



TENANT SERVICES COMMITTEE MEETING AGENDA PUBLIC SESSION

Date: July 5, 2021
Time: 8:45 am. – 11:40 p.m.
Location: Virtual (NOT in person)

Agenda

Time	Description	Action	Pre-read	Presenter	Page #
Public Agenda					
8:45	1. Chair's Remarks	Information	Verbal Report <i>5 minutes</i>	Chair	-
8:50	2. Consent agenda		<i>5 minutes</i>		
	a) Approval of Public Meeting Agenda	TSC 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 May 4, 2021	TSC Approval	Minutes	Chair	3
8:55	3. Business Arising from the Public Meeting Minutes and Action Items Update	Information	Action Item List <i>5 minutes</i>	Chair	20
9:00	4. Appointment of TSC Vice-Chair	TSC & Board Approval	TSC:2021-45 <i>5 minutes</i>	Chair	32

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Time	Description	Action	Pre-read	Presenter	Page #
9:05	5. Community Impact Programs	Information	TSC:2021-46 <i>15 minutes</i>	Acting Chief Operating Officer	34
9:20	6. Chief Operating Officer's Reports		<i>120 minutes</i>		
	a) TCHC's Operational Performance Measures	Information	TSC:2021-47	Acting Chief Operating Officer	50
	b) Tenant Complaints Update	Information	TSC:2021-48	Acting Chief Operating Officer	62
	c) Tenant Engagement Refresh Update	Information	TSC:2021-49	Acting Chief Operating Officer	67
	d) Annual Pest Control Report	Information	TSC:2021-50	Acting Chief Operating Officer	78
	e) Annual Unit Inspections Report	Information	TSC:2021-51	Acting Chief Operating Officer	83
	f) Smoke-Free Policy Update	Information	TSC:2021-52	Acting Chief Operating Officer	89
	g) Addressing Violence in Non-VRP Communities	Information	TSC:2021-53	Acting Chief Operating Officer	91
11:20	7. 2020 CSU Annual Report to the Toronto Police Services Board [Referred from the In-Camera TSC Meeting of March 24, 2021]	Information	TSC:2021-54 <i>20 minutes</i>	Senior Director, Community Safety Unit	95

TERMINATION



Tenant Services Committee

931 Yonge Street,
Toronto, M4W 2H2

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The Tenant Services Committee (“TSC”) of the Toronto Community Housing Corporation (“TCHC”) held a virtual Public meeting on May 4, 2020, via WebEx, commencing at 8:45 a.m.

TSC Directors Present: John Campbell, Chair
Marcel Charlebois
Ubah Farah
Councillor Paula Fletcher
Councillor Frances Nunziata

TSC Directors Absent: Debbie Douglas

Management Present: Sheila Penny, Acting President & Chief Executive Officer (“CEO”)
John Angkaw, Acting Chief Operating Officer (“COO”)
Darragh Meagher, General Counsel & Corporate Secretary
Vincent Tong, Chief Development Officer
Rose-Ann Lee, Chief Financial Officer
Allen Murray, Vice President, Facilities Management
Paula Knight, Vice President, Strategic Planning & Communications
Barbara Shulman, Interim Vice President, Human Resources
Cynthia Summers, Commissioner of Housing Equity
Jill Bada, General Manager, Seniors Housing Unit
Bill Anderson, Senior Director, Community Safety Unit

Nadia Gouveia, Director, Programs and Partnerships
William Mendes, Director, Program Delivery
Ceilidh Wilson, Assistant Corporate Secretary

Guests Present: Scerena Officer, Acting Manager, Community Safety & Wellbeing, City of Toronto (8:45 a.m. – 9:41 a.m.)

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

ITEM 1 CHAIR'S REMARKS

The Chair welcomed everyone to the TSC meeting, introduced himself as the new Chair of the TSC and thanked Linda Jackson for her years as the TSC Chair, noted the Acknowledgement of the Land, and notified everyone that due to the need for social distancing to limit the spread of COVID-19, TCHC's holding this TSC meeting virtually.

DEPUTATIONS

The Chair polled for any depositions to be heard at the meeting. The following verbal depositions were presented:

- Item 3 – Business Arising from the Public Meeting Minutes and Action Items Update (*Kathleen Doobay and Miguel Avila-Velarde*)
- Item 8 – Seniors Health and Wellness Hub at 145 Strathmore Blvd/ Greenwood Towers [*Deferred from March 24, 2021 TSC Meeting*] (*Cathy Birch, Bill Lohman and Janet McLeod*)
- Item 9 – TCHC Community Safety Advisory Sub-Committee – Update (*Veronica Snooks, Carole King*)
- Item 9C – Tenant Complaints Update (*Kathleen Doobay*)
- Item 9D – Tenant Engagement Refresh Update (*Miguel Avila-Velarde*)
- Item 10 – Q1 2021 Tenants First Update (*Anita Dressler and Bill Lohman*)

The following written deputations were received in relation to the following items:

- Item 3 – Business Arising from the Public Meeting Minutes and Action Items Update (*Kathleen Doobay and Miguel Avila-Velarde*)
- Item 6 – Lawrence Heights: Phases 2 & 3 Tenant Benefit Agreement [*Deferred from March 24, 2021 TSC Meeting*] (*Miguel Avila-Velarde*)
- Item 8 – Seniors Health and Wellness Hub at 145 Strathmore Blvd/ Greenwood Towers [*Deferred from March 24, 2021 TSC Meeting*] (*Bill Lohman and Janet McLeod*)
- Item 9A – TCHC Community Safety Sub-Committee – Update (*Cheryl Duggan*)
- Item 9C – Tenant Complaints Update (*Kathleen Doobay and Cheryl Duggan*)
- Item 10 – Q1 2021 Tenants First Update (*Anita Dressler and Bill Lohman*)

ITEM 2A APPROVAL OF PUBLIC MEETING AGENDA

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Charlebois and carried, the TSC approved the reordering of its Agenda to deal with matters related to the OCHE to follow Item 4.

ITEM 2B CHAIR’S POLL RE: CONFLICT OF INTEREST

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

ITEM 2C CONFIRMATION OF MINUTES OF THE PUBLIC TSC MEETING OF MARCH 31, 2021

Motion **ON MOTION DULY MADE** by Councillor Nunziata, seconded by

**Tenant Services Committee
Public Minutes
May 4, 2021**

carried Mr. Charlebois and carried, the TSC confirmed the above-captioned minutes without amendments.

ITEM 2D ANNUAL REVIEW OF TENANT SERVICES COMMITTEE CHARTER TSC:2021-31

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC unanimously approved the Tenant Services Committee Charter as set out in Attachment 1 to Report TSC:2021-31, and forwarded it to the Board of Directors for its approval.

ITEM 3 BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES AND ACTION ITEMS UPDATE

Verbal deputations were received from Kathleen Doobay and Miguel Avila-Velarde with respect to this item.

Written deputations from Kathleen Doobay and Miguel Avila-Velarde received with respect to this item and were circulated to the TSC prior to the meeting.

Mr. Meagher was available to answer questions of the TSC. Highlights of the discussion include:

- Action item: Management to provide the demographics of the staff hired to carry out the work of the Violence Reduction Program.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received the matters reported as Business Arising from the Public Meeting Minutes and Action Items Update for its information.

**VIOLENCE REDUCTION PROGRAM – MOU
AND FUNDING ARRANGEMENT WITH
SOCIAL DEVELOPMENT, FINANCE &
ADMINISTRATION**

ITEM 4

TSC:2021-32

The above-captioned report (TSC:2021-32) was circulated to TSC members prior to the meeting.

Ms. Gouveia and Ms. Officer provided the TSC with a presentation regarding this matter, highlights of which include:

- Program background;
- Youth pilot expansion;
- City of Toronto’s role;
- Program pillars;
- Program partners;
- Program highlights to date; and
- 2021 looking ahead.

Ms. Gouveia, Ms. Officer and Ms. Penny were available to answer questions of the TSC. Highlights of the discussion include:

- Action item: Management to provide details of the Violence Reduction Program (“VRP”) budget as approved by the Board in 2019, and the breakdown of funding as of 2021 directed to CSU and non-CSU related initiatives, including both programming and staffing costs for both the original and expanded sites.
- The Committee noted that the high levels of gun violence in TCHC communities remains concerning.
- Each region has community safety and support programming based on their local needs.
- TCHC is part of a City table that is analyzing services in communities where there are high incidences of gun activity to provide a coordinated response to gun violence.
- It was suggested that staff consider training for staff to support those dealing with the trauma of losing young people to suicide.
- The quarterly VRP report reports on success indicators, including the number of referrals made through social service enhancements and how many tenants VRP staff work with.

Ms. Officer left the meeting at 9:41 a.m.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received for its information the presentation in Attachment 1 to Report TSC:2021-32, regarding the Violence Reduction Program – MOU and Funding Arrangement with Social Development, Finance & Administration.

OCHE – 2020 ANNUAL REPORT
[DEFERRED FROM MARCH 24, 2021 TSC
ITEM 7A MEETING] TSC:2021-25D

The above-captioned report (TSC:2021-25D) was circulated to TSC members prior to the meeting.

This matter was discussed in conjunction with Item 7B – OCHE 2020 Work Plan Performance Report (TSC:2021-26D).

Ms. Summers was available to answer questions of the TSC. Highlights of the discussion include:

- 2020 was one of the most successful and collaborative years between the Office of the Commissioner of Housing Equity (“OCHE”) and TCHC.
- TCHC approached OCHE to do an audit of all arrears files prior to filing with the Sherriff to ensure the Arrears Collection Process (“ACP”) and principles of fairness were followed.
- OCHE, being a third party outside of TCHC, helps to build trust with tenants and advocate on their behalf to resolve arrears.
- TCHC staff are making referrals to OCHE much sooner than they did in past years, which helps to resolve arrears quicker and more proactively.
- OCHE’s annual budget is \$1.4M, which is dedicated to staff resources with the exception of approximately \$55K for operating costs.

-
- Approximately 30% of cases have one breach, but 70% are not breaching their repayment agreements.
 - TCHC tracks the amount paid back through repayment agreements.
 - The incidences of loss of subsidy (“LOS”) are heavily driven by tenants not understanding the annual review process and how to fill out their annual review packages, which needs to be properly communicated to tenants.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Campbell and carried, the TSC received for its information the Office of the Commissioner of Housing Equity’s 2020 Annual Report as set out in Attachment 1 to Report TSC:2021-25D, and forwarded it to Board of Directors for its information.

**OCHE – 2020 WORK PLAN PERFORMANCE
REPORT [DEFERRED FROM MARCH 24,
2021 TSC MEETING]**

ITEM 7B

TSC:2021-26D

The above-captioned report (TSC:2021-26D) was circulated to TSC members prior to the meeting.

This matter was discussed in conjunction with Item 7A – OCHE – 2020 Annual Report (TSC:2021-25D).

Motion carried **ON MOTION DULY MADE** by Ms. Farah, seconded by Councillor Fletcher and carried, the TSC unanimously approved, and forwarded to the Board of Directors for its approval, the Office of the Commissioner of Housing Equity 2020 Work Plan as set out in Attachment 1 to Report TSC:2021-26D.

**CORPORATE GOALS FOR
REVITALIZATION INITIATIVES
[DEFERRED FROM MARCH 24, 2021
TSC MEETING]**

ITEM 5

TSC:2021-23D (R)

The above-captioned report (TSC:2021-23D (R)) was circulated to TSC members prior to the meeting.

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

- With the fully funded capital plan, we are able to expand the scope of the corporate goals for revitalization beyond leveraging land values and replacing buildings.
- Development staff are in the process of identifying success measures to accompany the corporate goals.
- Revitalization communities blend market, affordable and rent-geared-to-income (“RGI”) buildings to create cohesive communities.
- Development staff strive to build on lessons learned. For example, units in older buildings in Regent Park had more open concept designs but staff received feedback that many tenants did not feel comfortable cooking in an open concept unit because they could not remove their headscarves. As a result, future buildings incorporated both closed and open concept units to address this concern.
- Communities are revitalized using Crime Prevention Through Environmental Design (“CPTED”) principles to reduce anti-social behaviour.
- Some major revitalization sites have maintained or surpassed their level of criminal activity and anti-social behaviour, despite the newly developed buildings and communities.
- Action item: Management to report back on how we are addressing violence in revitalization communities.
- There is a stigma around TCHC buildings so it is important to work with the community at large around revitalization sites.

*Motion
carried*

ON MOTION DULY MADE by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received for its information

the report regarding Corporate Goals for Revitalization Initiatives as outlined in Report TSC:2021-23D (R) and forwarded it to the Board of Directors for its information.

**LAWRENCE HEIGHTS: PHASE 2 & 3
TENANT BENEFIT AGREEMENT
[DEFERRED FROM MARCH 24, 2021 TSC
MEETING]**

ITEM 6

TSC:2021-24D

Written deputation from Miguel Avila-Velarde was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-24D) was circulated to TSC members prior to the meeting.

Mr. Mendes provided the TSC with a presentation regarding this matter, highlights of which include:

- Developing the Tenant Benefits Agreement; and
- How tenants will be engaged.

Mr. Mendes and Mr. Tong were available to answer questions of the TSC. Highlights of the discussion include:

- Information on scholarships and employment opportunities will be made available in multiple languages, and the community ambassador team speaks multiple languages to engage members of the community.
- Action item: Management to provide, where possible, the long-term economic benefits and long-term stable employment opportunities that have been generated across TCHC's revitalization sites.

*Motion
carried*

ON MOTION DULY MADE by Councillor Fletcher, seconded by Ms. Farah and carried, the TSC received for its information the Lawrence Heights: Phase 2 & 3 Tenant Benefit Agreement report (TSC:2021-24D).

**SENIORS HEALTH AND WELLNESS HUB
AT 145 STRATHMORE BLVD/GREENWOOD
TOWERS [DEFERRED FROM MARCH 24,**

ITEM 8

2021 TSC MEETING]

TSC:2021-27D

Verbal deputations were received from Cathy Birch, Bill Lohman and Janet McLeod with respect to this item.

Written deputations from Bill Lohman and Janet McLeod were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-27D) was circulated to TSC members prior to the meeting.

Ms. Penny and Ms. Bada were available to answer questions of the TSC.

Highlights of the discussion include:

- The programming in the hub would enhance opportunities for health and wellbeing and community interaction for tenants and seniors in the local community.
- Focus groups, door-to-door surveys and engagement with the Senior Tenant Advisory Committee (“STAC”) were undertaken by the Seniors Housing Unit (“SHU”) and Woodgreen to determine the approach to animate the hub and provide equitable access to programming.
- The proposed programming includes health promotion workshops, computer literacy and digital literacy classes, exercise and physical fitness, choir and music, a rainbow club, knitting classes, card games and clubs, language classes, cooking classes, and cultural celebrations. The agreement with Woodgreen has not yet been finalized.
- The hub would be accessible to tenants in the south east region and seniors in the local community.
- The Community Safety Unit (“CSU”) did a safety audit of Greenwood Towers and no major concerns were identified, however they did recommend better managing access to the building for those who will come in to participate in programming. As such, staff will escort non-tenants in and out of the building when accessing programming. There

is also 24/7 security on-site in the building.

- Management feel confident that they have done adequate engagement with tenants regarding the implementation of the hub.
- The recreation space will be available to tenants outside of programming hours, which is currently contemplated as being 9:00 a.m. – 5:00 p.m., four to five days per week.
- The Committee recommended referring this matter back to the Tenants First team to take a second look at the plan.

Motion carried

ON MOTION DULY MADE by Councillor Fletcher, seconded by Councillor Nunziata and carried, the TSC referred the establishment of a Seniors' Health and Wellness Hub at 145 Strathmore Blvd/Greenwood Towers, being part of Phase 1 of the Integrated Service Model Implementation, as outlined in Report TSC:2021-27D, to the City's Tenants First staff to determine if it should be considered by the Board of Directors of the Toronto Seniors Housing Corporation.

ITEM 9A TCHC COMMUNITY SAFETY ADVISORY SUB-COMMITTEE – UPDATE TSC:2021-41

Verbal deputations were received from Veronica Snooks and Carole King with respect to this item.

Written deputation from Cheryl Duggan was received with respect to this item and was circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-41) was circulated to TSC members prior to the meeting.

Motion carried

ON MOTION DULY MADE by Councillor Fletcher, seconded by Councillor Nunziata and carried, the TSC received for its information the TCHC Community Safety Advisory Sub-Committee Update, as outlined in Report TSC:2021-41.

ITEM 9B **TCHC'S OPERATIONAL PERFORMANCE MEASURES** TSC:2021-33

The above-captioned report (TSC:2021-33) was circulated to TSC members prior to the meeting.

