



Community Standards- Update

Item 3
June 17, 2010
**Tenant and Community Services
Committee**

To: Tenant and Community
Services Committee

Report: TCSC:2010-01

From: Chief Executive Officer

Date: June 10, 2010

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PURPOSE:

To provide the Board of Directors through the Tenant and Community Services Committee with an update on Community Standards pilots, as well as the schedule for the portfolio-wide implementation of Community Standards

RECOMMENDATION:

It is recommended that the Tenant and Community Services Committee receive this report and forward to the Board of Directors for information.

REASONS FOR RECOMMENDATION:

In 2009, Toronto Community Housing developed Community Standards – guidelines and expectations for staff, tenants and community partners on acceptable standards of community behaviour. The Community Standards were developed through an extensive consultation process with tenants, staff and community stakeholders and were approved by Toronto Community Housing's Board of Directors in August, 2009. To be implemented from 2009 onwards in all communities, Community Standards are intended to address tenant concerns regarding negative behaviours of other residents and enhance community perceptions of safety and community liveability.

This report:

- locates the implementation of Community Standards as an organizational change initiative;
- provides an update on the development of the infrastructure necessary for the successful launch of Community Standards pilots;
- provides timelines for pilot implementation; and
- provides plans for a 2010/2011 roll out of Community Standards across the entire portfolio.

Implementation of Community Standards as an Organizational Change Initiative

The implementation of Community Standards represents organizational change of a significant nature; involving change in attitudes and behaviours of tenants, employees, contractors and community partners.

Successful introduction of the Community Standards requires a significant buy-in by all stakeholders – including tenants, senior management, managers, front-line employees in the field and at corporate offices. Expectations of all staff must be clear, and both tenants and staff must hold each other accountable. While senior management leadership is critical, implementation of the standards must be owned by all employees, and Toronto Community Housing must provide the resources to help people succeed.

Conditions for Success

Plans for effective implementation of Community Standards must be reviewed to ensure that the process includes:

- strong change champion(s) and effective senior management sponsorship;
- good project management of the change initiative;
- an integrated approach which avoids silos and considers the impact across the organization;
- connection to other initiatives in the organization with Successful Tenancies and Community Safety as a focus;
- clearly defined organizational objectives and rationale;
- proper preparation of leaders and key stakeholders (front line employees, tenants);
- consistent attention of change teams;
- clear demonstration of the organization 'Walking the Talk';
- effective, regular communication; and
- Toronto Community Housing-appropriate methodology (champions, committees, Community Standards Ambassadors, protocols).

These ingredients will be built into the Community Standards implementation process by:

- continuing the Community Standards Advisory Committee to oversee the introduction of the standards and the start of the pilots;
- developing a communications strategy and appropriate communications materials for the pilot communities and for the implementation of the Community Standards;

- forming a Community Standards Committee to receive reports on the resolution of complaints; and
- working with staff to ensure that EasyTrac is able to adequately track and report on Community Standards complaints.

Implementing Community Standards at Toronto Community Housing

The following points were identified by tenants and staff as key ingredients for the Community Standards' success:

- Enforcement
- Clear protocols
- Clear roles and responsibilities
- Staff accountability
- Orientation and training
- Communication
- Better relationships between staff and tenants
- Local resolution, timely resolution

The goal of the implementation process is therefore:

to ensure that Community Standards are embraced by tenants and staff as effective, accessible standards that are consistently enforced in a timely manner by Toronto Community Housing, resulting in reduced anti-social behaviour and an improvement in the conduct of tenants, contractors, employees and community partners.

The objectives of the implementation process are to:

- **Communicate Standards effectively** to tenants, employees, community partners and those who provide services;
- **Ensure that clear protocols and procedures are provided** for staff and for tenants;
- **Clarify roles and responsibilities** of various stakeholders;
- Ensure that **complaint and support systems are transparent, accessible, timely and effective;**
- **Provide adequate orientation to the Standards** for tenants, staff, contractors and community partners;
- **Provide adequate training, supervision and management** to support staff in applying and upholding the Community Standards;
- **Enforce the Standards;**
- **Demonstrate that Toronto Community Housing is accountable** for the effective implementation of the Community Standards; and

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- **Create a documentation and evaluation process** which documents and measures the effectiveness of the Community Standards.

