



Violence Reduction Program Update – Q4 2021

Item 2D

March 29, 2022

Tenant Services Committee

Report: TSC:2022-10

To: Tenant Services Committee (“TSC”)

From: Acting Senior Director, Community Safety Unit

Date: March 2, 2022

PURPOSE:

This report provides an update on the progress and performance of the Violence Reduction Program for Q4 2021.

RECOMMENDATIONS:

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

CSAC:

This report was received by the Community Safety Advisory Sub-Committee (“CSAC”) on March 24, 2022.

REASONS FOR RECOMMENDATIONS:

At its meeting on June 27, 2019, Toronto Community Housing's Board of Directors directed staff to operationalize the Violence Reduction Program (“VRP”). This report provides an update on activities and performance.

BACKGROUND

The VRP is focused on improving safety and security for tenants. It is a response to the disproportionate frequency of violence on Toronto

Community Housing ("TCHC") property, which is rooted in the levels of poverty, addiction, mental health needs and street-involvement present in the TCHC tenant population.

Due to the complex nature of Dan Harrison and the ten identified high needs communities, the VRP includes enhanced enforcement activity through dedicated, on-site Community Safety Unit ("CSU") presence, collaboration with Toronto Police Service ("TPS"), as well as economic development and community and social supports in collaboration with the City of Toronto.

Implementation Status

1. CSC Staffing Update

The additional staffing attained through the Summer Safety Enhancement Plan had its contract end on December 31, 2021. Additionally, some staff of the CSC staff transitioned to new roles within the organization. Despite these transitions, the team continued to support tenants this quarter and ensured they supported initiatives during the holiday season.

2. CSU Staffing Update

The initial plan was for CSU to have a total of 60 VRP Special Constables deployed across the ten high-needs communities with a mandate for community engagement, intelligence gathering, and disruption of illegal and anti-social behaviour.

The deployment of Special Constables in VRP Communities was a phased approach. However, at the December 2020 TCHC Board Meeting, a decision was made to suspend all VRP FTE hiring in CSU. At the March 24, 2021 meeting, it was further decided that this Advisory Committee will be reviewing the VRP program.

In the meantime, with phase three hiring suspended and to maintain some degree of coverage at VRP sites, CSU is utilizing third-party security guards to fill the current staffing gaps and balance coverage at those sites.

As of December 31, 2021, the total CSU Special Constable vacancies in VRP is 20 Special Constables, 12 of which are on hold as part of the phase three suspension. Due to G4S Security Guards' inability to travel between communities will take a greater number of G4S Security guards to provide coverage instead of the CSU vacant Special Constables positions. In addition, there will be less proactive work taking place on sites where there are VRP special constable vacancies.

Full-Time CSU Staff Supporting Revitalization Communities Within VRP

Regent Park

The Regent Park Community is supported by 8 dedicated (full-time) CSU-VRP Officers assigned to 4 teams of 2 officers, working rotating 12 hour shifts and embedded within the community 24 hours per day, 7 days per week.

Lawrence Heights

The Lawrence Heights Community is supported by 4 dedicated (full-time) CSU-VRP Officers assigned to 2 teams of 2 officers, working rotating 12-hour shifts and being embedded within the community during peak activity hours, 7 days per week.

3. CSC Regional Updates

East Region: In the East region, VRP staff continue to work internally alongside engagement Community Service Coordinators (CSC), Community Safety Advisor (CSA) and the Community Safety Unit (CSU) Special Constables. Additionally, our team continues to work closely with City of Toronto staff, specifically the Community Crisis Response Unit, in addition to building relationships with Toronto Police Service Neighbourhood Community Officers (TPS NCO's). Program Highlights included:

Community Safety Initiatives:

On November 4, 2021, VRP staff worked closely with Community Service Coordinators of Engagement, Community Service Advisors (CSA's), Toronto Police Service, CSU, community partners and resident leaders to host an outdoor Fall celebration/community safety event for residents of Flemington Park. The event was well attended, with over 100 residents present. Building on the success of the Fall event, VRP staff continue to engage residents in community safety initiatives to improve residents' overall perception of safety and well-being.