Mr. Angkaw was available to answer questions of the TSC. Highlights of the discussion include:

- It has been difficult during COVID-19 for the Seniors Housing Unit (“SHU”) to offer units to prospective tenants due to a hesitancy to view units in person, however the vacancy rate has started trending downwards and remains a focus for SHU staff.
- Action item: With regard to non-rentable units, Management to provide the TSC with the breakdown of revitalization units in terms of their location and number of non-rentable units at each site, where repairs are required, the length of time these units have been vacant, information on the types of buildings or communities that would end up with discrete unit(s) dedicated for tenant activity/ programming, and under the Legal category, confirmation of whether these units are part of the single family houses to be transferred or another group of units.
- Action item: Management to review the list of buildings that dropped out of the top 20 for false fire alarms and report back on any learnings that assisted these buildings in reducing their number of false fire alarms.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Mr. Charlebois and carried, the TSC received for its information the TCHC Operational Performance Measures as outline in Attachment 1 to Report TSC:2021-33, and directed Management to report back with the following information:

- a. a breakdown of the units held for revitalization, by community;
- b. a breakdown of units held for repairs, by duration;
- c. an explanation of the basis upon which TCHC units are held vacant for legal purposes; and

- d. a description of the strategies that have assisted in buildings that are identified in Table 5, for the year 2019, being removed from the list in 2020.

ITEM 9C TENANT COMPLAINTS UPDATE TSC:2021-34

Verbal deputation was received from Kathleen Doobay with respect to this item.

Written deputations from Kathleen Doobay and Cheryl Duggan were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-34) was circulated to TSC members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received for its information the Tenant Complaints Update contained in Report TSC:2021-34.

ITEM 9D TENANT ENGAGEMENT REFRESH UPDATE TSC:2021-35

Verbal deputation was received from Miguel Avila-Velarde with respect to this item.

The above-captioned report (TSC:2021-35) was circulated to TSC members prior to the meeting.

Mr. Angkaw was available to answer questions of the TSC. Highlights of the discussion include:

- Action item: Prior to its reimplementation, Management to bring the plan for the participatory budgeting program to the TSC for discussion.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Ms. Farah and carried, the TSC received for its information the Tenant Engagement Refresh Update as outlined in Report

ITEM 9F **LEGACY ARREARS COLLECTION
PERFORMANCE MEASURES** TSC:2021-44

The above-captioned report (TSC:2021-44) was circulated to TSC members prior to the meeting.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received for its information the Legacy Arrears Collection Performance Measures report as set out in Report TSC:2021-44.

ITEM 9G **Q1 2021 VIOLENCE REDUCTION PROGRAM
UPDATE** TSC:2021-40

The above-captioned report (TSC:2021-40) was circulated to TSC members prior to the meeting.

Mr. Angkaw was available to answer questions of the TSC. Highlights of the discussion include:

- Security guards cannot travel between TCHC sites as a result of the Community Safety Unit's ("CSU") collective agreement, which stipulates that security is static while Special Constables are responsible for patrolling communities.
- Toronto Police Service ("TPS") cannot enforce the *Trespass to Property Act* ("TPA") on TCHC property as the agreement with TPS in this regard expired in Q1 2021 and the process is now being reviewed as a result of issues identified through the development of the Confronting Anti-Black Racism ("CABR") strategy.
- Several Violence Reduction Program ("VRP") sites are in the top 20 list for false fire alarms. It was noted that a different approach, e.g. a public health approach vs. a community safety approach, may be required to properly support tenants living in these communities. This will be part of the work of the Community Safety Advisory Sub-Committee.

Motion carried **ON MOTION DULY MADE** by Councillor Fletcher, seconded by Ms. Farah and carried, the TSC received for its information the Q1 2021 Violence Reduction Program Update as outlined

in Report TSC:2021-40.

ITEM 10 Q1 2021 TENANTS FIRST UPDATE

TSC:2021-43

Verbal deputations were received from Anita Dressler and Bill Lohman with respect to this item.

Written deputations from Anita Dressler and Bill Lohman were received with respect to this item and were circulated to the TSC prior to the meeting.

The above-captioned report (TSC:2021-43) was circulated to TSC members prior to the meeting.

Ms. Penny and Ms. Bada were available to answer questions of the TSC. Highlights of the discussion include:

- The Senior Tenant Advisory Committee (“STAC”) was formed, through a lengthy process, to bring seniors’ voices to the forefront when developing the Integrated Service Model (“ISM”).
- Membership on the STAC was confirmed in December 2020 and there have been six meetings since December, taking place every six weeks. The STAC reviews a variety of topics based on key areas of interest, including seniors’ engagement.
- The STAC provides a forum for senior tenants to bring their own or others’ views forward to share input.

Motion carried **ON MOTION DULY MADE** by Councillor Nunziata, seconded by Mr. Charlebois and carried, the TSC received for its information the Q1 2021 Tenants First Update as outlined in Report TSC:2021-43.

TERMINATION

The public meeting terminated at 12:14 p.m.

**Tenant Services Committee
Public Minutes
May 4, 2021**

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Secretary

Chair, Tenant Services Committee



Report on Business Arising from Public Meeting Minutes
TSC Action Item List

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
1. TSC:2018-38 November 2, 2018	Smoke-Free Policy Management to provide update on development of a Smoke-Free Policy.	Complete	July 5, 2021 (TSC:2021-52)	Acting Chief Operating Officer
2. TSC:2019-46 December 5, 2019 TSC:2021-23D May 4, 2021	Addressing Violence in Non-VRP Communities Management to report back with how we are addressing violence in non-VRP communities from a tenancy management perspective, including how we are addressing violence in revitalization communities.	Complete	July 5, 2021 (TSC:2021-53)	Acting Chief Operating Officer
3. TSC:2020-43 November 24, 2020	Pest Control Repeat Treatments Management to report back to the TSC with the number of repeat pest control treatments, broken down by the number of repeat treatments (e.g. two treatments, three treatments, more than three treatments for the same unit) and clarifying which types of	In progress	July 5, 2021 September 14, 2021	Acting Chief Operating Officer

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	treatments require more than one treatment to be successful.			
4. TCHC:2020-87 December 15, 2020 Board meeting	TCHC Provision of Internet Access to All TCHC Households As part of the feasibility study, Management look at the feasibility of providing internet to all units (e.g. RGI, Affordable and Market units), the associated costs, and the potential for cost recovery from tenants paying varied amounts for access.	In progress	November 18, 2021	Chief Operating Officer
5. TSC:2021-28 March 24, 2021	Employment Opportunities for Tenants Management to report back on the relationship between TCHC and vendors when facilitating opportunities for tenant entrepreneurs in the trades (e.g. landscaping).	Complete	Briefing note included in July 5, 2021 materials	Acting Chief Operating Officer
6. May 4, 2021 meeting	Violence Reduction Program – Hiring Demographics Management to provide the demographics of the staff hired to carry out the work of the Violence Reduction Program.	Complete	Briefing note included in July 5, 2021 materials	Interim Vice President, Human Resources

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
7. TSC:2021-32 May 4, 2021	Violence Reduction Program – Budget Management to provide details of the Violence Reduction Program budget as approved by the Board in 2019, and the breakdown of funding as of 2021 directed to CSU and non-CSU related initiatives, including both programming and staffing costs for both the original and expanded sites.	Complete	Briefing note included in July 5, 2021 materials	Acting Chief Operating Officer
8. TSC:2021-24D May 4, 2021	Long-Term Employment in Revitalization Sites Management to provide, where possible, the long-term economic benefits and long-term stable employment opportunities that have been generated across TCHC's revitalization sites.	In progress	September 14, 2021 ¹	Chief Development Officer & Director, Program Delivery
9. TSC:2021-33 May 4, 2021	Non-Rentable Units With regard to non-rentable units, Management to provide the TSC with: <ul style="list-style-type: none"> • the breakdown of revitalization units in terms of their location and 	Complete	July 5, 2021 (TSC:2021-47) ²	Acting Chief Operating Officer

¹ This report will also address the June 15, 2021 motion at the Board of Directors meeting to refer the Goal and Objective regarding 'Secure Opportunities for Tenants' of the Corporate Goals for Revitalization report (TCHC:2021:40) back to TSC for further discussion.

² Included as part of the TCHC Operational Performance Measures report.

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	<p>number of non-rentable units at each site;</p> <ul style="list-style-type: none"> • where repairs are required, the length of time these units have been vacant; • information on the types of buildings or communities that would end up with discrete unit(s) dedicated for tenant activity/programming; and • under the Legal category, confirmation of whether these units are part of the single family houses to be transferred or another group of units. 			
<p>10. TSC:2021-33 May 4, 2021</p>	<p>False Fire Alarms</p> <p>Management to review the list of buildings that dropped out of the top 20 for false fire alarms and report back on any learnings that assisted these buildings in reducing their number of false fire alarms.</p>	Complete	July 5, 2021 (TSC:2021-47) ³	Acting Chief Operating Officer
<p>11. TSC:2021-34</p>	<p>Participatory Budgeting Program</p> <p>Prior to its reimplementation, Management to bring the</p>	In progress	To be brought back	

³ Included as part of the TCHC Operational Performance Measures report.

Report No. and Meeting Date	Description	Status	Target Date	Assigned To
	plan for the participatory budgeting program to the TSC for discussion.		in advance of Participatory Budgeting being reintroduced	Acting Chief Operating Officer

**ITEM 3 – BUSINESS ARISING FROM THE PUBLIC MEETING MINUTES
AND ACTION ITEMS UPDATE**

**BRIEFING NOTE RE: PUBLIC ACTION ITEM #5 – EMPLOYMENT
OPPORTUNITIES FOR TENANTS**

TO FOLLOW



Toronto Community Housing Corporation
 931 Yonge Street
 Toronto, ON
 M4W 2H2

Briefing Note: For Information

To: Tenant Services Committee

From: Barbara Shulman, Vice President, Human Resources (Interim)

Date: June 23, 2021

Re: Public Action Item #6: Violence Reduction Program – Hiring Demographics

At the May 4, 2021 TSC meeting, Management was asked to report back and provide the demographics of the staff hired to carry out the work of the Violence Reduction Program (“VRP”).

Toronto Community Housing does not collect demographic data through the hiring process and nor has it conducted workforce surveys that asks its employees to identify whether they are a member of an equity-seeking group. As a result, it is not possible to provide the information requested at this time.

It should be noted that TCHC’s Human Resources staff are in the process of developing and implementing a comprehensive Equity, Diversity & Inclusion (“EDI”) Strategy and framework. As part of the roll-out of the EDI strategy, one of the priority initiatives for 2021 will be the implementation of TCHC’s first Workforce Survey. This survey will be the mechanism to determine the current representation of individuals who are members of equity seeking groups throughout the organization. The Workforce Survey will invite employees to voluntarily disclose how they self-identify. The outcome of this initial Workforce Survey will provide an important baseline against which to measure the effectiveness of the various initiatives that TCHC will implement as we strive to build a more equitable, diverse and inclusive workforce in all divisions and at all levels of the organization. The information will also help direct the development of targeted strategies to increase representation of specific under-represented and equity-seeking groups and/or to target efforts to specific areas in the organization, as appropriate.

It will take time to realize meaningful outcomes from implementation of our fulsome EDI strategy, however the strategy is being implemented with short and long-term action plans to realize change as quickly as possible. In particular, the following

changes to the recruitment process are being implemented now, to accelerate our progress towards increasing diversity at all levels of the organization:

- Recruitment Coordinators and hiring managers discuss outreach strategies to increase diversity of any applicant pool;
- Consideration is given to engaging external search firms to ensure broad outreach when filling senior leadership positions;
- Job postings are viewed through an equity lens to ensure they do not pose systemic barriers to applicants;
- Interview tools are assessed to ensure inclusivity and eliminate systemic barriers;
- Ensure that hiring panels reflect diversity; and
- Behavioural competencies that align with TCHC's culture model and embrace diversity are incorporated into interviews and evaluations.

An education campaign to make employees aware of the upcoming survey and the objectives behind the survey has begun. This is intended to help build employee trust and to encourage participation in the voluntary survey.

It is anticipated that staff will report on the outcome of the survey in Q1 2022.

Toronto Community Housing Corporation
931 Yonge Street
Toronto, ON
M4W 2H2



Briefing Note:

To: Tenant Services Committee (“TSC”)

From: William Anderson, Senior Director, Community Safety Unit
Nadia Gouveia, Director, Programs and Partnerships

Date: July 5, 2021

Re: Public Action Item #7: Violence Reduction Program – Budget

At the May 4, 2021 TSC meeting, the TSC requested Management to provide details of the Violence Reduction Program (“VRP”) budget as approved by the Board of Directors in 2019, and the breakdown of funding as of 2021 directed to CSU and non-CSU related initiatives, including both programming and staffing costs.

Background

TCHC began work with Toronto Police Service (“TPS”) and the City of Toronto (the “City”) on the Gun Violence Reduction Strategy in 2018. As a result, TCHC identified 10 communities that would benefit from increased Officer Presence based on analysis and consultations. The 10 communities were identified based on the following:

- Frequency and severity of violence;
- High incidents of anti-social behaviour which often leads to crime;
- Field intelligence; and
- Discussions with TPS.

In 2018, TCHC confirmed it would require \$2.1 million to hire 66 staff (60 VRP Special Constables and 6 staff) to implement the VRP strategy for the following year. In the interim, the 10 VRP communities were served by third-party security, with the eventual plan to replace them with newly hired and trained Special Constables the following year. To sustain this strategy, TCHC required \$5.038 million annually.

In 2019, TCHC was directed to collaborate with the City of Toronto’s Social Development and Finance team (“SDF”) to create program enhancements

to the original CSU-led VRP to ensure a more holistic approach to violence reduction in our communities. The enhancements included supports for economic development, community and social support and a youth violence reduction component (“YVRP”). Some of community and social supports include post incident grants for community healing issues in collaboration with CCRP, funds for community capacity building and training. The YVRP was designed based on the successful outcomes of the “YouThe Change” pilot that occurred in the Weston-Rexdale (OUC) community in collaboration with Tenants First and the City of Toronto. As a result of these directives, TCHC and SDFA worked to identify pilots/partnerships to support the specific needs in each of the TCHC communities and a staffing compliment for the program. Due to the COVID-19 pandemic, funding for the partnerships and frontline staff to support VRP and YVRP was not realized until 2020. The YVRP work will be further bolstered in 2021 through the hiring of Program Coordinators and Senior Program Leaders.

2021 VRP Funding Allocation

In 2021, the total VRP funding allocation is \$8.13M. Of this amount, \$6.82M is allocated for CSU staffing resources and \$1.9M is allocated for non-CSU staffing and programs. For the CSU funding allocation, the increase in funding to \$6.82M in 2021 is reflective of the recalibration of the annual allocation towards the full CSU staff complement and the third-party vendors. For the Non-CSU funding allocation, the increase in funding to \$1.9M in 2021 is reflective of the annual allocation of funding to support the full staff complement and funding for capacity building and partnership initiatives with the City of Toronto. The annual budget of \$1.4M in 2020 is reflective of a prorated funding amount.

2021 CSU Funding Allocation

For CSU funding allocation, these are being used to support dedicated VRP staff and third-party vendors deployed at VRP designated sites. The table below shows Violence Reduction Strategy Budget for 2018 to 2021

Table 1: CSU VRP Budget Breakdown, 2019 - 2021

	2019	2020	2021
FTEs	66	59	57
Payroll	\$ 5,037,717	\$ 3,235,895	\$ 3,821,280
Third-Party Vendor	\$ 0	\$ 3,707,202	\$ 3,000,000
Total	\$ 5,037,717	\$ 6,943,096	\$ 6,821,280

At the December 2020 TCHC Board Meeting, a decision was made to suspend VRP FTE hiring in the Community Safety Unit. This impacted a total of 12 positions for the Phase 3 roll out.

2021 Non-CSU Funding Allocation

For the non-CSU funding allocation, these funds are being used to support a multifaceted approach that supports Tenants identified by CSU, Engagement and Access and Support CSCs and TCS front-line staff to services as needing additional violence reduction supports. These funds enable TCHC staff to work more collaboratively with CCRP to support tenants with mental health and violence reduction strategies, local safety networks and work with the hub teams to support local initiatives and capacity building of tenants involved in safety promotion.

The non CSU budget is being used to support a staffing team of:

- 3 Supervisors of Safer Communities (one in each region)
- 8 VRP CSCs (4 out of the 8 will be focusing on the youth population)
 - East region: 2 YVRP/1 VRP CSC
 - Central: 2 VRP CSCs
 - West: 2YVRP CSC/1 VRP CSC
- 6 Program Coordinators and 12 Senior Program Leaders
 - East region: 3 Program Coordinators/ 6 Senior Program Leaders
 - West region: 3 Program Coordinators/6 Senior Program Leaders

The non-staffing funds are being used to support:

- 3 MOU's between TCHC and SDFA to support key place based initiatives including:
 - Housing Unit Takeovers Community of Practice;
 - Youth and Family Support Program;
 - Post-Incident Community Support and Community Crisis; Response;
- Tenant support and capacity building for those involved in safety promotion and planning; and
- Youth Engagement and leadership initiatives that promote mental health and violence prevention.

