenants who complete safety-related trainings /workshops</p> <p>*Number of tenant-initiated activities</p> <p>*Number of CCRF grant applications</p>	<p>*Safety forum will target 10-25 attendees from each site (100-250 attendees in total).</p> <p>* 450 tenants will have attended community safety meetings each year (minimum of 2 meetings/yr held with avg. attendance of 15 tenants)</p> <p>*Funding provided for an additional 16 grants impacting approximately 480 tenants.</p> <p>*Training explored for 90-100 front-line TCS/ Partner staff to assist with at-risk identification and referral, and post-incident trauma support.</p>



Key VRP Deliverables			
Outcome	Focus	Indicator	Objectives
Improved service coordination and delivery	<p>Increased communication between agencies contributing to streamlined, collaborative service delivery to tenants.</p> <ul style="list-style-type: none"> HUT Community of Practice 	<p>*Number of multi-agency meetings</p> <p>*Number of joint initiatives between agencies</p> <p>*Number and type of training offered to staff on safety related issues</p>	<p>*Youth Worker Forum will bring together approximately 40 youth workers from various agencies/sectors.</p> <p>*30 multiagency meetings held each year</p> <p>*75 TCHC staff trained about Housing Unit Takeovers</p> <p>*All Y/VRP staff trained on trauma, de-escalation and psychological first aid</p> <p>*20 tenants trained about Housing Unit Takeovers</p> <p>*6 CoP meetings</p>
Improve tenant Perception of Community Safety	An increased number of tenants reporting they feel safer indicating positive changes in community safety.	* Number of tenants who reported feeling safer on the TCH Tenant Experience Survey	*Safety network development and training targeting 10 tenants in four sites that currently do not have established safety networks (40 tenants).

Appendix D - Attachment 3

Actions Taken in High Needs Communities, including Broader Dan Harrison (Q1 to Q3, 2019 & 2020)

Action	Q1 2020			Q2 2020			Q3 2020			Q1 2019			Q2 2019			Q3 2019			Cumulative Q1/Q2/Q3		Variance
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Jan to Sept 2019	Jan to Sept 2020	
Joint Patrols	31	42	46	16	11	19	23	24	30	17	23	16	17	25	15	20	27	25	185	242	31%
Arrests	52	63	48	56	47	38	52	49	29	17	16	21	34	27	36	28	26	20	225	434	93%
Serious acts of violence	22	21	25	21	13	12	27	19	17	12	11	17	22	18	18	28	29	20	175	177	1%
Referrals of vulnerable people made by CSU (to TCS)	17	5	3	4	2	5	5	14	9	NA	NA	NA	33	25	24	9	20	2	64	N/A	N/A