

2016 ONPHA Conference and Trade Show

108

Making Connections, strengthening tenancies: Creating partnerships for success

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ONPhA



The Reason and Back Story

- Tipping points in a child's life - defining moments
- An encounter with a safe and significant adult makes a difference
- Jr. High age is a defining age - which road will they choose for a life path?
- An ounce of prevention worth more than a pound of cure...



The Journey

- Prince Charles Place partnership with Front Line Outreach (FLO)
- If you feed them, they will come.
- It's all about relationships!!!



The Process

- Contact with Community Relations Coordinators (CRC) of the housing communities,
- Where are the most challenges, calls to service by police?
- Connect to a tenant rep/ambassador, CRC, who can give the pulse of the community.
- What are the issues and what would be most helpful?



The Process continued

Contact local churches, service clubs, schools etc.

- Who has an outreach program?
- Do they have a champion with passion, energy and leadership?
- Are they committed for at least a season; one hit wonders don't last.
- Do they have the resources, sustainability, commitment to help?
- Do they have volunteers and can they self organize?



The Process Continued

Research, Organize, Plan and Implement

- Summer BBQ - from when 'school's out' in June until 'back to school' in September
- Weekly for 8 -10 weeks
- Spirit of generosity rather than one of charity



Adding Value

- Once relationships and trust are established - many positive outcomes and opportunities
- Food bank accessibility
- Camp sponsorship for day and overnight camps
- Themed camps - arts, sports etc. held locally
- YMCA - portable skateboard setup
- Connections to advocates



Long Term Impact

- Sustainable
- Breaks the cycle of poverty
- Lowers the crime rate
- Opens opportunities for children and youth
- Breaks stereotyping perceptions and attitudes
- Moves people out of subsidized housing, as life improves
- Brings hope for the future







































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Prince Charles Place in partnership with Front Line Outreach

- 14 subsidized housing communities served by 14 churches in three cities
- Over 900 families served
- Over 180 volunteers
- Over 300 camper weeks at Camp Dakota



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Tenant Engagement: Successful Partnerships between Halton Community Housing Corporation & Community Partners

ONPHA Conference, Toronto, November 2016



Key Facts about Halton Community Housing Corporation (HCHC)



- Provides government-assisted housing to families, seniors, couples, singles, and accessible/modified units for people with physical disabilities.
- Owns and operates 32 communities across the Region – Burlington, Halton Hills, Milton, and Oakville – with a total of 1,989 units:
 - Seniors (56%)
 - All ages (44%)
 - Townhouses, multi-storey apartments, single, and semi-detached dwellings.
- Housing is a mix of Rent-Geared-to-Income (94%) and market rent units (6%).
- Over 60% of all social housing in Halton is provided by HCHC.
- Community development/life enrichment activities are a priority: “HCHC is not just a landlord.”



**Margaret Dr.
Oakville**

HCHC Vision

“All residents of HCHC communities live in safe, well maintained buildings and enjoy the high quality of life Halton Region offers its residents”

HCHC Annual Budget

2016 Budget

Operating	\$22,761,060
Capital	<u>\$ 3,000,000</u>
TOTAL	\$25,761,060

Community development budget: \$50,000

Community Development Strategy

- Documented current activities and identified “quick wins” and areas that may require follow-up/attention
- Staff preparing to test assumptions with residents on the programs and issues that matter to them
- HCHC community development is unique because:
 - represents little/no-cost to HCHC
 - Very supportive partners who are able to mobilize a wide array of resources to meet needs in our communities
 - HCHC Board recognizes and supports the need for this work

Community Development Strategy

Desired Outcomes:

- Improved Health and Well Being
 - Improved Food Security and Better Access to Nutritious Food
 - Safe and Vibrant Communities
 - Vulnerable Residents remaining Housed and Supported
 - **Highly Engaged Residents and Social Inclusion**
- Will be gathering feedback from key stakeholders and community partners , as well as tenants on specific program offerings to validate/guide the strategy; 3-5-year timeframe

Why focus on engagement?

- HCHC communities represent some of the highest concentrations of poverty, disadvantage and social need in Halton Region.
- Engaging with residents and community partners will help increase the safety and wellbeing of our communities.
- The desire is to prioritize this work and provide strategic leadership resources where needed...then step away as momentum is generated and ideally sustained

What Does Momentum Look Like

Front Line Outreach

- BBQ's
- Summer Camps
- Food For Life
- Bike Clinics
- Youth Nights
- Individual Advocacy & Support

Potential Risks & Mitigation of Community Engagement

<u>Area of Risk</u>	<u>Concern</u>	<u>Mitigating Factors</u>
Capacity	Funding Volunteers Sustainability	Pyramid structure Affluent community
Liability	Lawsuit Public relations	Insurance Supervision/Training
Abuse	Financial/Physical	Security Clearance for volunteers

Potential Risks & Mitigation (cont'd)

Area of Risk

Community conflict
Capacity

Concern

Tenant conflict
Accountability to
Tenants, Limited
common space

Mitigating Factors

Proven track record
Desire to Serve
Revised org structure
provides more dedicated
staff resources to systematically
address issues in a meaningful way
Diversity of our residents

Benefits of Engagement:

Tenants:

- Have an advocate – feeling supported
- Participate and/or volunteer in programs
- Access to a variety of resources
- Assists with preserving tenancy
- Developing life skills
- Role model/mentoring
- Counselling

Benefits of Engagement (cont'd)

Local Communities:

- Fosters greater sense of belonging
- Socialization/Recreation
- Community Pride
- Sense of Inclusion
- Helps to reduce stigma

Benefits of Engagement (cont'd)

Impact to Staff:

- Reduction in # of tenant complaints
- Supports readily available
- No cost/low cost
- Limited need to manage/oversee
- Allows limited resources to be used more effectively
- Building capacity and resiliency among residents will enable programming to flourish outside of HCHC staff involvement – a true measure of success.