Table 2: Non-CSU VRP Budget Breakdown, 2020 & 2021

Non-CSU	2020	2021
FTEs	8	14
Payroll	1,196,004	1,524,070
Other	283,500	376,500
Total	1,479,504	1,900,570

Note: the actual staffing and program totals differed due to COVID-19 program delays.



Appointment of TSC Vice-Chair

Item 4

July 5, 2021

Tenant Services Committee

Report: TSC:2021-45

To: Tenant Services Committee (“TSC”)

From: Chair, Tenant Services Committee

Date: June 24, 2021

PURPOSE:

The purpose of this report is to approve the appointment of the Vice-Chair, Tenant Services Committee (“TSC”) in accordance with the recently approved amendments to the TSC Charter.

RECOMMENDATIONS:

It is recommended that the TSC approve and recommend that the Board of Directors for approve:

1. The appointment of **Debbie Douglas** as the Vice-Chair, Tenant Services Committee, effective July 22, 2021 until a successor is appointed; and
2. Authorize the General Counsel and Corporate Secretary to take all actions to implement the above recommendations.

REASONS FOR RECOMMENDATIONS:

At its May 4, 2021 meeting, the TSC approved an amendment to its Charter to allow for the appointment of a Committee Vice-Chair, for approval by the Board of Directors (the “Board”), as recommended by the TSC. At its June 15, 2021 meeting, the Board of Directors approved the amendment to the

TSC Charter and directed the TSC to initiate the process to identify its Vice-Chair, to be approved by the Board.

In accordance with the newly amended Charter, it is recommended that the TSC appoint its Vice-Chair with an effective date of the Board of Directors meeting of July 22, 2021.

IMPLICATIONS AND RISKS:

It is good governance and in compliance with the TSC's Charter to appoint a Vice-Chair to act as an alternate should circumstances arise where the Chair is not available to perform his duties.

SIGNATURE:

"John Campbell"

John Campbell
Tenant Services Committee Chair

STAFF CONTACT:

Darragh Meagher, General Counsel and Corporate Secretary
416-981-4241
Darragh.Meagher@torontohousing.ca



Community Impact Programs

Item 5

July 5, 2021

Tenant Services Committee

Report: TSC:2021-46

To: Tenant Services Committee (“TSC”)

From: Acting Chief Operating Officer

Date: June 23, 2021

PURPOSE:

This purpose of this report is to provide the TSC with an update on community programs that have been implemented at TCHC in Q1 2021, with a special focus on the Healthy Aging Program.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

BACKGROUND

Toronto Community Housing (“TCHC”) has made an ongoing commitment to our tenants to provide quality programs and services. In addition to delivering ongoing quality programming and support through our Tenant Engagement System and Community Action Plans, TCHC works to develop and implement innovative tenant programs. In order to deliver effective and responsive programming, innovation is key. These programs are often delivered through third party partnerships, directly delivered by TCHC or a combination of service delivery. Additionally, the COVID-19 pandemic has allowed TCHC to reimagine how to empower tenants and deliver tenant programs.

PARTNERSHIPS AND SPONSORS:

To provide programs for tenants, TCHC works with community partners through use of space partnerships, referral agreements, and community level service delivery. As outlined in TCHC's Collaboration Strategy, "TCHC collaborations will be tenant facing, and have relevant and measurable indicators that show whether the collaboration is meeting the stated goals. Partners will be held accountable for meeting agreed upon goals. TCHC will strive to ensure that costs associated with the collaboration are weighed against the benefit for tenants and the corporation."

TCHC works with partners, tenants and staff to establish clear objectives and outcomes of their initiatives. Collaborations are documented and agreed upon by both parties. Partners are expected to maintain consistent reporting and communication with TCHC to ensure they are meeting project deliverables. For Q1 2021, TCHC partnered with tenants and community members to provide a range of COVID modified programs and services.

UPDATE:

KickStart: The Maple Leaf Sports & Entertainment ("MLSE") KickStart program teaches soccer skills to children aged 6-12, while providing them with valuable self-esteem, fair play and leadership lessons. It is the first soccer program of its kind at TCHC. Due to the COVID-19 pandemic, the KickStart program was implemented virtually this year. To increase the sense of togetherness, tenants were encouraged to participate in various challenges and to share pictures of themselves participating in those challenges throughout the program. The sharing of those moments created opportunities for shared laughs and learnings.

Location	Number of Participants
East Region, West Region and Central Region	134

GEM Program: The GEM program allows youth girls, ages 13-15, to develop a passion for fitness and a healthier lifestyle. The program focuses on both physical activity and female-led mentorship. The group explored topics such as body image and healthy eating while learning and practicing cardio, strength and yoga workouts. Mental health and wellbeing within the TCHC

community was a favourite topic amongst participants. The importance of this topic prompted participants to conduct their own acts of kindness within their respective communities. Program participants also received fitness related merchandise from MLSE to support their wellness journey.

Location	Number of Participants
East Region	15

Yardi Tech for Success Gift Basket Giveaway: The Yardi Tech for Success program provided technology kits to 20 families, four of which are from the Rapid Rehousing program, to support them in accessing education and programming. The kits consisted of a laptop, mouse, headphones, laptop bag, and school supplies so that youth could be successful in an online learning environment. Through this initiative, TCHC was able to support:

- 32 children between grades 1-8
- 11 youth between grades 9-12

In addition, tenants also received a guide with free educational resources, such as community agencies offering support, games, worksheets, literacy, free tutoring services, etc. These are all accessible online and community services are broken down by regions.

Location	Number of Participants
East Region, West Region and Central Region	43 youth from 20 families

April Break Virtual Camp Hosted by NERDs: The Virtual Camp allowed youth participants, between the ages of 10-13, to engage their creative skills while learning about revitalization. They imagined and designed their new community with guidance from their teen mentors – Revite NERDs. The project activities included: create your own community safety mascot, design your own community park, design your community, and design your community logo.

Location	Number of Participants
West Region	25

HIGHLIGHTS:

Healthy Aging Program: The Healthy Aging Program provides older adults a dependable source of social interaction through games, storytelling, assisting with technology, small resource help (e.g. food assistance), and just simple conversation. The program was conceived after the TCHC staff noticed that a lot of tenants were getting interaction via food banks and wellness checks, which became their main form of social interaction, as a result of being isolated during the COVID-19 lockdown. TCHC staff realized how valuable the simple act of being able to connect would be to these individuals so they worked hard to make it happen. The Healthy Aging Program is centered on daily/weekly wellness phone calls, storytelling, resource sharing, food delivery, and so much more. The program started with 20 individuals connecting with and supporting each other while being isolated during the COVID-19 lockdown, and has grown to 120 individuals.

Location	Number of Participants
East Region	120

NEXT STEPS:

The range of programs implemented in Q1 2021 allowed tenants to stay connected to each other, focus on improving their wellbeing and give back to their communities; these are all critical components of ensuring mental health, especially during the COVID-19 pandemic. TCHC and its partners look forward to continuing to support as many tenants as possible to stay healthy during this challenging time. To this end, staff from both the Active Living and CED teams along with our partners are busy gearing up for a summer of program implementation that will ensure that hundreds of TCHC tenants will be able to access summer employment or recreational activities throughout the summer.

SIGNATURE:

“John P. Angkaw”

John P. Angkaw
Acting Chief Operating Officer

ATTACHMENT:

1. Healthy Aging Program Presentation

STAFF CONTACT:

Nadia Gouveia, Director, Programs and Partnerships
416-389-3678
Nadia.Gouveia@torontohousing.ca

Gail Johnson, Manager, Community Safety and Support
416-981-6520
Gail.Johnson@torontohousing.ca

Healthy Aging Program

Gail Johnson, Manager, Community Safety and Support

Ryan James , Active Living Program Supervisor

28 June 2021





Health Aging Program, 2016-2018

The Healthy Aging Program provided a safe space for tenants to :

- ✓ foster new relationships;
- ✓ learn new skills;
- ✓ experience new adventures; and
- ✓ develop self-confidence.

The main focus of this program was to provide a space for socialization and prevent isolation and anti-social behaviours.

There were over 200 tenants in 12 buildings across the city who gathered twice per week to socialize, share their skills, practice self-care, and get support





The onset of Covid-19 put the Health Aging Program Community Impact program on pause

- During the COVID-19 pandemic, the Community Impact team team put their skills to use, helping with :
 - ✓ Door knocking for wellness checks; and
 - ✓ Outreach for building elections.
- In the communities there was an increasing need for food bank support and the Community Impact team became an important support for tenants; and
- As they helped at the food banks, it became obvious that the older adults were becoming increasingly isolated and depressed...from this, the new Healthy Aging Program was born.



The idea of just simply “connecting” came to mind; a conversation, regularly with a trusted and familiar voice

- The 2 Senior Program Leaders began calling program participants;
- Within 2 weeks, the 40 participants grew to 120 participants;
- Tenants received calls weekly or bi-weekly, depending on their need;
- The content of the calls is up to the tenant; it could be a quick check-in or a lengthier conversation about health or personal matters or working through problems or just chatting. In some cases,
 - a number of tenants asked for help booking a vaccination appointment; and
 - a number of tenants requested to obtain support for food security.
- The program has now started connecting older adults together on conference calls.



Healthy Aging Program Today





Ms. Ke Ruizhen, 120 Townhaven

“First I appreciate that TCH has been taking the efforts to care for the older adults in my building. Due to the quarantine caused by COVID -19 , we have been isolated in our rooms, being left feeling bored and helpless. Sadly, what we could do is just wait for death, passively. Ms Cathy Zhao's phone calls have changed our life for the better, and has improved our confidence, we are happier. She has not only speaks with us daily, but also helped to release our mental stresses.

With her phone call, we could sense the love and care. With her help, we could expect to solve the daily problems in a clear and effective way, we could also expect to receive interpretation and referring services. We look forward to TCH developing more entertainment activities such as pot luck, dancing, one day tour, workshops, that would support having an active and quality life.”



Chinese Older Adults from 65 Greencrest (11 Signatures collected)

“Due to the quarantine caused by COVID -19 , we have encountered many difficult times and situations. However, Ms. Cathy Zhao has helped us to overcome them with a kind and careful heart. She has registered and delivered us food from the food bank, she has called us to go down stairs to receive cooked food from the meal program, helped us book our vaccination shots online upon our requests and helped to do the translations when necessary.

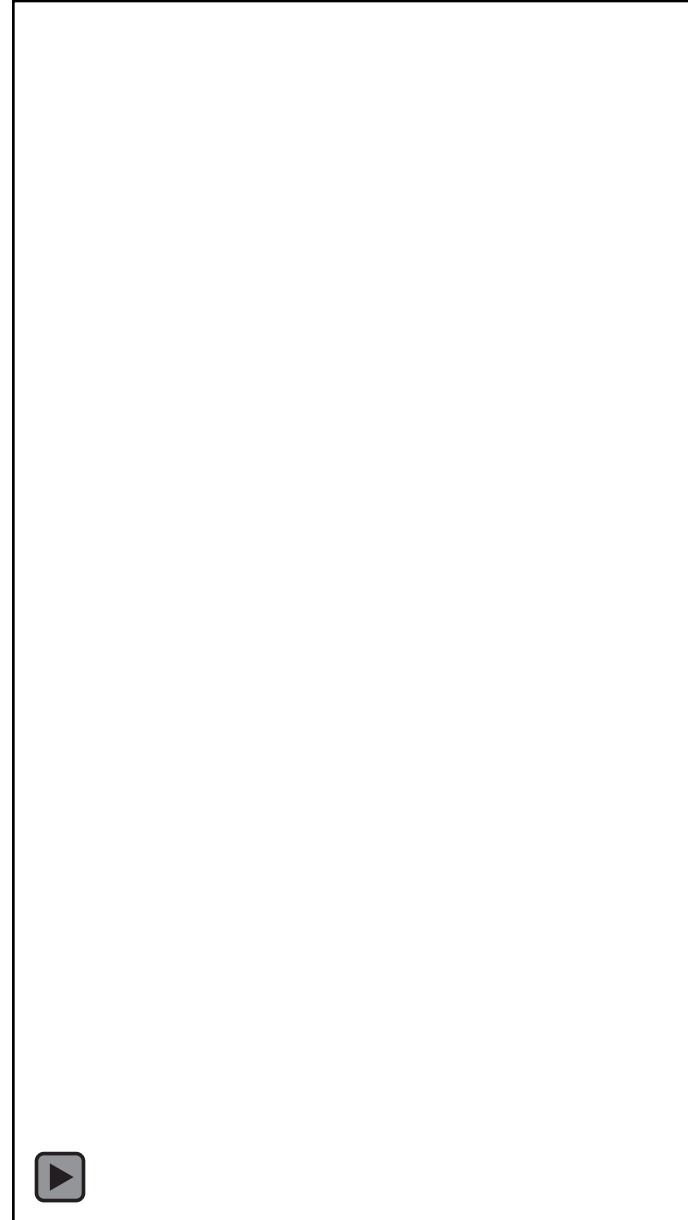
Due to the language barrier, we cannot express enough gratitude for Ms. Cathy Zhao and the Healthy Aging Program. We believe that it is very important to have this role that she played to help us continually while providing more services, such as document translation and connecting us to community resources. We want to say thank you again for all help and care provided by Ms. Cathy Zhao.”



Video: Esther Persaud (3330 Danforth)



Video: Ms. Chang





Video: Olivine Green





And Finally...





TCHC's Operational Performance Measures

Item 6A

July 5, 2021

Tenant Services Committee

Report: TSC:2021-47

To: Tenant Services Committee ("TSC")

From: Acting Chief Operating Officer

Date: June 23, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on key areas of Toronto Community Housing Corporation's ("TCHC") operations.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

This report outlines TCHC's operational performance for May 2021 (see Attachment A) and provides additional explanation for significant variances.

SIGNATURES:

"John P. Angkaw"

John P. Angkaw
Acting Chief Operating Officer

ATTACHMENT:

1. May 2021 Operational Performance Measures

STAFF CONTACT:

Lisa Ku, Manager, Performance & Quality

416-981-4318

Lisa.Ku@torontohousing.ca

Attachment 1: May 2021 Operational Performance Measures

Item	Measure	May 2021	2020 Avg	Change
1	Tenant Calls to Client Care	40,478	37,219	+ 3,259
2	Elevator Service Requests ¹	591	636	- 45
3	Demand Pest Treatments	3,340	3,862	- 552
4	Vacancy Rate (Percent)	2.04%	2.15%	- 0.11%
5	Rentable Vacant Units	1,156	1,224	- 68
6	Non-Rentable Vacant Units	2,491	2,320	+ 171
7	Rent & Parking Arrears (Million)	\$15.04	\$13.51	+ \$1.53
8	Crimes Against Property	161	177	- 16
9	Crimes Against Persons	107	107	0
10	Fire Incidents	26	18	+ 8
11	Tenant Referrals Made to Internal/External Supports	821	472	+ 349

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in May 2021 were 3,259 calls higher when compared to the average call volumes for 2020. This can be attributed to a variety of factors, which includes an increase in electrical service requests (11%), appliance repairs (10%), general inquiries for office hours, locations, and staff information (9%), and complaints for anti-social behaviour (7%).

2. Elevator Service Requests

The volume of elevator calls decreased by 45 when compared to the 2020 average. The decrease may be attributed to the decreasing number of passengers using the elevator phones for non-service related issues and the continued delivery of the capital elevator upgrade and maintenance programs.

¹ Vendor Related

3. Demand Pest Treatments

The volume of demand pest treatments decreased by 522 when compared to the 2020 average. This decrease in demand treatments coincides with the tapering of demand pest treatments conducted during the Annual Unit Inspections.

4. Vacancy Rate

The vacancy rate across TCHC in May 2021 was 2.04%, which is 0.05% higher than the previous month. The vacancy rate in the Family portfolio was 1.80% (rent-geared-to-income (“RGI”) & Market) with a month-over-month increase of 9 vacant units. In addition, the vacancies in the Seniors Housing Unit (“SHU”) portfolio was 2.78% (RGI & Market) with a month-over-month increase of 22 vacant units.