Implementation will occur in 4 phases:

PHASE	ACTIVITY	TIME LINES
PHASE 1: Preparation for Pilots	Development of infrastructure and coordination with other Toronto Community Housing initiatives	Q3, 2009 – Q2, 2010
PHASE 2 Pilots	Launch of pilots in 3 communities	Q3, 2010
PHASE 3 - Evaluation of Pilots	Evaluation of pilots and recommendations re: changes before full implementation	Q3 – Q4, 2010
PHASE 4: Full Implementation	Implementation of Community Standards across the entire organization	Q4 , 2010 – Q1, 2011

Community Standards Pilots - Implementation

The identified next steps in implementation of the Board approved Community Standards were pilots in three communities. It was initially projected in the August, 2009 Community Standards report that pilots would be held from October to December, 2009.

The pilots would be launched in order to assess requirements for successful implementation of Community Standards across Toronto Community Housing communities and would include:

- training and skill building opportunities for staff and tenants;
- specific actions, initiatives, networks and linkages throughout the organization and with community partners to support the successful implementation of the Standards; and
- additional supports from within the organization.

Staff anticipated holding the pilots in Fall, 2009, however, pilot implementation turned out to be more complex than originally planned. In Fall, 2009, staff identified that a significant amount of groundwork would have to precede the actual implementation.

These tasks were identified (see *Appendix I*) and work began on the preparation of supportive documents at the end of 2009.

Parallel to this, staff felt that Community Standards pilots should not occur in isolation, but should be integrated into several other initiatives currently underway – the Community Safety Pilots, Toronto Community Housing's Building Strategy and the creation of integrated teams which evolved between November, 2009 and March, 2010.

Despite the delays, work on the pilots has continued, with implementation on track for July – September, 2010.

Community Standards Implementation – Progress to Date

Appendix I outlines the tasks involved in implementing Community Standards. The phased introduction of the program will provide an opportunity for pilots in three communities. While several key initiatives (e.g. development of the communication strategy, orientation, training, protocols, manuals, ambassadors, evaluation and documentation processes) will take place in Phase I, their initial implementation in three locations will allow for identification of gaps and omissions and an evaluation of the pilots, before full implementation in 2011.

Initial work has focused on the development of two major tools that will be the foundation of the implementation process – a tenant handbook and an operational manual for staff. Staff who attended a 2009 Community Safety Conference in the United Kingdom were exposed to the extensive infrastructure which exists in England for addressing anti-social behaviour. While legislation is very different, there are many parallels in the problems which exist. Toronto Community Housing staff have liaised with colleagues in the United Kingdom, and, rather than re-invent the wheel, have benefited from sharing many of their tools as templates which are being modified to create a relevant infrastructure for a Toronto Community Housing system. As an example, Toronto Community Housing has made relevant modifications to, and implemented, a United Kingdom template for documentation of complaints

The tenant handbook is almost complete, and provides a clear language introduction to Community Standards and their implementation, expectations of tenants and Toronto Community Housing's commitments to tenants, as well as the process for making complaints.

The operational manual for staff is more complex – a preliminary outline has been drafted and is being reviewed by various stakeholders in Toronto Community Housing (Legal, Community Safety, Community Health, Community Health Unit). A draft table of contents is attached in (see *Appendix II*).

Appendix I COMMUNITY STANDARDS IMPLEMENTATION - TASK IDENTIFICATION

OBJECTIVES	RELATED ACTIVITIES
Communicate Standards Effectively	Development of communication plan; Development of appropriate communication (written, video, brochures, web) Q and A Tips on how to be a good neighbour Implementation of plan, with sessions for various stakeholders Organization of sessions to promote standards Establishment of website section Monitoring Communication with key partners – HSI, Contractors, partners, etc. Development of case studies (what to do if) CS campaign developed Launch of CS campaign Senior management endorsement of the standards Clear communication of expectations, consequences identified
Clear protocols and procedures	Review of standards Creation of key stakeholder group to fine-tune protocols Development of manual outlining protocols TIP sheets, documenting ‘What to do If?’ Work with Legal to develop contract between landlord and tenant Working with key stakeholders (internal) to ensure that protocols effective Expectations of senior managers and staff clearly outlined
Clarify roles and responsibilities	Development of clear parameters of the role of all stakeholders Documentation of these roles Communication of these roles to all managers, key stakeholders Role of senior management as ambassadors clarified
Systems – accessible, timely, effective (Complaint and support systems)	Joining the dots – preparing for the implementation of the complaint system Connecting with relevant stakeholders to ensure that roles are clear