In response to the fatal shooting incident at Lawrence Orton on November 16, 2021, VRP staff have worked closely with CSA's to support residents impacted by the tragic incident. On Saturday, November 20, VRP staff organized a community incident debrief. A large group of tenants came out to voice their concerns about the escalation of violent incidents. The team worked closely to mobilize many community partners, including TPS NCO's, CSU, CSA, VRP, youth volunteers and resident leaders, as well as an appearance by the Honorable MPP Mitzie Hunter.

Youth Engagement Initiatives:

On Tuesday, December 21, The North-East VRP team hosted a virtual youth conference open to youth residents from the Sparroway, Willowdale, Shaughnessy and Chester Le communities. This workshop series was created to provide youth with the opportunity to connect with community leaders and hear directly from individuals that have been impacted by community violence. The event was a huge success, and feedback included numerous positive comments from attendees.

Engaging youth in capacity-building activities is a focal point of VRP engagement. This quarter, staff worked closely with young

people to develop youth networks focused on improving community safety. Across 4 communities, 109 youth have registered to represent their community at the respective networks. Youth participants will work alongside staff to identify emerging safety concerns and issues impacting youth residents to violence. The VRP team works closely with ACCES Employment to deliver pre-employment training for youth currently disengaged from school and seeking employment opportunities. Approximately 15 youth from Sparroways, 415 Willowdale and Shaughnessy communities participated in the training program. VRP staff anticipate a larger turnout for the second cohort beginning in early February.

Community Healing & Resident Engagement:

East VRP staff continue to develop mental health and well-being initiatives that support residents dealing with either direct or indirect exposure to community violence. On Saturday, December 4, VRP staff collaborated with Lifted by Purpose to host a one day workshop aimed at increasing awareness about effective coping strategies when dealing with grief and loss in support of positive mental health. The workshop provided an outlet for the community members to learn effective coping strategies when dealing with the impact of exposure to community violence.

In partnership with TAIBU, VRP staff coordinated several holiday community toy giveaways and care package deliveries for residents of Empringham, Danzig and Lawrence east communities.

As part of the holiday giveaway, over 460 families received holiday gift baskets and meal donations. In addition, over 500 children and youth received toys, gifts and gift cards. This was done in collaboration with our Community Safety Unit and supported by the Toronto By-Law Enforcement Officers and our TPS 42 &43 Division Neighbourhood Officers (NCO's).

Central Region:

While the central region spent the third quarter on supporting COVID vaccination efforts, this quarter focused on food security and Housing Unit Takeover (HUT) support. Program highlights included:

Through various surveys and interactions with tenants in communities, it was brought to our attention that food security and HUTs, especially during the pandemic, had become even more of a priority for tenants. We were able to partner with agencies to help with the food security issues for tenants, and through the Integrated Team Meetings (ITM) for Dan Harrison, Moss Park, and 200 Wellesley better identify possible HUTs in hopes of supporting more tenants with these experiences. Additionally, we connected over 150 tenants with food and shared information about Housing Unit Takeovers with them during the holiday season.

Regent Park continues to be a community dealing with safety issues after witnessing the tragic loss of a beloved community worker and multiple other gun-related incidents throughout 2021. We continue to support the community in several ways: Through the Integrated Safety Coordination Team (ISCT) meetings, the Regent Park Safety Network (RPSN), the Regent Park Neighbourhood Association (RPNA) and helping to implement and/or support tenant led safety initiatives. Our aim for 2022 is to have more in-person and meaningful programming that tenants will want to participate in. We also want to focus on introduction meetings where we can explain what the VRP is, who the CSCs are and how it affects them. We will continue to support in the fashion we have already (i.e., safety audit walks, Youth advisory council, and training).

West Region:

For the last quarter of the year, the VRP West team focused on completing our community capacity-building initiatives like Stop the Bleed (STB) and Mental Health First Aid. To date, we have trained 65 tenants in STB and 25 in Mental Health First Aid. Additionally, we

continued to support food security initiatives led by the engagement team and local community partners.

Other initiatives the team has led includes supporting parents who have experienced gun violence both directly and indirectly through the Parents' Wellness Retreat- a full-day retreat in which 35 parents from LH, Fallstaff and Grandravine did mindfulness meditation yoga and had the opportunity to connect with other parents who are experiencing similar challenges.