Figure 1: Vacancy - Family

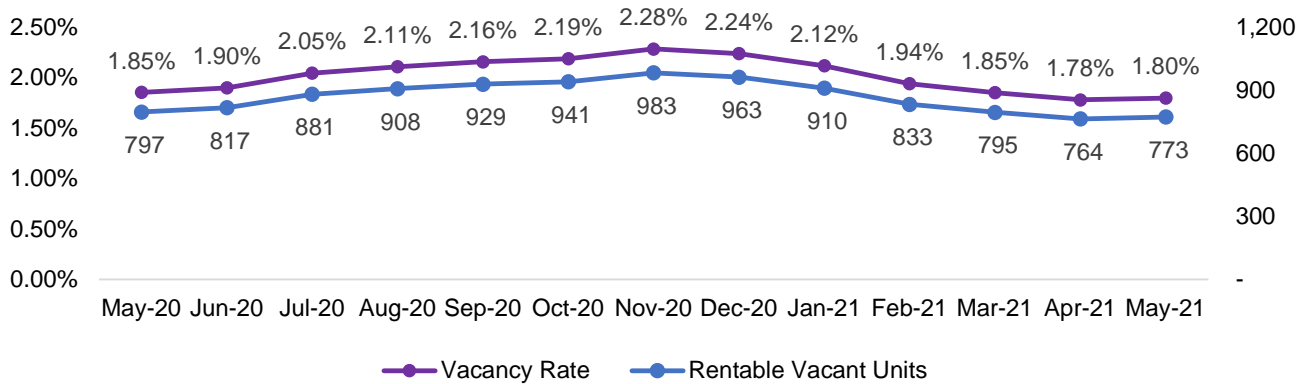
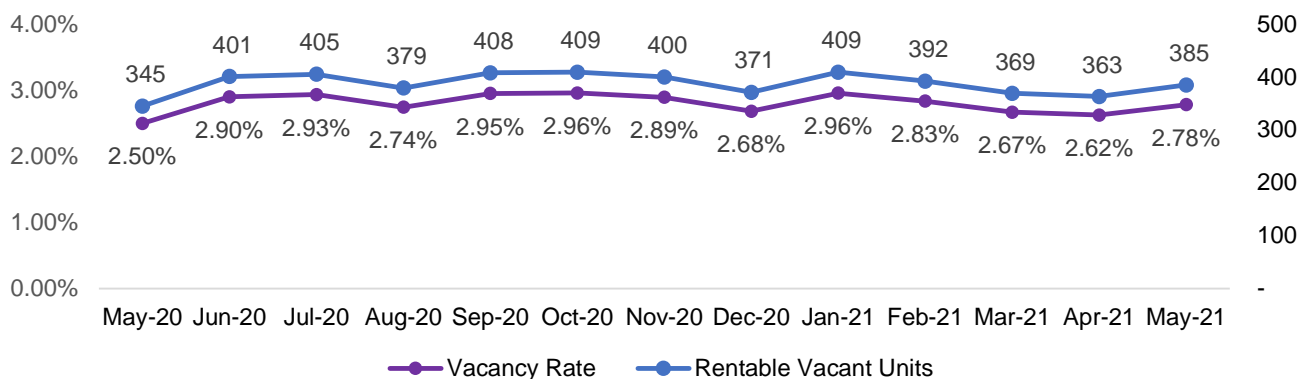


Figure 2: Vacancy - SHU



Virtual Rental Campaigns

TCHC continues to identify buildings with a high vacancy rate and clusters of vacant units across all the regions. Due to the increasing COVID-risks, TCHC has pivoted to virtual showings of units to prospective tenants, where appropriate, to expedite vacancy filling across all the regions.

Rapid Re-housing

Phase 2 of the rapid rehousing program (“RRH”) continues to be implemented, which included the allocation of 450 units with furniture and supports for individuals being transferred from the shelter system. To date, 146 units have been occupied, 180 individuals have been housed from the shelter system.

By-Pass Over-housed Waitlist

TCHC has received time-limited approval from the Service Manager to bypass unit offers to over-housed households on the internal transfer list until June 30, 2021. TCHC has submitted a request for an extension. With the extension, it will allow TCHC to continue the implementation of its vacancy strategy and will align with the launch of the one-offer rule and choice based system in late 2021.

5. & 6. Rentable Vacant Units & Non-Rental Vacant Units

The rentable vacant units have decreased by 68 units when compared to the 2020 average. The number of rentable vacancies have trended downwards since November 2020, as a result of targeted vacancy reduction strategies underway to address the increase in vacancies that occurred during the COVID-19 pandemic.

Non-rentable vacant units have decreased by 126 when compared to the 2020 average. 275 units at 381 Church St. have been transferred into a long-term lease with the YWCA (Young Women’s Christian Association of Greater Toronto), which has contributed to the decrease in non-rentable vacant units for May.

Figure 3: Rentable Units & Non-Rentable Vacant Units

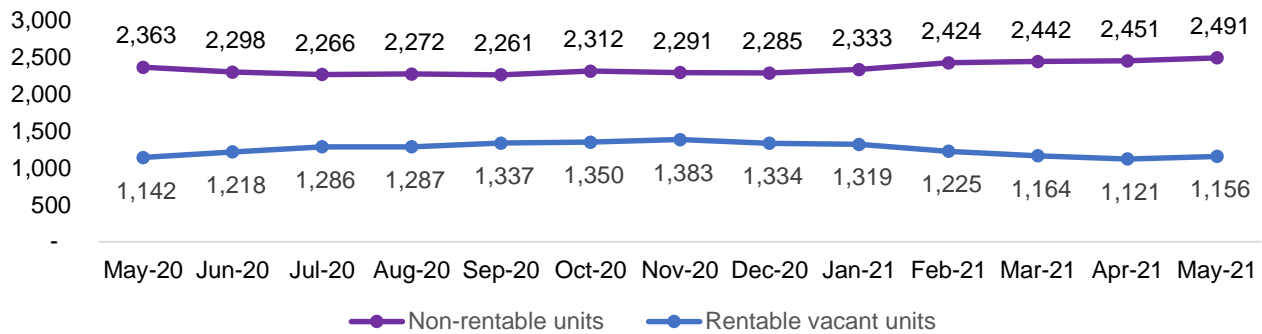


Table 1: Non-rentable Vacant Unit Status Summary, May 2021

Definition	SHU	West	East	Central	CM-C	CM-E	Total
Non-Rentable - Revitalization <i>Units that are not available for rent as they are supporting or undergoing the revitalization process</i>		346	566	677	16	5	1,610
Non-Rentable - Repairs Required <i>Units are not available for rent due to maintenance or repair work that is required</i>	38	109	71	146	5	19	388
Non-Rentable - Non-Residential Use <i>Units are not available for rent as they are being used for non-</i>	18	48	32	29	3	11	141

Definition	SHU	West	East	Central	CM-C	CM-E	Total
<i>residential purposes, such as recreation spaces or staff office space.</i>							
Non-Rentable - Legal <i>Units that are not available for rent as they are being held for a legal purpose or as part of a sale transfer to another housing provider</i>				55	275		330
Transfer Complete <i>Building Transfer to an Agency was completed</i>					22		22
TOTAL	56	503	669	907	321	35	2,491

Revitalization

Of the total number of non-rentable vacant units, 1,610 units were under revitalization. Of the 1,610 revitalization units, 671 units have been vacated by tenants and are pending demolition and 548 units have been demolished or have gone under construction and are pending replacement.

As well, 207 units have been built and are pending move-in from tenants to 20 New Heights Court in West Region, and 170 Fairview Mall Drive and Leslie Nymark in East Region. Units can take approximately six months for all tenants who were relocated to return, as there are two moves permitted each day (excluding weekends) due

to elevator availability. An additional 184 units are being held to offer to tenants who are relocating. The following provides a breakdown of revitalization units by category:

Table 2: Non-Rentable Revitalization Units by Category, May 2021

Category	Units
New Unit	207
Revitalization	548
On Hold - Demolition	671
On Hold - Relocation	184
Total	1,610

As of May 2021, TCHC has a total of 548 units that are not available for rent as they are supporting or undergoing the revitalization process.

Table 3: Non-Rentable Revitalization Units by Location, May 2021

Development Name	Units
Allenbury Gardens	97
Davenport Rd.	11
Leslie Nymark	122
Regent Park (North)	118
Regent Park (South)	200
Grand Total	548

Capital Repairs

Of the total number of non-rentable vacant units, 388 units are on hold for capital repairs, 35 units will be modified to improve physical accessibility for our tenants, and 353 units are awaiting repair due to extensive damages.

Non-Residential Use

There were 141 units that have been on hold as they are being used for non-residential purposes such as programming and recreation purposes. Table 5 provides a breakdown of units held for non-residential use by region.

Table 4: Units Held for Non-Residential Use, May 2021

Region	Units
SHU	18
West	48
Central	32
East	43
Grand Total	141

Legal-coded Units

As of May 31, 2021, there were a total of 330 units that have been on hold pending building transfer to an agency. None of these units are Single Family Homes.

Table 5: Units Held Pending Transfer to an Agency, May 2021

Development Name	Units
South St. Jamestown 1	35
South St. Jamestown 2	20
Church Granby	275

7. Rent & Parking Arrears

The rent and parking arrears for May 2021 was \$15.04 million. Of this amount, \$4.87 million are in repayment agreements (e.g. local or mediated agreements) – these tenancies have been maintained. While arrears peaked in February 2021 at \$15.9M, there has been downward trend to the current level at \$15.04M.

Table 6: Arrears by Categories, May 2021

Categories (May 2021)	Total (M)
Arrears 30 days old or less (late payers)	\$ 0.82
Managed Arrears	
• N4 Issued	\$ 0.19
• Legal Filing	\$ 0.0087
• Order	\$ 0.0034
Unmanaged Arrears	
• New Arrears	\$ 0.25
• Unmanaged: Not managed in agreement or legal process	\$ 0.37

Categories (May 2021)	Total (M)
Arrears over 30 days old	\$ 9.35
Managed Arrears	
• N4 Issued	\$ 4.24
• Legal Filing	\$ 2.54
• Order	\$ 1.19
Unmanaged Arrears	
• New Arrears	\$ 0.018
• Unmanaged: Not managed in agreement or legal process	\$ 1.37
Net arrears	\$ 10.17
Arrears in a repayment agreement	\$ 4.87
Total	\$ 15.04

Of all arrears, \$8.17M are currently being managed (e.g. N4 issued, managed through legal process), whereas \$2.00M are not managed through an agreement or legal process. The following provides updates to the above noted arrears solutions:

Table 7: Arrears by Region, May 2021

	West	Central	East	SHU
Total	\$ 6,205,342	\$ 3,954,074	\$ 2,510,047	\$ 1,203,695
Unmanaged	\$ 957,959	\$ 458,848	\$ 207,240	\$ 179,577
Rep. Agr.	\$ 2,021,464	\$ 1,210,935	\$ 991,582	\$ 517,519

New Arrears Collection Process (“ACP”) Process

TCHC has partnered with OCHE and subject matter experts to develop the new ACP. The goal of the ACP is to provide early intervention to prevent eviction and maintain tenancy; when vulnerabilities are identified, tenants are connected to the appropriate supports. The new ACP came into effect on June 28, 2021.

Restart Legal Process

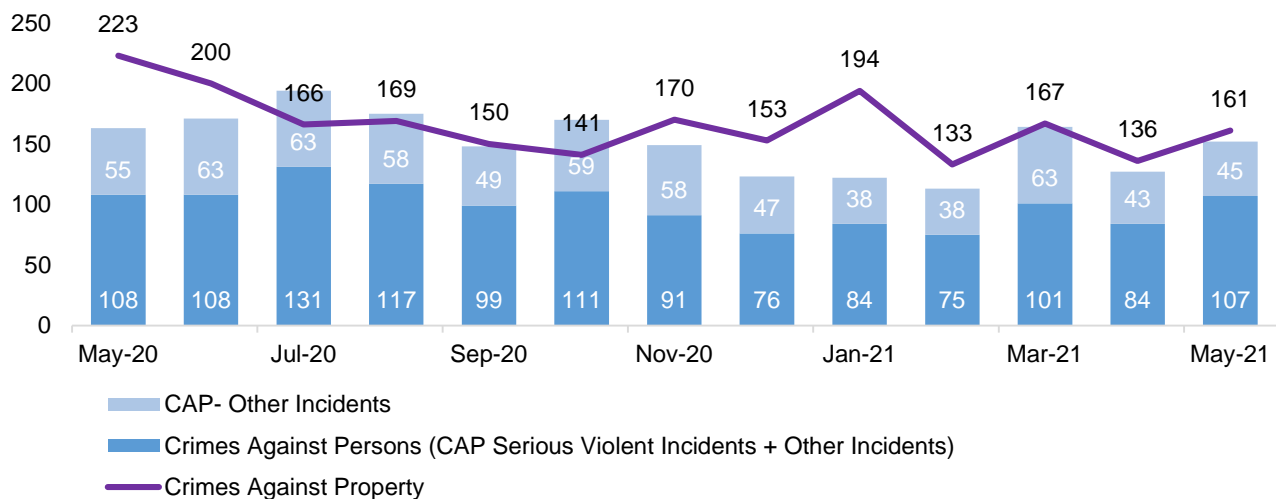
Due to the on-going COVID-19 risk to tenants who might become homeless, or otherwise lack access to stable housing, and based on

ongoing consultations with City staff, the Acting President and Chief Executive Officer directed all staff to continue to suspend evictions for arrears and extend the TCHC Eviction Moratorium until the start of the third stage of the Provincial reopening plan. At that point, TCHC will reassess and make an informed decision on whether to extend the Eviction Moratorium. To mitigate the risk that arrears could increase disproportionately during the Eviction Moratorium, TCHC staff will continue to fully implement its ACP, short of scheduling enforcement with the Sheriff.

8. & 9. Crimes Against Property & Crimes Against Person

There have been 161 crimes against property and 107 crimes against persons May 2021. While crimes against property remained stable, there was a decrease in crimes against persons from 2021 to 2021.

Figure 4: Crimes Against Persons & Property



10. Fire Life and Safety

In May 2021, there were 26 fire incidents reported across the TCHC portfolio, which consisted of arson, cooking related incidents, smoking related incidents.

Fire Safety Education

TCHC continues to raise awareness on fire safety prevention through following:

- Monthly fire safety poster campaigns distributed to all TCHC buildings, with a focus on a specific fire safety topic and safety tips;
- Social media campaign with a focus on fire safety during Emergency Preparedness Week from May 2 to 8; and
- Development of fire safety prevention outreach initiatives targeting 20 buildings across the TCHC portfolio.

False Fire Alarms

At the May 4, 2021 TSC meeting, the TSC requested additional information as it relates to false fire alarm incidents across the TCHC portfolio.

The TSC requested additional information for specific buildings that have been removed from 2020 list of buildings with the highest prevalence of false fire alarms and the measures taken that would have contributed to the decrease of false fire alarm incidents. Upon review of the specific buildings, targeted measures were implemented in these selected buildings, which includes installation of pull station covers, pull station dyes, upgrades of selected fire alarm devices, and enhanced tenant awareness through the distribution of fire safety signage.

In addition, the TSC requested additional information on new buildings appearing on the 2020 top 20 list of buildings with the highest prevalence of false fire alarms and reasons for the increased prevalence of false fire alarm incidents. Upon review, the increase of false fire alarm incidents can be attributed to various reasons such as an increase in vandalism and utilization of pull stations for reasons other than alerting due to a fire.

11. Tenant Referrals Made to Internal/External Supports

There were 821 tenant referrals made to internal and external supports, an increase of 349 referrals when compared to the 2020 average. This increase is due to wellness checks conducted during the third-wave of the COVID-19 pandemic, which has resulted in the provision of additional supports for tenants, weekly delivery of meal and food hampers, and scheduling of follow-up wellness checks.



Tenant Complaints Update

Item 6B

July 5, 2021

Tenant Services Committee

Report: TSC:2021-48

To: Tenant Services Committee (“TSC”)

From: Acting Chief Operating Officer

Date: June 23, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on the Solutions program enhancements, and complaints data and trends.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

BACKGROUND

Toronto Community Housing (“TCHC”) is committed to providing a positive experience for our tenants. TCHC has adopted a single-stage escalation model for tenant complaints, which is supported by the Solutions team.

PROGRAM UPDATES

The Solutions team has implemented the following program enhancements to improve service delivery:

1. Raising Awareness: The Solutions team, in partnership with Strategic Communications, will develop a communications campaign to further raise awareness on how tenants can file complaints at TCHC. With the

implementation of the communication campaign, it addresses a key recommendation made by the Ombudsman Toronto to TCHC in Q2 2021.

As part of the communication campaign, Solutions will look to share information through different communications channels to disseminate, including direct-to-tenant and through social media. As well, Solutions will partner with Regional Operations and Client Care Centre (“CCC”) to revisit how information regarding the complaints process can be shared through daily interactions and communications with tenants. The communications campaign will be implemented by Q3 2021.

2. Improving Services: The Solutions team continues to lead the refresh of the Tenant Complaints policy. The policy will outline the organization’s principles and approach to the management of complaints to resolution. In the recent tenant consultations held, the following highlights key themes identified based on the feedback provided by the tenants:

1. Transparency;
2. Accountability; and
3. Responsiveness.

As a next step, Solutions will integrate the feedback collected into the refresh of the Tenant Complaints policy. In addition, Solutions will engage TCHC leadership for further review and feedback. The updated TCHC Complaints policy will be brought to the TSC in Q4 2021.