	<p>Workshops on processing complaints with key stakeholder groups</p> <p>System for ensuring timely responses created</p> <p>System checked for accessibility, consistency of responses, etc.</p> <p>Creation of CS ambassadors – at staff and community levels</p> <p>Development of Terms of Reference for CS ambassadors</p>
Orientation for employees, tenants, etc	<p>Orientation sessions developed</p> <p>Orientation sessions planned</p> <p>Organization of orientation sessions for all key stakeholders</p>
Training, supervision, management for staff	<p>Training program on implementation developed for senior management, managers</p> <p>Session developed for front line employees</p> <p>Session developed for key staff who will process complaints</p> <p>Training of Community Standards ambassadors -</p>
Enforcement of standards	<p>Creation of committee of 'owners' of key enforcement processes to review process</p> <p>Identification of point persons for enforcement</p> <p>Training of these stakeholders</p> <p>Focus on timeliness of responses</p> <p>Role of CS ambassadors in enforcement</p>
TCHC Accountability	<p>Creation of Community Standards Committee</p> <p>Development of Terms of Reference</p> <p>Coordination of meetings</p> <p>Support for CS committee (preparation of statistical data, Implementation of recommendations etc</p> <p>Development of CS committee reports</p> <p>On-going training and support of CS Ambassadors</p>
Documentation and Evaluation process	<p>Creation of evaluation framework for Standards</p> <p>Identification of the documentation required for evaluation</p> <p>Liaise with IT to create documentation process for complaints</p> <p>Monitoring of complaints</p> <p>Compilation of data; Analysis of data; Evaluation</p>

APPENDIX II – Table of Contents – Operational Procedures

INTRODUCTION

Defining antisocial behaviour

ROLES AND RESPONSIBILITIES	
HARRASSMENT OR ANTISOCIAL BEHAVIOUR	
RECORDING DATA	
ANONYMOUS REPORTS.....	

STAGE ONE: RECEIVING THE REPORT

RECEIVING THE REPORT	
ASB HOTLINE.....	
OUT OF HOURS ASB RESPONSE TEAM	
STAFF WORKING ON ESTATES.....	

STAGE 2: INITIAL ACTIONS

INITIAL ASSESSMENT	
INTERPRETATION AND TRANSLATION REQUIREMENTS	
VULNERABLE TENANTS	
UPDATING THE HOUSING MANAGEMENT DATABASE	
REFERRAL TO TENANCY MANAGEMENT	
INSUFFICIENT INFORMATION	
OPENING A CASEFILE.....	
ACKNOWLEDGING THE REPORT	

STAGE 3: INTERVIEWING THE REPORTER

THREATS OF VIOLENCE AND INITIAL RISK ASSESSMENT	
COMPLETING THE INTERVIEW	
WHO TO BELIEVE.....	
COUNTER ALLEGATIONS	
GAINING CONSENT FROM THE REPORTER	
COMPLETING THE ACTION PLAN	
ACTION THE ASB OFFICER WILL TAKE	
ACTION THE REPORTER CAN TAKE	
RECORD KEEPING	

STAGE 4: INTERVIEWING THE ALLEGED PERPETRATOR

ENSURING ATTENDANCE OF THE ALLEGED PERPETRATOR.....	
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CHECKING THE TENANCY STATUS
PRIOR TO THE INTERVIEW
AT THE INTERVIEW
FAILURE OF THE ALLEGED PERPETRATOR TO ATTEND AN INTERVIEW

STAGE 5: INVESTIGATING THE CASE

GATHERING EVIDENCE
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STAGE 6: APPROPRIATE ACTION

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LEGAL ACTION TO RESOLVE THE CASE SHOULD ONLY BE CONSIDERED WHEN
CASE CONFERENCE

STAGE 7: TAKING LEGAL ACTION.....

TAKING LEGAL ACTION
CHOOSING THE MOST APPROPRIATE ACTION
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SOCIAL SERVICES / HOUSING AID CENTRE REFERRAL PROFORMA.....

STAGE 8: CLOSING A CASE

CLOSING A CASE
SOME EXAMPLES:
RE-OPENING A CASE

STAGE 9: MONITORING THE CASE AND UPDATING THE REPORTER

CALL -OVER
UPDATING THE REPORTER
AREA DIRECTOR RESPONSIBILITIES **ERROR! BOOKMARK NOT**

DEFINED. APPENDICES

RELATED DOCUMENTS & FORMS