The team supported communities with key safety initiatives this quarter, including establishing new community safety tables at 7 Capri, 49 Mabelle and Lightwood Sanagan. We also worked with the various teams to respond to critical incidents Yorkwoods with gun violence and in 49 Mabelle for a suicide.

During the last month of this quarter, we took time to reflect on the first year of the program, celebrate the fact that we served upwards of 3000 tenants, identify some of the challenges we experienced and use our learning in proactively planning our 2022 programs and services all of which will be focused on increasing tenant/community safety and well-being. One key area that the team will be more focused on is economic development and educational attainment. Within this focus area, we are looking to support young people get connected to appropriate jobs, pre-employment training, grants and scholarships, support with post-secondary applications, and high school completion.

Regional Breakdown of CSC data:*Table 1: Q4 Regional Breakdown of CSC Activity*

Measure	West	Central	East	Q4
Number of successful referrals to agencies or programs (mental health, education, employment, food security)	24	158	85	267
Number of safety related initiatives supported, lead or initiated (community safety meetings, audits etc.)	17	91	35	143
Number of tenants who participate in VRP/YVRP activities	2053	829	1308	4190

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

The West Region Violence Reduction team has continued to work closely with Delta to ensure that culturally relevant services are available to tenants. For this quarter, we were able to get a young person from the Finch Ardwick community hired and 15 youth from that community trained on Cyber Security and Life Skills.

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

The work on Housing Unit Takeovers (HUT) continues; since the focus group training and distributing literature about HUTs to tenants, we have noticed an increase in the number of calls being received from anonymous tenants reporting possible HUTs within their communities. During Q4, a total of 4 HUTs were identified, and we are working to support those tenants. From the three identified in Q3, we are still providing ongoing support to one tenant.

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

VRP Special Constables continue to attend their weekly Integrated Team Meetings and work alongside our partners within the community.

Throughout Q4, VRP Special Constables led or participated in various events such as:

- Edgeley Village and Falstaff / 2195 Jane 'Pumpkin Giveaway' where officers distributed over 100 pumpkins for children to decorate. They also donated several boxes of Halloween candy to hand out to children in the Shoreham, Tandridge, Firgrove, Yorkwoods and Scarlettwoods Communities.
- Supporting the OutReach Kids and their programs weekly at Lawrence Heights
- CSU's annual Starbox Giveaway, officers, attended Regent Park and Edgeley Village to distribute free boxes to our tenants just in time for the holidays. They also donated mittens and hats, which were distributed during this event.
- Took part in a Community BBQ for TCH tenants as well as other individuals in the vicinity of Sherbourne and Shuter St. Harvey's Restaurants generously donated 1,000 hamburgers which were BBQ'd at the nearby Harvey's Restaurant and handed out in the parking lot of 275 Shuter St. In addition to the burgers, CSU handed out almost 500 winter coats and hoodies, socks, underwear and other perishables.
- At Falstaff/2195, Jane VRP Officers participated in a Basketball Event at 50 Falstaff Ave with the community's youth. This event was a massive success in building relationships between the youth and our officers.
- CSU also held their annual Turkey Giveaway. VRP Officers assisted with distributing turkeys to Shoreham Court, Lawrence Heights, Dan Harrison, and other TCHC Communities.

When VRP officers are not participating in events, they continue their daily roles and responsibilities of:

- Intercepting individuals in the community to determine if they are lawfully on the property and establishing their identities.
- Building a relationship within the community and engaging stakeholders.
- Gathering local community-based intelligence in support of investigations and tenancy management.
- Enforcing the Criminal Code, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor License Act, Mental Health Act and Parking Regulations.
- Identifying and apprehending offenders.
- Laying Criminal Code charges where necessary.
- Conduct joint patrols with the Toronto Police.
- Preparing and submitting documentation for tenancy management purposes.
- Improved Fire Safety through increased foot patrols, spot-checking of life safety equipment, tenant education, and potential hazards reporting.

Performance Measurement

CSU activity in the high needs communities (including broader Dan Harrison) Refer to Table 3 for statistical data.