COMPLAINTS DATA & TRENDS

In May 2021, Solutions received 151 complaints. Of those complaints, the top complaints categories were: 34% (52) anti-social behaviour, 19% (29) building service, and 11% (16) building maintenance complaints.

Table 1: Total & Top 3 Complaints, May 2020 & 2021

	May 2021	May 2020	YOY Change	2021 YTD	2020 Total
Total Complaints					
Total	151	159	+ 8	937	2,322
Top 3 Complaints					
Anti-Social Behaviour	52	15	+ 37	210	409
Building Service	29	3	+ 26	163	423
Building Maintenance	16	2	+14	71	66

In May 2021, there continues to be an increase in reported anti-social behaviour complaints, as the COVID-19 pandemic stay at home measures have led to complaints that continued to be reported due to more frequent observations by tenants at home. As well, the increase in building services complaints can be attributed to complaints related to delays in services delivery and follow-up. Lastly, the increase in complains related to building maintenance related to a variety of issues including plumbing and pest control.

LEARNING FROM COMPLAINTS

To support a culture of learning and continuous improvement, TCHC continues to use complaints data, CCC data and staff feedback to improve tenant services and experience. As a service oriented organization, TCHC views complaints and inquiries as valuable feedback 'gifts' as it represent key opportunities to uncover challenges and take the appropriate actions to strengthen service delivery to our tenants and communities.

1. Improving Service Delivery through Better Information Sharing

As service requests are created, they are assigned to staff to action. CCC began to receive complaints from tenants regarding parking inquiries that were not being resolved in a timely manner. A review was conducted and it was discovered that there was a portion of service requests that were not being completed due to incorrect assignment to staff. As a result, CCC partnered with Regional Operations, to conduct a process review of how parking service requests were assigned to the appropriate staff. This led

to the development of a 'Parking Group' distribution group through the EasyTrac system, which enables parking clerks to receive all parking service requests for their respective regions in a centralized manner and take the appropriate actions. Since its implementation, CCC has received less complaints regarding parking related concerns, while improving service delivery to our tenants.

2. Addressing Escalations Effectively and Clearly

Since the inception of Phase 2 of the Air-Conditioner ("AC") replacement program in 2021, CCC has received complaints from tenants who have been advised that they are not eligible to participate, or had not received their AC in Phase 1 (2020). As a result, CCC partnered with the Facilities Management – Smart Building and Energy Management department to review the complaints and potential solutions. This led to the development of an internal escalation process, as well, a tenant frequently asked question ("FAQ") document, providing staff guidance on how to advise tenants on program eligibility, compliance, and warranty. As well, it provided CCC guidance to ensure that complaints raised by tenants for the AC program are addressed immediately and appropriately. Since the implementation, CCC has received fewer escalated calls regarding the AC replacement program as they are now able to educate callers on TCHC processes and procedures regarding the AC replacement program, as well set the appropriate expectations for service. Lastly, this resource document has allowed staff to be better equipped to de-escalate complaints through education.

3. Bringing Noise Complaints to Resolution through Collaboration

As Solutions receive noise complaints, they often have difficulty substantiating and resolving noise complaints, as there is often a time lag between when the incidents occur, when the complaints are submitted, and when staff are able to investigate on-site. As a result, Solutions has partnered with the Community Safety Unit ("CSU") to investigate noise complaints. This has led to greater information sharing and established a process whereby Community Safety Advisors now are involved in noise complaints investigations; they now have access to incident reports and can immediately attend to buildings to determine the root causes of noise complaints and work with site staff to provide ongoing support for tenants.

This has led to a more effective manner in how noise complaints are investigated and brought to a resolution.

4. Ensuring Consistency in Managing Complaints

As Solutions receives complaints, there are instances where there are repeat or similar complaints from tenants. To ensure consistency in the manner of how responses are provided to tenants, Solutions has created response guidelines for selected complaints category. While each response and resolution is unique to each complaint, the response guidelines ensures that the response and resolution is provided in consistent and clear manner to the tenants. In addition, Solutions has also compiled and provided frequently used resources and procedures to support tenants with their complaints. Through this improvement initiative, tenants are not only are provided clear and consistent responses and resolutions but are also provided resources, as appropriate, which are drawn from the Solutions resource library.

SIGNATURES:

“John P. Angkaw”

John P. Angkaw
Acting Chief Operating Officer

STAFF CONTACT:

La-Toya Hanchard, Manager, Tenant Relations
416-981-4318
Latoya.Hanchard@torontohousing.ca



Tenant Engagement Refresh Update

Item 6C

July 5, 2021

Tenant Services Committee

Report: TSC:2021-49

To: Tenant Services Committee (“TSC”)

From: Acting Chief Operating Officer

Date: June 23, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on the implementation of the Tenant Engagement System Refresh.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

This report provides the Tenant Services Committee (“TSC”) with an update on the Tenant Elections progress and advises of an amendment to the implementation timeline.

BACKGROUND:

In July 2019, the Toronto Community Housing (“TCHC”) Board of Directors approved the tenant election process as part of the tenant engagement system. The implementation consists of three phases.

Table 1: Tenant Elections by Phase

	Phase 1	Phase 2A & 2B		Phase 3
Total Communities	57	170		103
• Leaders In-Place	39	95	-	-
• Leaders Partial In-Place	6	-	75	-
• No Leaders	12	-		-

Phase 1

In Phase 1, there were a total of 57 communities involved. As a result, 39 communities have leadership in place, six have partial leadership in place, and 12 have no leadership in place.

Phase 1 By-election

In May 2021, TCHC completed the Phase 1 by-elections process. A total of 11 nominations were received and nine nominations were confirmed to be in good standing and cleared to stand as candidates. As a result, four communities have full leadership in place, another five have partial leadership in place, and nine communities have no leadership in place.

Table 1: Phase 1 By-Elections by Region

	East	West	Central	Seniors	Total
Total Communities	5	4	7	2	18
• Leaders In-Place	0	1	3	0	4
• Leaders Partial In-Place	1	1	2	1	5
• No Leaders	4	2	2	1	9

In order to ensure that all communities in the Phase 1 by-elections have leadership in-place, staff will implement another round of by-elections in 14 communities with partial and no leadership in place from June to August 2021.

Phase 2

In January 2021, TCHC launched the implementation of the Phase 2 tenant elections in 170 communities. All outreach efforts to reconnect with tenants participating in Phase 2 elections have been conducted in adherence to COVID-19 guideline. In total, 8,370 tenants were directly engaged through phone calls, emails, door knocking and the distribution of posters and flyers.

As well, additional steps were taken to ensure the success of the elections, which included a three week extension to allow more tenants to participate in the election process.

In April 2021, TCHC conducted assessment review of the implementation plan based on the goal to establish tenant leadership in all 170 Phase 2 communities. Specifically, a readiness assessment was conducted in 95 communities for Phase 2A and 75 communities for Phase 2B (see Attachment 1 and 2). With the phased approach, it enables tenants and the regional teams the flexibility to review and solve any challenges impacting tenant engagement and outreach at the community level, and to ensure that all Phase 2 communities have their representatives in place by end of Q3 2021.

Phase 2A

In Phase 2A, elections took place from April 26 to June 7, 2021. In total, 217 nominations were received and 192 nominations were confirmed to be in good standing. As a result, 541 tenants emerged as community leaders, which includes 158 tenants elected or acclaimed as Community Representatives and 383 tenants who signed-up as Committee Members.

Table 2: Phase 2A Elections Results by Region

	East	West	Central	Seniors	Total
Total Communities	20	27	30	18	95
• Leaders In-Place	17	16	15	10	59
• Leaders Partial In-Place	3	11	15	8	36
• No Leaders	0	0	0	0	0

NEXT STEPS:

1. Phase 1 By-Elections: Completion in 14 communities by Q3 2021;
2. Phase 2A By-Elections: Completion in 36 communities by Q32021;
3. Phase 2B Elections: Completion in 75 communities by Q32021; and
4. Phase 3 Elections: Completion in 103 communities in Q4 2021.

IMPLICATIONS AND RISKS:

The City’s Shareholder Direction requires TCHC to maintain a democratic system of active tenant participation and involvement that will:

- Provide a Tenant council structure or similar organization;
- Provide for Tenant input into decisions;
- Provide for Tenant input for setting local spending priorities; and
- Include Tenant representation on the Board.

COVID-19 remains a major factor that may cause delays in the successful implementation of the Tenant Engagement Refresh process.

SIGNATURES:

“John P. Angkaw”

John P. Angkaw
Acting Chief Operating Officer

ATTACHMENTS:

1. Phase 2B: Family Buildings Tenant Elections
2. Phase 2B: Seniors Buildings Tenant Elections

STAFF CONTACT:

Julio Rigores, Manager, Engagement Refresh
416-981-4271
Julio.Rigores@torontohousing.ca

TENANT ELECTIONS PROGRESS UPDATES – PHASE 2B
FAMILY BUILDINGS (DIRECT & CONTRACT MANAGED)
June 28, 2021

This report provides the status of tenant elections held in family buildings (direct and contract managed) portfolios. The lists are organized by region (east, west, central).

EAST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Number of tenants signed up to be committee members after Contact (Building/townhouse committee model only)	Status update (after tenancy in good standing confirmed)
East	114	MORNINGSIDE/CORONATION	Building/townhouse committee	37	2	2	Vacancy
East	114	LAWRENCE/VALIA	Building/townhouse committee	22	2	1	Vacancy
East	111	KINGSTON/GALLOWAY	Building/townhouse committee	41	2	1	Vacancy
East	113	LAWRENCE/ORTON	Building/townhouse committee	38	2	3	Vacancy
East	90	TEESDALE/PHARMACY 40 Teesdale	Community Representative	14	4	N/A	Vacancy

WEST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Number of tenants signed up to be committee members after Contact (Building/townhouse committee model only)	Status update (after tenancy in good standing confirmed)
West	17	PELHAM PARK	Building/townhouse committee	56	2	0	Vacancy
West	29	QUEENSWAY/WINDERMERE	Building/townhouse committee	25	2	2	Vacancy
West	22	SPENCER AVENUE	Building/townhouse committee	21	2	0	Vacancy
West	24	JANE/WOOLNER	Building/townhouse committee	51	2	4	Vacancy
West	18	HIGH PARK/QUEBEC	Building/townhouse committee	47	2	0	Vacancy
West	19	MCCORMICK PARK	Building/townhouse committee	24	2	0	Vacancy
West	25	MABELLE PLACE	Building/townhouse committee	30	2	4	Vacancy
West	18	44-58 KEELE ST	Community Representative	4	2	0	Vacancy
West	28	CAMPBELL/ANTLER	Building/townhouse committee	26	2	0	Vacancy
West	22	SPRINGHURST/DOWLING	Community Representative	44	2	0	Vacancy
West	20	22 O HARA AVE	Building/townhouse committee	10	2	4	Vacancy
West	27	136-150 PERTH AVENUE	Building/townhouse committee	11	2	0	Vacancy
West	27	11 RANDOLPH AVENUE	Building/townhouse committee	31	2	0	Vacancy
West	15	1900 SHEPPARD	Building/townhouse committee	13	2	0	Vacancy

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Number of tenants signed up to be committee members after Contact (Building/townhouse committee model only)	Status update (after tenancy in good standing confirmed)
West	9	2265 JANE STREET	Building/townhouse committee	15	2	0	Vacancy
West	15	2585 JANE STREET	Building/townhouse committee	22	2	0	Vacancy
West	11	FINCH/TOBERMORY	Building/townhouse committee	44	2	0	Vacancy
West	11	FINCH/TOPCLIFF	Building/townhouse committee	15	2	0	Vacancy
West	13	JANE/FIRGROVE (NEEDLE)	Building/townhouse committee	22	2	0	Vacancy
West	11	SENTINEL ROAD	Building/townhouse committee	9	2	0	Vacancy
West	15	SHEPPARD/YATESCASTLE	Building/townhouse committee	11	2	0	Vacancy
West	16	YORKWOODS	Building/townhouse committee	N/A	2	1	Vacancy
West	23	MOUNT DENNIS APARTMENTS	Building/townhouse committee	18	2	0	Vacancy
West	93	KIPLING/MOUNT OLIVE	Community Representative	12	2	0	Vacancy
West	34	20 ZACHARY COURT	Building/townhouse committee	15	2	1	Vacancy
West	5	LIGHTWOOD SANAGAN	Building/townhouse committee	34	2	0	Vacancy
West	94	DE MARCO BLVD	Building/townhouse committee	28	2	4	Vacancy
West	97	ALBION/SHENDALE	Building/townhouse committee	39	2	1	Vacancy
West	4	FINCH/ARDWICK	Building/townhouse committee	21	2	0	Vacancy
West	2	WESTON/BELLEVUE	Building/townhouse committee	83	2	0	Vacancy

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Number of tenants signed up to be committee members after Contact (Building/townhouse committee model only)	Status update (after tenancy in good standing confirmed)
West	3	HUMBER ACRES	Community Representative	50	2		Vacancy
West	15	WESTON TOWERS	Building/townhouse committee	55	2	2	Vacancy
West	4	ISLINGTON/SATTERLY	Building/townhouse committee	21	2	1	Vacancy
West	93	MARTINGROVE/ALBION	Building/townhouse committee	30	2	0	Vacancy
West	94	TRETHEWAY/TEDDER	Building/townhouse committee	113	4	0	Vacancy
West	7	THISTLETOWN II	Building/townhouse committee	15	2	0	Vacancy
West	96	QUEENS PLATE	Building/townhouse committee	76	2	4	Vacancy
West	1	DIXINGTON CRESCENT	Building/townhouse committee	18	2	0	Vacancy
West	8	WESTACRES	Building/townhouse committee	17	2	3	Vacancy
West	8	WESTACRES EXTENSION	Building/townhouse committee	N/A	2	2	Vacancy

CENTRAL REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Number of tenants signed up to be committee members after Contact (Building/townhouse committee model only)	Status update (after tenancy in good standing confirmed)
Central	36	BATHURST/EGLINTON	Building/townhouse committee	17	2	4	Vacancy
Central	55	PHIN PARK	Community Representative	11	2	N/A	Vacancy
Central	55	QUEEN VICTORIA	Building/townhouse committee	5	2	0	Vacancy
Central	55	33 COATSWORTH	Community Representative	69	2	N/A	Vacancy
Central	66	50 REGENT PARK BLVD	Building/townhouse committee	N/A	2	2	Vacancy
Central	59-A	JONES/CURZON	Community Representative	6	2	N/A	Vacancy
Central	59-A	52-54 JONES AVENUE	Building/townhouse committee	3	2	0	Vacancy
Central	61	520 KINGSTON RD	Community Representative	24	2	N/A	Vacancy
Central	62	DON SUMMERVILLE	Building/townhouse committee	22	2	0	Vacancy
Central	62	EASTVIEW PARK	Building/townhouse committee	13	2	0	Vacancy
Central	104	261 JARVIS STREET	Building/townhouse committee	26	2	5	Vacancy

TENANT ELECTIONS PROGRESS UPDATES – PHASE 2B
SENIORS HOUSING

June 28, 2021

This report provides the status of tenant elections in Seniors Housing portfolios. The lists are organized by region (east, west, central).

WEST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Number of tenants signed up to be committee members after Contact (Building/townhouse committee model only)	Status update (after tenancy in good standing confirmed)
West	Seniors	ARLETA MANOR	Building/townhouse committee	35	2	0	Vacancy
West	Seniors	BEVERLEY MANOR	Building/townhouse committee	35	2	0	Vacancy
West	Seniors	EDWARDS MANOR	Community Representative	19	4	0	Vacancy
West	Seniors	KENSINGTON MANOR	Community Representative	36	2	0	Vacancy
West	Seniors	LERETTE MANOR	Community Representative	66	2	0	Vacancy
West	Seniors	LOUISE TOWERS	Community Representative	34	2	0	Vacancy
West	Seniors	MAY ROBINSON APARTMENTS	Building/townhouse committee	29	2	0	Vacancy
West	Seniors	MCMURRICH PLACE	Building/townhouse committee	8	2	0	Vacancy
West	Seniors	OUTLOOK MANOR	Community Representative	19	4	0	Vacancy
West	Seniors	SILVERTHORN PLACE	Building/townhouse committee	21	2	2	Vacancy
West	Seniors	ALBION LODGE (111 KENDLETON DR.)	Building/townhouse committee	23	2	0	Vacancy

CENTRAL REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Number of tenants signed up to be committee members after Contact (Building/townhouse committee model only)	Status update (after tenancy in good standing confirmed)
Central	Seniors	GREENWOOD TOWERS	Community Representative	73	4	N/A	Vacancy
Central	Seniors	THE SHERWOOD	Building/townhouse committee	2	2	0	Vacancy
Central	Seniors	HANSON HOUSE	Building/townhouse committee	13	2	0	Vacancy



Annual Pest Control Report

Item 6D

July 5, 2021

Tenant Services Committee

Report: TSC:2021-50

To: Tenant Services Committee (“TSC”)

From: Acting Chief Operating Officer

Date: June 23, 2021

PURPOSE

The purpose of this report is to provide the TSC with an annual update on the provision of pest control services at Toronto Community Housing (“TCHC”).

RECOMMENDATION

It is recommended that TSC receive this report for information.

BACKGROUND

The provision of pest control services are governed by both municipal by-laws and federal regulations, and are a key responsibility of the landlord as set out in the *Residential Tenancies Act* (“RTA”). The provision of pest control services is an essential component of a broader clean buildings and maintenance strategy, which is intended to establish achievable service standards, sustainable service models, and enable consistent and cost effective delivery of service geared to enhancing tenant satisfaction.

PEST MANAGEMENT DATA & TRENDS

In 2020, TCHC staff fielded 50,654 work orders (“WO”) requests related to pest management issues (see Table 1). Of those issues, the top pest management treatments were for bed bugs and cockroaches.

In Q2 2020, the pest management program continued to be available, although there was a reduction in services. While staff were able to maintain service levels as it relates to preventative maintenance treatments of common spaces and building exteriors, there was a notable reduction of in-suite demand services. Where services have been required, staff worked with both the vendors and tenants to complete the services while maintaining social distancing and limiting the need for tenants to vacate their home for any periods of time.

In Q3 2020, the pest management program experienced a peak in service requests, which was primarily related to:

- The transition of 3,832 units from contract managed to direct managed;
- Seasonal fluctuation;
- Temporary easing of COVID-19 restrictions; and
- Commencement of the Annual Unit Inspection process.

Table 1: Pest Treatment (Demand & Preventative) by Categories

Quarter	Bed Bugs	Cockroaches	Mice	Other	Total
Q1 2020	5,105	3,668	1,716	1,006	11,495
Q2 2020	3,837	2,424	1,561	794	8,616
Q3 2020	7,924	5,467	2,107	1,798	17,296
Q4 2020	5,472	4,673	1,944	1,134	13,223

Table 2: Quarterly Average Number of Treatments in 2019 vs. 2020

Categories	2019 Average	2020 Average
Bed Bugs	5,859	5,585
Cockroaches	3,322	4,058
Mice	3,535	1,832
Other	1,799	1,183

In Q4 2020, the TCHC portfolio included 52,070 rent-geared-to-income (“RGI”) and 6,595 market units; RGI units accounted for the majority of pest treatments completed.

Table 3: Pest Treatments by Unit Types

Quarter	RGI	Market	Vacant	Total
Q1 2020	9,965	923	610	11,498
Q2 2020	7,471	784	362	8,617
Q3 2020	15,838	1,021	437	17,296
Q4 2020	11,701	980	542	13,223

Requirement for Multiple Pest Treatments

In 2020, approximately 19.2% of all units receiving treatment required multiple applications in order to be resolved, which is an increase from the previous year (18.5%). The primary factors contributing to this trend are:

- Limitations to Health Canada approved product application methods;
- Adherence to COVID-19 safety protocols;
- Modifications to treatment plans to accommodate tenants in-place; and
- Onboarding and reset activities with former contract managed sites.

Most pest incidents require more than one pest management treatment to be fully addressed per Health Canada Guidelines; the timing between each treatment being equally vital to achieving an optimal outcome. At TCHC, contracts with pest vendors highlight clear expectations for follow-up treatments, including the provision of a mandatory inspection as part of the warranty program in cases of bed bugs.

PEST MANAGEMENT DURING COVID-19

The COVID-19 pandemic has presented challenges in safely and effectively addressing pest control concerns. Where standard chemical application measures require tenants to vacate their units for a period of 4 to 6 hours, TCHC has worked with our vendors to establish interim measures to complete treatments while limiting the need for tenants to leave their units for extended periods of time. Enhanced use of mechanical treatments such as steaming, vacuuming, heat treatment, and limited use of pesticide has allowed for infestation level control. As well, achieving total resolution to pest incidents have been exceptionally difficult due to multiple return visits and increased costs per unit.

RESTRUCTURING

As part of restructuring in 2020, TCHC realigned internal resources to the local Regional teams to better support daily program delivery. This realignment allowed each regional team a dedicated team, comprised of one Supervisor and three Technicians, while the Tenancy Resolutions Office (“TRO”) provides administrative, strategic and contractual oversight functions. This restructuring has allowed TCHC to realize the benefits of having resources aligned with the Regional teams to better support our tenants who are impacted by pest infestation.

SUPPORTING TENANTS

In 2020, 15% of all the units visited by the Environmental Health team demonstrated the need for additional supports, including access to resources for support, de-cluttering, and preparation assistance for treatment or extreme cleaning services. Our partnerships with agencies such as Toronto Public Health and Ontario Works through Toronto Employment and Social Services, have assisted tenants in accessing approximately \$305K of additional supportive funding and/or services. The TRO and the Regional teams continue to develop and implement resources, partnerships and tools in order to continue to provide support and monitoring of units.

COMMUNITY ENGAGEMENT

An important lever to pest reduction is ensuring that staff and communities engage in dialogue with tenants and communities; it provides staff with a better understanding of our tenants and it provides tenants with the

information and resources they require to support a proactive approach to pest management in their units and communities. Although in-person tenant education have been paused due to COVID-19 safety restrictions, TCHC staff continue to work with our communications team to update education and preparation materials, including the translation of information into 24 languages.

IMPLICATIONS AND RISKS

Pest problems within TCHC buildings can significantly disrupt the comfort of our residents and limit the enjoyment of their homes. Without a strong and sustainable pest management program, the organization potentially faces orders and/or costs related to any perceived mismanagement, including potential awards of rent abatement at the Landlord and Tenant board, MLS orders for failure to maintain the premises “pest free”, and Health Protection orders from Toronto Public Health.

SIGNATURE:

“John P. Angkaw”

John P. Angkaw
Acting Chief Operating Officer

STAFF CONTACT

Richard Grotsch, Tenancy Resolutions Officer
416-981-4054
Richard.Grotsch@torontohousing.ca



Annual Unit Inspections Report

Item 6E

July 5, 2021

Tenant Services Committee

Report: TSC:2021-51

To: Tenant Services Committee (“TSC”)

From: Acting Chief Operating Officer

Date: June 24, 2021

PURPOSE

The purpose of this report is to provide the TSC with an annual update on the annual unit inspections (“AUI”) process conducted across the Toronto Community Housing (“TCHC”) portfolio.

RECOMMENDATIONS

It is recommended that the TSC receive the report for information.

BACKGROUND

On an annual basis, TCHC conducts AUIs, which have been typically conducted in the final quarter of the calendar year. As part of the AUIs, Superintendents provide notice of the inspections, take receipt of the inspection log books, conduct unit inspections, and enter the results into an electronic tracking system.

The completion of AUIs supports TCHC in its efforts to identify any fire life safety and compliance risks. As well, it provides TCHC the opportunity to assess the potential vulnerability of a tenant and provide supports as required to maintain successful tenancies and prevent the negative personal and community impacts of unsupported vulnerability and tenancies.

2020 AUI PROCESS

The 2020 AUI was deployed in Q4 2020 and it focused on minimizing COVID-19 health and safety risks to staff and tenants, while continuing to meet service manager requirements and fire life safety compliance obligations. The following are highlights of the 2020 AUIs:

- Inspection form was modified with a focus on fire life safety and unit condition inspection points;
- Building staff received on-line training on:
 - COVID-19 personal protective equipment (“PPE”) requirements;
 - Changes to unit entry procedures; and
 - Health and safety processes to protect tenants and staff;
- Staff procured adequate supply to facilitate essential PPE for both tenants and staff members;
- Processes were established and communicated to safely complete the inspections with tenants in place;
- Tenant communications included posters, flyers and frequently asked questions (“FAQ”) to inform tenants of changes to the inspection process and maintaining social distancing during the inspection; and
- Regular AUI reports were provided to the Regional teams that allowed for increased oversight and follow-up, which resulted in earlier resolution of work orders.

Despite the challenges posed by the COVID-19 pandemic, the 2020 AUIs were completed on time, with a 98.4% inspection completion rate. To date, Regional teams continue to follow-up and conduct outstanding inspections.

2020 AUI RESULTS

Inspection Categories	2020 Total	2019 Total	Change
Completion Rate			
Total Units	57,556	57,399	157
Completion Rate	98.40%	98.97%	- 0.57%
Fire Life Safety			
Number of Smoke Alarms Repaired or Replaced	1,160	8,015	- 6855
Number of Window Locks and Screen Repaired or Replaced	1,164	766	398
Visible Mould, Mildew "Major" and "Minor"	758	1,261	- 503
Fire Safety			
Units with any Fire Safety Issue Identified	980	1375	- 395
Unit Condition			
Number of Units rated at between 7-9 on Clutter Scale (Major)	474	459	15
Number of Units rated with "Poor" Housekeeping/Unit Cleanliness	1590	1898	- 308
Number of Units rated with "Major" Level of Balcony Clutter	448	595	- 147
Water Penetration			
Number of Units with any Water Penetration Issue (Foundation, Roofing, Cladding, Window/Seal)	3,696	4,329	- 633

UNIT CONDITION & EXCESSIVE CLUTTER

"Hoarding" is defined as an excessive accumulation of personal and acquired belonging/items which are being stored within a dwelling in such quantities that make the areas unsafe and/or unusable for its intended purpose. The most recent publication of the Diagnostic and Statistical

Manual of Mental Disorders identifies hoarding as a separate and distinct mental health disorder.

Staff are provided tools (e.g. clutter image rating) to identify units with excessive clutter, mitigate further damage or deterioration to the unit, and offer social supports to maintain successful tenancies. In 2020, there were 474 units deemed to have excessive clutter. These at-risk units are automatically flagged for follow-up through the AUI system.

FOLLOW-UP ACTIVITIES

The goal of the program is to keep tenants housed in a clean and safe unit; early intervention is essential and enables better outcomes for tenants.

The Operations Division uses an integrated approach to provide follow-up activities that address the range of services that may be required to remediate unit condition or unit clutter issues:

- Regular in-home visits with tenants;
- Interdisciplinary staff teams coordinating service connections;
- Engaging external partners to access funding and resources;
- Pest control treatments where applicable;
- Referrals to the Tenancy Resolutions Office; and
- In a limited number of critical cases where staff are not able to secure consent or compliance, an application can be brought to the Landlord and Tenant Board.

EXTERNAL PARTNER SUPPORT

A critical feature of effective excessive clutter management is leveraging the support of sector partners and resources, as up to 85% of unit condition cases require coordination and collaboration with external resources to establish a sustainable resolution. Currently, TCHC actively collaborates with many external resources, which include the following:

- SPIDER Program;
- Extreme Clean Programs;
- Municipal Licencing and Standards;
- Toronto Fire Services;
- Toronto Public Health;

- Toronto Hoarding Support Network; and
- Broader health and social services networks.

NEXT STEPS

The 2021 AUIs commenced in May 2021 and will continue to focus on fire life safety and compliance risks. In addition, the regional teams are ensuring that air conditioning units that are installed outside balcony enclosures. The 2021 AUIs are expected to be completed by September 2021, ahead of the migration to the HoMES Track 2B in October 2021.

The 2022 AUIs will be fully integrated into the HoMES system and will be re-established as a year-round cyclical program. The workload related to inspections and follow-up will be distributed throughout the year, with service level standards associated to follow-up interventions. This cyclical approach will result in better quality inspections and, where issues are identified, allow for more focused interventions and monitoring by integrated teams. It may also improve access to resources available at the community level and through TCHC's partners (e.g. Extreme Clean and the Housing Stabilization Fund), as requests for assistance will be spread over the year.

IMPLICATIONS AND RISKS

The effective follow-up and management of excessive clutter mitigates safety and compliance risks. Failure to adequately manage these risks could result in fines from regulators and/or, in worst case scenarios, injury or death of a tenant or staff.

Timely and appropriate resources are required to maintain safe unit conditions and support successful tenancies. Delayed follow-up on deficiencies or failed service levels can impact tenants in neighbouring units, overall building conditions, and can inflate costs to remediate and maintain unit condition at acceptable levels.

SIGNATURE:

“John P. Angkaw”

John P. Angkaw
Acting Chief Operating Officer

STAFF CONTACT:

Richard Grotsch, Tenancy Resolutions Officer
416-981-4054
Richard.Grotsch@torontohousing.ca



Smoke-Free Policy Update

Item 6F

July 5, 2021

Tenant Services Committee

Report: TSC:2021-52

To: Tenant Services Committee (“TSC”)

From: Acting Chief Operating Officer

Date: July 5, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on the development of Toronto Community Housing’s (“TCHC”) Smoke-Free Policy.

RECOMMENDATION:

It is recommended that the TSC receive this report for information.

BACKGROUND:

In 2018, a cross-divisional working group was convened to develop the Smoke-Free policy. This occurred in parallel to feedback received from the 2018 tenant survey, which highlighted tenant support towards the implementation of a smoke-free initiative. Based on an initial report submitted to the TSC in November 2018, a plan was outlined that involved a phased implementation of the Smoke-Free Policy, starting with a pilot in rental relocation buildings. The policy direction and phased implementation was endorsed by Toronto Public Health (“TPH”) and they committed to provide support for tenant engagement and smoking cessation programs.

In 2019, the cross-divisional working group developed a draft Smoke-Free policy, which will apply to all tenants signing new leases, whether as a transfer or as a new tenant, or as part of relocation due to revitalization. The work was temporarily paused due to staffing changes and the organizational restructuring.

UPDATE:

In 2021, a new cross-divisional working group will be established to reassess the planning activities in Q4 2021. As part of this work, it will consider the smoke-free initiative that has been implemented by Ottawa Community Housing, which includes the transition that they have taken towards adopting smoke-free leases and properties. Any lessons learned will be considered the planning activities to be undertaken by the cross-divisional working group.

SIGNATURE:

“John P. Angkaw”

John P. Angkaw
Acting Chief Operating Officer

STAFF CONTACT

Richard Grotsch. Tenancy Resolutions Officer
416-981-4054
Richard.Grotsch@torontohousing.ca



Addressing Violence in Non-VRP Communities

Item 6G

July 5, 2021

Tenant Services Committee

Report: TSC:2021-53

To: Tenant Services Committee (“TSC”)

From: Acting Chief Operating Officer

Date: July 5, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an overview of how Toronto Community Housing (“TCHC”) addresses violence in non-Violence Reduction Program (“VRP”) communities.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

At the December 5, 2019 and May 4, 2021 meeting, the TSC requested information on TCHC’s approach to address violence in non-VRP communities from a tenancy management perspective, including how we are addressing violence in revitalization communities.

BACKGROUND:

Toronto Community Housing (“TCHC”) is committed to providing tenant-focused services through the delivery of initiatives aimed at enhancing safety and security across its communities.

In 2019, TCHC embarked on a restructuring that decentralized the delivery of services to bring them closer to tenants. In addition, tenant-focused services are in alignment with four pillars: Tenancy Management, Community Safety and Support, Cleaning, and Maintenance.

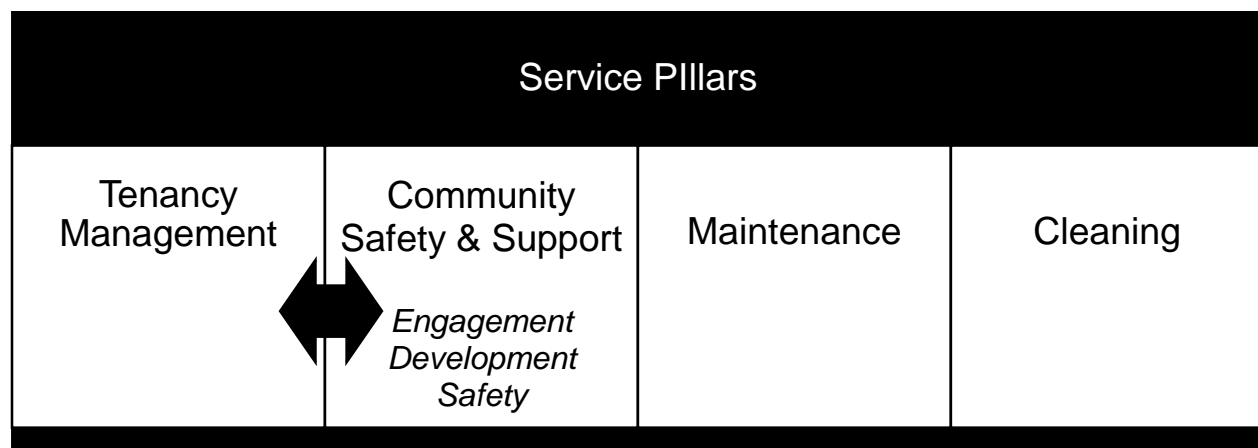
The new service model brings the services closer to tenants and allows for a better understanding of tenants living in the communities and their localized needs through the appropriate engagement and dialogue. It provides better insight into communities with a high prevalence of violence and by having a better understanding of the communities, it informs the delivery of solutions to address any violence in those communities.