1. Calls for Service

The volume of calls for service at VRP sites has increased by 14% in Q4 compared to the previous quarter and decreased by 32% compared to the same quarter last year. The decrease of the prior year could be attributed to the shortage of VRP officers present at VRP sites where on-site calls for service are reported by tenants or VRP officers. In addition to Table 3, Table 3a shows calls for service by VRP community.

The Toronto Police Service was consulted and advised that they are unable to support TCHC's request for data related to calls for service at this time as a result of the extensive time and effort that would need to be devoted to gathering and de-identify the records in

compliance with The Municipal Freedom of Information and Protection on Privacy Act. The TPS confirmed that TCHC may make a formal Freedom of Information Act request to access the information to understand that engaging in a complex task such as this would result in TCHC being liable for cost recovery in line with the Police Service's "Fee Schedule" of the day.

2. Crime on TCHC Property and CSU's intervention

Toronto Community Housing represents 4% of the population of Toronto. Shootings in VRP communities represent 5.4% of the shootings in the City of Toronto, and non-VRP communities represent 14.1% of the shootings in the City year-to-date December 31.

Overall the percentage of shooting incidents occurring on TCHC properties decreased in 2021 as a percentage of citywide shootings from 31% in 2020 to 19.6% in 2021.

Crimes against property increased by 13% in Q4 compared to Q3, which equates to 14 incidents. As for crime against persons decreased by 39 incidents (55%) in Q4 compared to the previous quarter. When comparing the crime against person this quarter to the same quarter last year, it decreased significantly by 54 incidents, a 76% decrease.

The significant reduction in crimes against persons could be attributed to the continued work and presence of CSU's VRP program and driven by the decrease in reported Assaults. CSU intervened in various ways to address the crime at the VRP sites through arrests, dealing with trespassers and conducting wellness checks. Wellness checks are performed at the request, and also when officers recognize vulnerable tenants that may need additional attention, wellness checks increased by 88 over the last quarter. In addition to Table 3, Table 3 b & c shows Crimes against Persons and Property in VRP communities (including revite) by seniors and family portfolio.

Furthermore, crime is also addressed by issuing eviction notices by our Legal department. In August 2011, Toronto Community Housing adopted a Policy on Evictions for Cause. The purpose is to guide

decision-making and set procedural standards for staff as they manage situations where individual behaviours impact others in the community and lead to eviction for cause under the *Residential Tenancies Act, 2006* ("RTA"). In addition to the N6 and N7 (notices issued for Health and Safety and illegal acts), TCHC also issues N4's (Ending a tenancy for Non Payment of rent), N5's (Interfering with others, damage to property and overcrowding) and N13's (termination a tenancy as the unit will be demolished, repaired or converted for another use.)

Applications to terminate a tenancy are pursued at the discretion of the Regional General Manager or Contract Property Managers as informed by legal advice. The Regional General Manager or Contract Property Manager will consider whether staff have appropriately and thoroughly applied and carried out other Toronto Community Housing policies and procedures that would remediate the issue while maintaining community safety.

At the committee's request, CSU also looked into the shootings at VRP sites over the last 3 years to determine which involved retaliation or were drug-related that may contribute to community experiences with gun violence, when applicable. However, we cannot draw any substantive conclusions as we cannot provide TPS source information that identifies a shooting as resulting from retaliation and or drugs - as doing so could: 1) be an unconfirmed working theory and or; 2) may inadvertently jeopardize ongoing police investigations. The tables below are the information we were able to pull from CSU's records management system (CORA); however, the list is incomplete as TPS information is not included for the reasons listed above.

Table 2a: Shootings that were known to be retaliatory (2019-2020)

Report Date	Event Type	Drugs Involved	Incident Summary	Retaliatory Shooting	Vulnerability Related
2020	Discharge Firearm (Wound, Maim)	No	Shooting	Yes	No
2020	Discharge Firearm (Danger Life)	No	Shooting Instigation	Yes	No
2020	Attempted Homicide	No	Shooting Investigation	Yes	No
2020	Discharge Firearm (Danger Life)	No	Suspect shot at victim after argument	Yes	No
2020	Discharge Firearm (Danger Life)	No	Shooting Investigation	Yes	No
2021	Homicide	No	Homicide - Shooting	Yes	No
2019	Attempted Homicide	No	Targeted Shooting - Gang related	Yes	No
2019	Discharge Firearm (Danger Life)	No	Shooting Investigation - Targeted Shooting	Yes	No
2019	Discharge Firearm (Wound, Maim)	No	Shooting Investigation - Targeted Shooting	Yes	No