ADDRESSING VIOLENCE THROUGH TENANCY MANAGEMENT

To address violence in TCHC communities, the Violence Reduction Program (“VRP”) was implemented in selected communities with a focus on improving safety and security tenants through community support and enhanced security presence. In non-VRP communities, an integrated approach has been adopted that leverages the Tenancy Management pillar.

The Tenancy Management pillar focuses on the delivery of tenancy management activities, including providing access and support to tenants. In addition, the Community Safety and Support pillar focuses on improving community safety and security across TCHC communities. It is through this symbiotic relationship that a coordinated and integrated response to violence in Non-VRP communities is possible. As incidents occur within the Tenancy Management pillar across communities, they inform actions taken within the Community Safety and Support pillar, and vice-versa.

Figure 1: TCHC Service Pillars



As part of the coordinated and integrated approach to violence, staff within the Tenancy Management pillar work in partnership with staff within the Community Safety and Support pillar to address violence in non-VRP communities.

In the Tenancy Management pillar, staff manage tenancies while applying the appropriate rules to govern tenancies through the terms of the TCHC residential lease, TCHC policies, City of Toronto Municipal Codes, and the *Residential Tenancies Act* (“RTA”).

In instances where a tenant is directly involved in violent or safety incidents in a non-VRP community, the incident is reviewed by the Tenancy Management staff to inform the development of a safety report, review whether the tenant is in violation of the terms of their tenancy, and to determine an appropriate course of action.

The tenant involved in the violent or safety incident will be verbally cautioned and advised that they are in breach of the terms of their tenancy. As well, the tenant is provided with the appropriate supports to maintain their tenancy, as required. If the tenant continues to be involved in violent or safety incidents, the tenant will be sent a formal caution letter. If the disturbances continue beyond the first caution letter, a second and final caution letter will be sent to the tenant. The Community Safety Unit is contacted with every disturbance throughout this process so that information is documented on the tenant’s file.

If disturbances continue, the Tenancy Management staff will request the Legal Department to prepare and mail a *Notice of Termination*. The tenant will still have an opportunity to maintain their tenancy by stopping the disturbances that are noted in the *Notice of Termination* and caution letters. If the disturbances cease, then the *Notice of Termination* cannot be forwarded to the Landlord and Tenant Board (“LTB”). If not, the LTB will schedule a hearing, at which point the tenant will have the opportunity to respond to the allegations. The Adjudicator will then make a decision to either terminate the tenancy, suggest mediation, or provide another decision.

It should be noted that applications submitted to the LTB is an additional mechanism used by TCHC to evoke a change in behaviour and promote compliance; it seeks mediated agreements and deploys processes to monitor behaviour change. Only in extreme cases where TCHC has exhausted all support mechanisms would TCHC pursue termination of the tenancy, which includes working with TCHC partners to establish a landing plan for the household. To provide additional support to the tenancy management staff, the Tenant Resolution Office (“TRO”) is available to provide specialized support to manage and maintain complex tenancies.

Lastly, TCHC has a suite of policies in place to address violence in non-VRP communities. As well, the Tenancy Management staff can leverage its partnerships with the TRO and community partners to provide tenants access to crisis supports for the following:

- Suicide;
- *Mental Health Act* Apprehension;
- Concerning tenant behaviour;
- Unit condition; and
- Unit take-over.

TCHC’s procedure for addressing violence in non-VRP communities, regardless of its location (e.g. revitalization community).

SIGNATURE:

“John P. Angkaw”

John P. Angkaw
Acting Chief Operating Officer

STAFF CONTACT:

John Kraljevic, General Manager, Central Region
416-981-4458
John.Kraljevic@torontohousing.ca



CSU 2020 Annual Report to the Toronto Police Services Board

Item 7

July 5, 2021

Tenant Services Committee

Report: TSC:2021-54

To: Tenant Services Committee (“TSC”)

From: Senior Director, Community Safety Unit

Date: June 23, 2021

PURPOSE:

The purpose of this report is to provide the TSC with information on the Community Safety Unit (“CSU”) 2020 Annual Report to be submitted to the Toronto Police Service (“TPS”) by March 1, 2021 for their submission to the Toronto Police Service’s Board.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

Since 2002, CSU has been producing this report annually within the directed content and format of the TPS Special Constable Liaison Unit.

This annual report is in compliance with the 2002 Memorandum of Understanding (“MOU”) between TCHC and TPS which states:

“TCHC shall provide to the Board an annual report with statistical information including but not limited to information regarding enforcement activities, training, supervision, complaints, and other issues of concern to

the parties and such further categories of information as may be requested by the Board from time to time.”

In 2019, due to a process gap, it was realized that the TCHC Board did not historically receive a copy of the report in advance of the TPS Board meetings. This was rectified starting with the 2019 report presented in 2020.

CSU will continue to share the TPS annual report with the TCHC Board for information. In addition, CSU will provide an independent annual CSU report to TSC that includes annual CSU activity that is not covered in the TPS annual report.

IMPLICATIONS AND RISKS:

By not providing this report information to the TSC in advance of the TPS Board meeting, it poses the risk of Directors being uninformed of CSU activity.

SIGNATURE:

“William Anderson”

William Anderson

Senior Director, Community Safety Unit

ATTACHMENT:

1. 2020 Annual Report to Toronto Police Services Board

STAFF CONTACT:

Mona Bottoni, CSU Manager, Planning and Business Support

416-981-5036

Mona.Bottoni@torontohousing.ca

TORONTO COMMUNITY HOUSING COMMUNITY SAFETY UNIT

**931 Yonge Street
Toronto Ontario M4W 2H2**

General (416) 921-2323



**2020 ANNUAL REPORT
to the
TORONTO POLICE SERVICES BOARD**

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EXECUTIVE SUMMARY

2020 SPECIAL CONSTABLE ANNUAL REPORT Toronto Community Housing Corporation

Toronto Community Housing's Special Constable Program was established in March 2000, and as of December 31, 2020, there were 164 sworn members within the Community Safety Unit (CSU).

The objectives of the program are to:

- strengthen relationships between the CSU and the Toronto Police Service (TPS)
- reduce the level of crime/antisocial behavior in Toronto Community Housing (TCHC) communities
- enhance law enforcement activities as required
- improve residents' feelings of safety and security
- ensure officers are able to spend more time in TCHC communities
- improve officer safety

Having TCHC Special Constables allows TCHC to move well-trained and qualified officers into situations that are particularly unique to TCHC 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 under the following statutes:

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

The Special Constable agreement between TCHC and the Toronto Police Services Board (TPSB) has created a strong partnership reaching back over many years. This relationship has supported communication and co-operation between our organizations to the benefit of all. As a result of the enhanced training, legal status, and access to information available to Special Constables, they have been able to support and assist TPS and TCHC residents in hundreds of investigations.

In 2020, TCHC's Special Constables completed 737 Criminal Investigations as authorized for TPS, of which 70.4% were related to property offences such as Mischief and Theft.

Last year, TCHC Special Constables conducted investigations for Theft, Mischief, Assaults, and other less serious violent matters. In instances involving major crimes, they have 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 have attended many calls 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, allowing incidents and problems to be resolved professionally in a safe and timely manner.

Our communities benefit when TCHC Special Constables are able to:

1. Process minor offences and release of prisoners at the scene without tying up TPS' resources and holding a person in custody for longer than required.
2. Act directly – to apprehend offenders and wanted persons and transport them to the local TPS Division for booking. In so doing, they interrupt illegal and antisocial behavior and help keep the peace in our neighborhoods.
3. Support the TPS not only with factual information, but also with detailed intelligence about criminal activity within TCHC communities.

We continue to value and strive to enhance our working partnership with the TPS and our joint Special Constable Memorandum of Understanding. In 2020, TCHC's Special Constable Program continued to promote safe, secure, and healthy communities.

Background

TCHC is legally organized as a corporation, owned completely by the City of Toronto and operated at arms-length from the City. It is governed by a Board of Directors made up of the Mayor (or designate), 4 City Councilors, and 9 other citizens, including 2 tenants (elected by fellow tenants) living in Toronto Community Housing.

TCHC provides homes for approximately 110,000 people. Our portfolio is made up of high-rise and low-rise apartment buildings, townhouses, rooming houses, and a variety of detached and semi-detached homes. TCHC's tenants reflect the demographics of Toronto and operates about 58,500 housing units; TCHC is the second largest housing provider in North America.

In 2020, the CSU employed 223 professionals who performed a variety of functions. These included: Special Constables, Special Constables in Training, Parking Enforcement Officers, Dispatchers, Community Safety Advisors, Managers and other support staff. As all of our communities are diverse and unique, each position was designed with different authorities and resources to help address those needs.

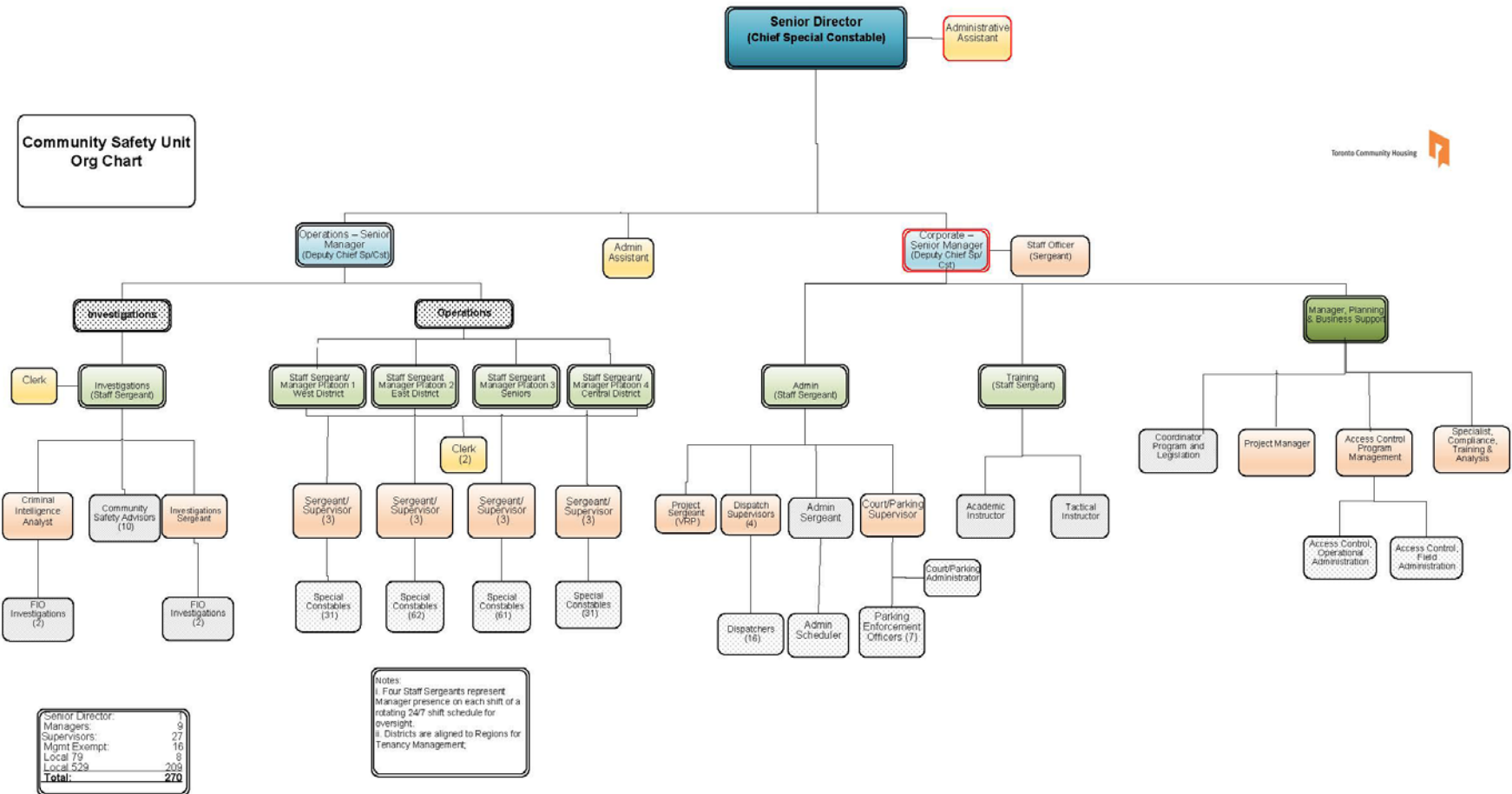
The Community Safety Unit's mandate and vision express our role in helping to accomplish the goals of Toronto Community Housing. The mandate of the CSU is to partner with communities, promote a safe environment for residents, and preserve the assets of Toronto Community Housing.

In 2002, Toronto Community Housing Board of Directors entered into an agreement with the Toronto Police Service Board to allow the creation of the TCHC CSU 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. This report provides an overview of our Special Constable program in 2020.

Supervision

As of December 31, 2020, the CSU had 8 Managers, and 17 Field Supervisors with Special Constable status who oversaw operations 24 hours a day, 365 days a year. The CSU had 138 Special Constables, 6 Provincial Offences Officers (Special Constables in Training), 5 Parking Enforcement Officers and 16 Dispatchers. They were all supported by a Senior Director, two Senior Managers, a Manager in Planning and Business Support, a Specialist in Compliance, Training and Investigations, 4 Dispatch Supervisors, a Parking Coordinator, a Court Administrator, a Criminal Intelligence Analyst, Field Intelligence Officers, Community Safety Advisors and a Coordinator of Systems and Procurement.

Officers were assigned in Toronto Community Housing communities throughout the City. Methods of operation included foot, bicycle and vehicular deployments. Duties included patrolling for visibility and deterrence, responding to radio calls, conducting investigations and enforcement, answering service requests, parking control, special attention checks, and providing back-up to other officers. Special Constables also participated in many community engagement events, activities and meetings throughout the City of Toronto.



Senior Director:	9
Managers:	27
Supervisors:	16
Mgmt Exempt:	8
Local 79:	209
Local 529:	
Total:	270

Notes:
 1. Four Staff Sergeants represent Manager presence on each shift of a rotating 24/7 shift schedule for oversight.
 2. Districts are aligned to Regions for Tenancy Management.

Updated July 6, 2020

Chart 1: CSU Organizational Chart

Appointments

Total Applications (January 1st - December 31st)	New Appointments (January 1st - December 31st)	Re-Appointments (January 1st - December 31st)	Total Special Constables (December 31st, 2020)
40	30	10	164

Departures

Number of Terminations	Number of Suspensions	Number of Resignations	Number of Retirements
3	2	15	1

Training -Mandatory

Course / Topic	Delivered By	Duration	Number trained
Annual Use of Force (refresher)	The Control Institute and CSU Training Staff Sergeant	3 days	50
Special Constable Training	The Control Institute and CSU Training Staff Sergeant	24 day	20
First Aid CPR	Workplace Medical Corp	1 day	54

Additional Training

Course / Topic	Delivered By	Duration	Number trained
Specialized Refresher Training	The Control Institute	2 days	39
Supervisor Leadership Training	The Control Institute	2 days	0

Equipment

In 2020, TCHC Special Constables had no changes to the authorized equipment as noted below.

Equipment Issued to Special Constables
<ul style="list-style-type: none"> • One badge with appropriate carrier and TCHC Special Constable photo ID card • Soft body armor with appropriate carriers • Duty Belt • Disposable bio-hazard gloves, CPR mask and belt pouch • One set of handcuffs with appropriate belt or Molle vest case • One 21 or 26” inch expandable baton with scabbard • One container of OC foam with belt case (with TPS approval we switched to OC stream) • One AAA battery flashlight with belt or Molle vest case • One clip on personal work light • One pair of cut-resistant Kevlar-lined leather gloves • One pair of winter gloves • Tourniquet and pouch • 2 doses Narcan and carrying pouch Memo book and cover • Key ring holder • One CSU Standard Operating Procedures (SOP) manual. • One radio with microphone and Earpiece with belt or Molle vest case • Duty Bag <ul style="list-style-type: none"> ▪ Personalized TCHC business cards ▪ Uniform – Navy blue shirts with dark navy cargo pants with royal blue braid ▪ PC style forage cap, royal blue band

Reporting Requirement

In 2020, TCHC Special Constables documented 75,408 incidents pertaining to requests for service, investigations of events and self-initiated patrols on or related to Toronto Community Housing properties.

Many of these calls were attended by both TCHC Special Constables and TPS Officers. These matters were reported by TPS Officers involved and were cross-referenced in the Toronto Community Housing daily activity report submitted to the Special Constable Liaison Office. The statistics below reflect enforcement and investigations that were initiated or conducted both independently by TCHC Special Constables and in concert with the TPS.

As per the Memorandum of Understanding between the Toronto Police Service Board and Toronto Community Housing Board of Directors, Special Constables making arrests on or in relation to TCHC properties advise the Officer-in-Charge of the Division that the arrest occurred in and follow their direction.