Table 2b: Shootings that related to vulnerabilities, including Drugs (2019-2020)

Report Date	Event Type	Drugs Involved	Incident Summary	Retaliatory Shooting	Vulnerability Related
2019	Discharge Firearm (Danger Life)	Yes	Shooting over drug transaction	No	Yes
2020	Discharge Firearm (Danger Life)	Yes	Shooting involving a drug transaction.	No	Yes
2021	Attempted Homicide	No	Shooting Investigation - Suspect YO	No	Yes
2021	Discharge Firearm (Danger Life)	No	Suspect suffered accidental, self-inflicted gunshot wound to head. TPS laid charges.	No	Yes
2021	Attempted Homicide	No	Young Person shot	No	Yes
2019	Discharge Firearm (Danger Life)	No	Shooting Investigation - drug scales found at scene.	No	Yes
2019	Attempted Homicide	No	Suspect fired multiple gun shots at young persons	No	Yes

Crime Prevention Efforts

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

CSU patrols help to proactively deter crime and, in many cases, help build relationships with our tenants. These patrols consist of either on-foot, mobile or both. There was an increase of 611 patrols at VRP sites this quarter over the last quarter. Patrols are conducted based on VRP officers' availability, TPS availability and Community Needs.

The Community Safety Advisors ("CSA") initiate various engagement activities. In Q4, there was a slight increase in engagement activities created compared to last quarter. The CSA activities include community events, presentations, safety meetings, tenant management meetings, tenant visits etc. Staff continue certain engagement activities to improve communication and engagement on safety issues. Table 3 below does not include activities that our Special Constables were involved in or potentially initiated.

Tenancy Management

1. CSU involvement

Community Safety Unit, Operations Division, and Seniors Housing Unit staff work collaboratively to identify, share information and address tenancy Management issues. In support of this work, TCHC has adopted a Policy on the "Handoff of Tenancy Management Accountability" that has streamlined the sharing of information related to Tenancy Management and Support for Vulnerable Tenants. Refer to *Appendix' A' Operations and Seniors Housing Information sharing workflows*.

Table 3: Actions taken in High Needs Communities (including broader Dan Harrison) (Q4/2020 to Q4 2021)

VRP ACTIVITY	Q4/20	Q1/21	Q2/21	Q3/21	21-Oct	21-Nov	21-Dec	Q4/21
Request for Service (dispatched or on-site requests)								
Calls for service - VRP (note: one call can have multiple incidents reported below)	5,701	4,965	4,346	3,783	1,402	1,548	1,358	4,308
Crime on TCHC Property								
Crimes Against Property - VRP	135	131	132	104	47	33	38	118
Total Crimes Against Person (CAP) - VRP	125	89	102	110	29	17	25	71
CAP- Serious Violent Incidents - VRP	48	48	55	53	11	4	11	26
CAP- Other Incidents - VRP	77	41	47	67	18	13	14	45
Arrests VRP	90	117	82	91	31	30	31	92
Tenant Arrest	29	26	25	23	6	5	7	18
Non-Tenant Arrest	61	89	57	64	23	25	22	70
Not Specified	0	2	0	4	2	0	2	4
N6 & N7 issued by Legal (evictions for H&S and Illegal Acts)	29	31	18	23	4	11	11	26
Wellness check (Assist Resident - Check Welfare) - VRP	530	430	299	239	101	131	95	327
Mental Health Act - VRP	26	31	17	31	8	8	6	22
Narcan Administered - VRP	5	0	6	3	0	3	3	6
Trespass Incidents -VRP	541	421	251	154	81	106	86	273
CCTV (FOI, Legal, OU. TPS) - VRP (vast majority are for TPS)	197	127	119	128	35	60	35	130

VRP ACTIVITY	Q4/20	Q1/21	Q2/21	Q3/21	21-Oct	21-Nov	21-Dec	Q4/21
Proactive Work								
Safety Audits - All TCHC	25	2	9	30	9	9	9	27
Patrols - VRP	5,656	5,594	4,704	4,267	1,924	1,788	1,166	4,878
<ul style="list-style-type: none"> Patrols CSU mobile/Foot/Initiated/focused 	5,569	5,005	4,629	4,196	1,870	1,750	1,150	4,770
<ul style="list-style-type: none"> Patrol - Joint CSU and TPS - VRP 	87	84	75	71	54	38	16	108
Engagement Activities - VRP	70	107	77	83	23	22	42	87
Referrals of vulnerable tenants - VRP	11	10	14	17	10	5	8	23
Fire Incidents								
Fire - Equipment Malfunction - VRP	12	10	18	21	2	4	9	15
False Fire Alarm VRP (accidental, perceived emergency)	188	171	202	167	75	62	78	215
Malicious Intent/Prank - VRP	30	10	11	16	3	4	10	17
Fire - VRP	41	19	27	23	9	17	6	32

Table 3a: Calls for Service by VRP Community (Q1 to Q4 2021)

VRP Calls For Service (note: one call can have multiple incidents)					
Community	Portfolio	Q1/21	Q2/21	Q3/21	Q4/21
Bleecker/200 Wellesley	Family	1073	973	719	742
Dan Harrison / William Dennison	Family	806	583	455	584
Dan Harrison / William Dennison	Senior	33	36	24	53
Edgeley Village	Family	95	146	151	127
Edgeley Village	Senior	16	42	14	26
Flemingdon Park/Glenyan Manor	Family	116	138	133	106
Flemingdon Park/Glenyan Manor	Senior	25	17	22	17
Islington/St. Andrews	Family	77	43	43	73
Jane/Falstaff	Family	298	309	190	346
Lawrence	Family	579	590	590	572
Lawrence Heights	Family	235	296	368	267
Lawrence Heights	Senior	24	19	10	11
Moss Park	Family	874	644	519	803
Regent Park/Gerrard River	Family	575	468	436	517
Regent Park/Gerrard River	Senior	15	14	15	15
Victoria Park/Chester Le Blvd	Family	58	53	115	66

Table 3b: Crimes against Persons and Property in **High Needs Senior Communities** (Q1 to Q4 2021)

Crimes against Persons and Property (Senior)	Q1/21	Q2/21	Q3/21	Q4/21
Total Crimes against Persons	3	3	1	1
Less Serious Violent Incidents	2	2		1
Serious Violent Incidents	1	1	1	

Note: This includes senior's portfolio within the Lawrence Heights and Regent Park revite communities.

Table 3c: Crimes against Persons and Property in **High Needs Family Communities** (Q1 to Q4 2021)

Crimes against Persons and Property (Family)	Q1/21	Q2/21	Q3/21	Q4/21
Total Crimes against Persons	90	100	111	70
Less Serious Violent Incidents	43	46	59	44
Serious Violent Incidents	47	54	52	26

Note: This includes family portfolio within the Lawrence Heights and Regent Park revite communities.

Table 3d: *Proactive Work in High Needs Revite Communities (Q1 to Q4 2021)*

Revite Proactive Work	Q1/21	Q2/21	Q3/21	Q4/21
Patrols CSU mobile/Foot/Initiated/focused	1499	1738	1499	1189
Patrol - Joint CSU and TPS - VRP	20	15	13	8
Engagement Activities (*) - VRP	22	21	53	16
Referrals of vulnerable tenants - VRP	3	9	3	0

These stats represent the communities of Lawrence Heights and Regent Park.

**Does not include activity that our Special Constables were involved in or initiated.*

IMPLICATIONS AND RISKS:

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

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

The risk is this may lead to inconsistent service delivery and will incur increased 3rd party security costs in trying to maintain proper service levels.

SIGNATURE:

"Allan Britton"

Allan Britton
Acting Senior Director, Community Safety Unit

STAFF CONTACTS:

Nadia Gouveia, Director, Programs and Partnerships, Operations

416 981-4090

Nadia.gouveia@torontohousing.ca

Mona Bottoni, Acting Senior Manager, Corporate Services, CSU

416-981-5036

mona.bottoni@torontohousing.ca