Crime and Order Management

Authority	Total Arrested and/or Charged	Charged and Released - Form 9/Part III POA /POT	Released Unconditional No Charges	Delivered in Custody to Toronto Police
Criminal Code	416	Form 10 : 85 Form 9: 30	14	287
Controlled Drugs and Substances Act	32	Form 10 : 4	4	24
Trespass to Property Act	477	POT TPA: 467 104 TPA: 4	6	0
Liquor Licence Act	112	POT LLA: 108 104 LLA: 1	3	0
Mental Health Act	35	n/a	0	35 delivered to care of physician
EMCPA	35	POT: 12	0	0

** As provided in the Special Constable Appointment*

Incident Reporting:**Serious Violent Incidents:**

Unit Specific Heading	Total
Aggravated Assault	6
Armed Robbery	16
Assault Peace Officer	31
Assault Police Officer	5
Assault with Weapon or Bodily Harm	141
Attempted Homicide	20
Discharge Firearm (Danger Life)	81
Discharge Firearm (Wound, Maim)	7
Homicide	10
Manslaughter	1
Other Weapon Related Offences	13
Robbery	71
Sexual Assault	29
Unlawfully Cause Bodily Harm	1
Grand Total	416

Offences Against Justice:

Unit Specific Heading	Total
Breach of Probation (Provincial)	3
Emergency Management & Civil Protection Act	49
Carrying Concealed Weapon	2
Fail to Comply - Recognizance	118
Fail to Comply - Probation	46
Obstruct (Peace, Police) Officer	1
Possession Weapons Dangerous	26
Public Mischief	5
Grand Total	296

Miscellaneous Criminal Offences:

Unit Specific Heading	Total
Cruelty to Animals	7
Fraudulent Use of Credit Card	1
Other Criminal Code Offences	18
Other Federal Statutes	1
Possession Under - Property Obtained by Crime	1
Grand Total	28

Crisis Support:

Unit Specific Heading	Total
Child Neglect	7
Mental Health Act	237
Missing Person	74
Sudden Death - Suicide	7
Suicide - Attempt	9
First Aid- Naloxone Used	9
Grand Total	343

Opioid-related deaths have been on the rise in the City of Toronto. Naloxone is a life-saving medication which can be used to temporarily counteract an opioid overdose and prevent an overdose death, providing life-saving assistance while waiting for medical personnel to attend. In 2020, the use of Narcan® brand (Naloxone) nasal spray was introduced in the CSU with TPS approval. Training of designated CSU employees began in May 2020, with Naloxone spray kits being deployed as of June 2020. Each Naloxone nasal spray kit contains 2 doses of Naloxone nasal spray (4mg/0.1ml). It was administered a total of nine times from June to December.

Warrant Execution:

Unit Specific Heading	Total
Warrant- Executed Arrest	188
Warrant- Executed Search	78
Grand Total	266

Disputes:

Unit Specific Heading	Total
Dispute - Domestic	325
Dispute - Landlord/Tenant	244
Dispute - Neighbour	9406
Dispute - Other	246
Disputes Total	10221

Antisocial Behaviour:

Unit Specific Heading	Total
Assault	325
Attempt Break & Enter - Office	2
Attempt Break & Enter - Other	3
Attempt Break & Enter - Residence	25
Attempt Theft	7
Attempt Theft (Bicycle or Tricycle)	4
Attempt Theft From Vehicle	10
Attempt Theft of Motor Vehicle	3
Break & Enter - Office	6
Break & Enter - Other	29
Break & Enter - Residence	54
Cause Disturbance or Loitering	8461
Criminal Harassment	13
Drug Offence - Other	8
Drug Offence - Possession	9
Drug Offence - Possession for the Purpose of Trafficking	7
Drug Offence - Trafficking	4
Indecent Exposure (or Act)	3
Liquor Licence Act	226
Loitering - Physical Distancing	30
Mischief	580
Mischief - Graffiti	62
Other Provincial Statutes	39
Theft From Vehicle Over	3
Theft From Vehicle Under	76
Theft of Auto Over \$ 5000	21
Theft of Auto Under \$ 5000	9
Theft of Licence Plate (Single)	8
Theft of Licence Plates (Set)	18

Theft of Tricycle/Scooter	5
Theft Over	6
Theft Over (Bicycle)	1
Theft Under	305
Theft Under (Bicycle)	44
Threatening	102
TPA - Prohibited Activity Illegal Dumping	45
Trespass Release -- 3rd Party	4
Trespass Release -- CSU	37
Trespass to Property Act	1998
Unlawfully In Dwelling	33
Grand Total	12625

Incidents Affecting Quality of Life:

Unit Specific Heading	Total
Arson	22
FACODE31 - Alarm System Equipment Malfunction	194
FACODE32 - Alarm System Equipment - Accidental Activation (excluding Code 35)	119
FACODE33 - Human - Malicious Intent/Prank	254
FACODE34 - Human - Perceived Emergency	78
FACODE35 - Human - Accidental (alarm accidentally activated by person)	241
FACODE39 - Other False Fire Alarm	1633
FACODE40 – Call to Fire (No Alarm)	108
FACODEFE - Fire	339
Fire/Fire alarm Total	2988
Dog By - laws	52
Dog Owner's Liability Act	53
DOLA Total	105
Grand Total	3093

Other Calls for Service:

Unit Specific Heading	Total
Ambulance Call	892
Assist Other - Access	427
Assist Other - Eviction	25
Assist Other - General	469

Assist Other - Information	780
Assist Resident - Check Welfare	3253
Assist Resident - Information	2218
Assist Resident - Other	1675
Assist Resident- Access	186
Assist Security - Back-up	817
Assist Security - Detail	29
Attempt Fraud	1
Call Cancelled	477
CCTV (FOI, Legal, OU, TPS)	966
Defective Equipment - Access	203
Defective Equipment - CCTV	42
Defective Equipment - Elevator	327
Defective Equipment - Fire & Life Safety	394
Defective Equipment - Other	181
Found Property	24
Hazardous Condition	988
Information Only	967
Insecure Premises - Dwelling	55
Insecure Premises - Other	41
Insecure Premises - TCHC	461
Intrusion Alarm - Accidental	52
Intrusion Alarm - Defective	19
Law Enforcement - Information	1354
LWV Escort - 3rd Party	9
LWV Escort - CSU	39
Mediated Agreement Breach	2
Personal Injury - Other	3
Personal Injury - TCHC Officer	1
Personal Injury - Tenant	24
Recovered Auto	12
Sudden Death - Accidental	7
Sudden Death - Natural Causes	89
Sudden Death - Undetermined	134
Vehicle Accident	81
Grand Total	17724

Community Patrols:

Group	Unit Specific Heading	Total
Patrol	Bike Patrol - Self Initiated	1
	Patrol - Focused	22172
	Patrol - Joint CSU and TPS	404
	Patrol - Officer Initiated	907
Patrol Total		23484
Special Attention	Special Attention - Other	1687
	Special Attention - Vacant Unit	43
Special Attention Total		1730
Grand Total		25214

Parking Enforcement

Unit Specific Heading	Total
Parking Information	1086
Parking Violation	3764
Parking Violation - Towing	45
Special Attention - Parking	107
Parking Total	5002

Law Enforcement Meetings

Unit Specific Heading	Total
Meeting - Corporate	35
Meeting - CPLC	6
Meeting - Crime Management	39
Meeting - Law Enforcement	125
Meeting - Tenant Management	40
Grand Total	245

Property

All property seized by TCHC Special Constables were held in accordance with TPS policies and procedures.

Any seized property required for cases under investigation by the Toronto Police Service were immediately forwarded to TPS for storage and/or evidence.

All other seizures (drugs, cash, weapons and found property) were surrendered directly to the TPS at the time of the initial investigation, including completion of the applicable reports, TPS property processing procedures, and in compliance with our Special Constable MOU.

Complaints

As required by the agreement between Toronto Community Housing Board of Directors and the Toronto Police Services Board, TCHC has established a complaint investigation procedure for Special Constables which corresponds with the procedure used by the TPS. TCHC provides a quarterly report of all complaints and their investigations to the Toronto Police Services Board. Any findings of misconduct are reported forthwith.

There were 18 complaints submitted to the Community Safety Unit in 2020. Of those, 2 Special Constable Complaints were investigated by PRS as external complaints containing non-criminal allegations. Both complaints were resolved and the Special Constables were recommended use of force refresher training, to which they received. As well, there were 5 other complaints received against other officers; however, they did not meet the criteria to be categorized as formal complaints as articulated in the MOU. They were deemed internal matters and were investigated by the Investigative Sergeant and TCHC's Human Resources Department. Finally, there were 11 other informal complaints that were received and resolved at the local level by the Investigative Sergeant. All complaints received in 2020 have been resolved; there are no outstanding incidents for review.

The 2019 Ombudsman's Report¹ relevant to Special Constable complaint investigations was adopted and the Public Complaints Investigator position was created for CSU complaints, this position will be under the Legal Division which is a separate unit from CSU. The hiring and implementation was initiated in Q4 2020.

Total Number of Complaints	Investigated by CSU	Investigated by Toronto Police	Number Resolved	Number Outstanding
18	16	2	18	0

Use of Force

In 2020, 18 Use of Force reports were completed by TCHC Special Constables. There were 3 instances Officers used soft empty hand techniques and 10 hard empty hand techniques to apply handcuffs to efficiently execute arrests. There was 1 instance where Officers used their baton and 5 incidents where

¹ <https://www.ombudsmantoronto.ca/getattachment/288fb5f5-6fe3-464f-b20f-729875470f8f/July-9-2019-Ombudsman-Toronto-Enquiry-Report.pdf.aspx?lang=en-US&ext=.pdf>

OC Foam was deployed to prevent assaultive behavior. There were 0 incidents resulting in injuries to officers requiring attendance to hospital for treatment.

Category of Offence	Use of Force: Baton	Use of Force: OC Foam	Use of Force: Hand (soft/hard)
Assault			1 soft
Assault With Weapon or Bodily Harm			3 hard
Warrant-Executed Arrest			
Other Criminal Code Offences		2	1 soft 1 hard
Assault Peace Officer		2	1 soft 2 hard
Fail to Comply - Probation		1	
Trespass Release			3 hard
Liquor License Act			1 hard
Drug Offence-Possession	1		

Governance

TCHC's Special Constable Program is guided by the CSU's mandate and code of ethics in addition to existing Standard Operating Procedures and TCHC's Code of Conduct. TCHC Special Constables are fully conversant with the laws and regulations governing enforcement authorities pertaining to their designation.

TCHC - CSU employs a team of supervisors and managers who also hold the status of Special Constable and are responsible for the appearance, conduct, discipline and performance of all officers. All Special Constables understand the contract agreement between Toronto Community Housing Board of Directors and Toronto Police Service Board as well as the expectations concerning their conduct and/or job performance.

TPS 2020 Annual Report - Highlights

Special Constable Designations

On December 18, 2018, the Toronto Police Services Board approved TCHC's application to increase its allowable complement of Special Constables from 160 to 300 designations.

In 2020, the CSU continued with its recruitment strategy and hired 36 new frontline officers and 3 Staff Sergeants aimed at improving consistency and collaboration between TCHC and TPS to ultimately benefit the tenants and communities we both serve.

Violence Reduction Program

TCHC's Community Safety Unit joined the collective efforts of all three levels of government, community partners and law enforcement agencies to reduce gun violence in the city of Toronto.

To support TCHC's Violence Reduction Program (VRP), the CSU adapted a new deployment model dividing officers into four, 12 hour platoons with various groups dedicated to 10 priority communities.

Throughout the year, the program utilized dedicated Special Constables working within a community based policing framework to ensure a holistic approach in resolving community safety concerns. Our Special Constables balanced engagement, education, enforcement and collaboration in their daily duties with an overall goal of reducing anti-social behavior and acts of violence on TCHC properties.

The program aimed to engage tenants in preventive, community safety audit walks, and increase enforcement in response to crime, violence, trespassing, vandalism and anti-social behaviour in the communities. In addition, it aimed to gain tighter access controls, build relationships with tenants, and allow for regular community safety meetings involving TCHC, TPS, City of Toronto, and community partners.

In 2020, dedicated VRP Special Constables responded to 17844 calls for service, conducted 14773 patrols and special attentions, and attended 247 crime management meetings.

Site	Calls for Service	Self-Initiated Patrols	Crime Management Meetings
Regent Park	916	1434	45
220 Oak St	1644	584	22
Bleecker St	2285	1561	17
Wellesley St E	2446	1041	8
Moss Park/ 155 Sherbourne St	4066	2737	46
2195 Jane St	1093	509	16
Edgeley/Shoreham Ct	373	862	10
Falstaff Ave	689	866	25
Victoria Park/Chester Le Blvd	247	487	11
Morningside Apartments	1755	1752	23
West Hill Apartments	1192	1387	6
Lawrence Heights	1138	1553	18
Grand Total	17844	14773	247

Phase 1 of the VRP program was implemented in 2019 and included 20, 30, 40 Falstaff Avenue and 2195 Jane St, 275, 325, 375 Bleecker Street and 200 Wellesley Street, 4175 and 4205 Lawrence Avenue East, Chester Le and 2739 and 2743 Victoria Park. Phase 1 was supported by 24 dedicated Special Constables.

Phase 2 of the VRP program was implemented in 2020, to the communities of Lawrence Heights, Edgeley Village and Shoreham Court, Regent Park and 220 Oak Street, 275, 285 and 295 Shuter Street (Moss Park) and 155 Sherbourne Street. Phase 2 was supported by additional 24 dedicated Special Constables.

The deployment of Special Constables to the identified VRP communities is scheduled to be completed by June 2021. It is anticipated to include two additional communities supported by 8 dedicated Special Constables for a grand total of 60 Special Constables.

Emergency Management and Civil Protection Act

In April of 2020, CSU was granted authority to enforce the EMCPA – on and in relation to TCHC property.

Enforcement by the CSU Special Constables included educational messaging, specific warnings, and ultimately the issuance of a ticket or a summons under the POA.

In 2020, Special Constables responded to 49 calls related to EMCPA violations and 30 incidents of loitering and violation of social distancing guidelines.

CSU/TPS Joint Patrols

Between January 1, 2020 and December 31, 2020, TCHC Special Constables and TPS participated in 426 joint patrols and walk-throughs in our communities. This initiative focused on deterring anti-social behaviour on Toronto Community Housing properties.

**404 reported as the primary event type, 22 as secondary event type.*

Resident and Community Engagement

Due to COVID-19, restricted gatherings and lockdowns, many of CSU's regularly scheduled Community events and meetings were limited. However despite these challenges, in 2020, the CSU was still able to organize and put forward 299 resident, community engagement activities. These events included Community Safety meetings, Charity giveaway events, Community engagements, Safety walks, BBQ's, food banks, presentations, senior's hot meals, Halloween events, community clean ups and Back to School events.

Confronting Anti-Black Racism

The Confronting Anti-Black Racism (CABR) Strategy Team at TCHC was established in September 2020 in response to the acknowledgement that as an organization TCHC has failed to address the realities of anti-Black racism and to respond to the realities of anti-Black racism in its communities and organization. Since September 2020, the team has consulted with over 600 employees and tenants at TCHC who have shared their experiences and insights.

The strategy contains specific references to opportunities for the CSU to contribute to proactively tackling anti-Black racism and dismantling policies, systems and procedures that reinforce it.

In 2020, CSU staff participated in CABR specific training and CABR strategy consultation sessions.

The CSU plays a critical role in ensuring the safety of TCHC communities and our tenants. We recognize in the strategy that the blurred lines between TPS and CSU provide an entryway for the relationship between the police, Black tenants and CSU to overlap. The recommendations in the strategy provide opportunities for CSU to strengthen its relationships with Black tenants.

Vehicles

In 2020, The CSU obtained 15 new Hybrid Ford SUVs to replace our aging and high mileage fleet vehicles. These new “green” vehicles assisted officers in attending calls in a timely fashion and allowed the CSU to retire vehicles that had been in the fleet since 2010, all overdue for replacement.

The CSU also added a 10 Passenger transit van to move staff and equipment across the city, in addition to a Dodge Ram pick-up and trailer that can be stocked with supplies and rapidly deployed to support TCHC communities and tenants following critical incidents.

Training Bureau

In 2020, CSU internalized Special Constable training from a contracted model. TCHC CSU staffed the training unit with experienced topical professionals. This was done in accordance with the existing MOU and all training initiatives are approved by TPS on behalf of the Toronto Police Services Board.

This allowed new efficiencies to be created, along with increased training opportunities.

Conclusion

This report is in compliance with TCHC’s Special Constable Memorandum of Understanding with TPS. The Annual Report provides the Toronto Police Services Board 2020 statistical information including but not limited to information regarding enforcement activities, training, supervision, complaints and other issues of concern to both parties.