Questions?

High Needs Approach: Innovative Partnerships to Support Vulnerable Tenants

ABOUT TORONTO COMMUNITY HOUSING (TCH)

VISION

- Better homes, better neighbourhoods and a better Toronto for all.

MISSION

- To provide clean, safe, well-maintained and affordable homes for residents. Through collaboration and with residents' needs at the forefront, we connect residents to services and opportunities, and help foster great neighbourhoods where people can thrive.

OUR BUILDINGS



62%
8+ Floor Apts



13%
5-7 Floor Apts



3%
1-4 Floor Apts



21%
Towns & Walkups

3%
Houses

RGI Units = 93%

Market Units = 7%

Directly Managed = 84%

Contract Managed = 16%

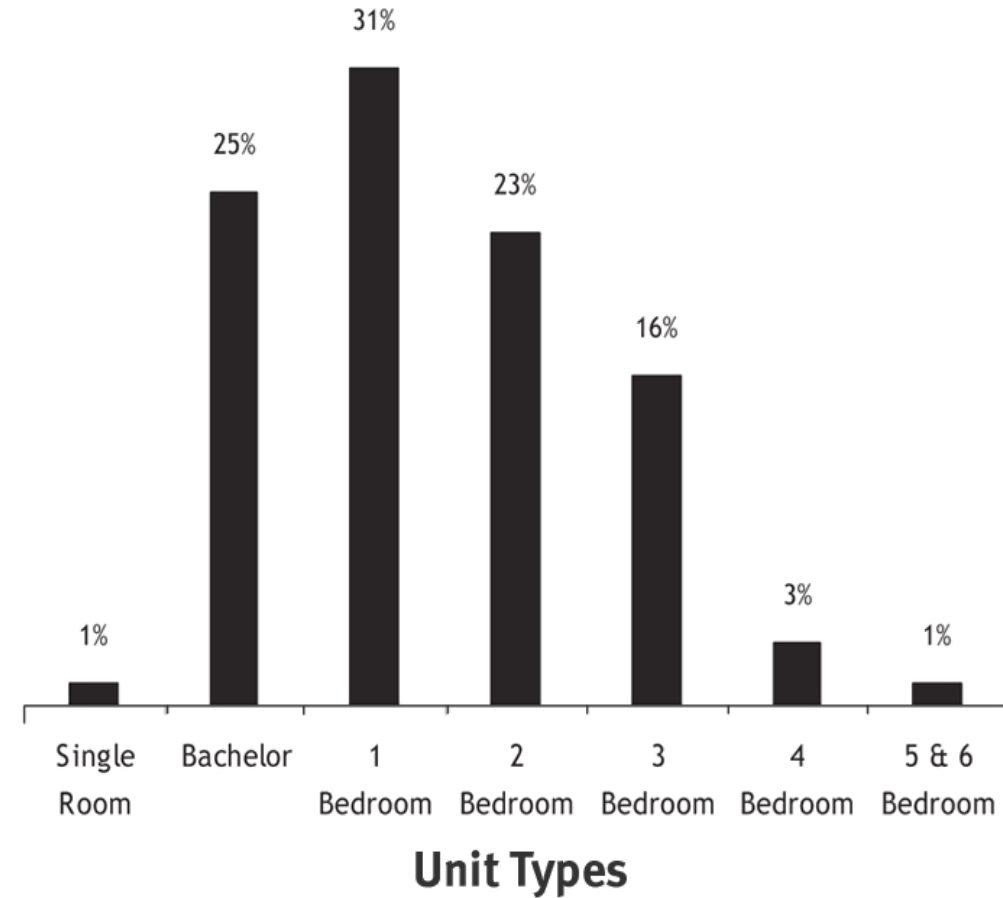
OUR PORTFOLIO

58,500 Rental Units:

- 56% bachelor and one-bedroom units combined
- 23% two-bedroom units
- Over 350 developments
 - 733 accessible units
 - 69 seniors buildings

Building Age

- 30% > 50 years old
- 50% > 30 years old



RESIDENT PROFILE

- **A diverse population**
 - Home to approximately 164,000 low to moderate income tenants
 - 69% are visible minorities
 - 58% are female-led lone parent families with young children
 - 20% of households headed by immigrants
- **Increased number with special needs**
 - From 2003 to 2009, 12% of Toronto Community Housing residents housed had special requirements, including physical, mental and addiction challenges
 - A survey showed that 29% of households report at least one member with a physical disability

RESIDENT PROFILE

- 38% Children and Youth (0- 24)
- 37% Adults (25- 58)
- 25% Seniors (59+) * 30 over 100 years old
- At least 69 languages spoken
- Top 5 languages other than English
- Chinese languages, Russian, Tamil, Somali, Spanish



OVERVIEW OF RESIDENT AND COMMUNITY SERVICES (RCS)

- To improve the quality of life for residents by using local solutions that strengthen communities

Two Focus Areas:

1. Community Development, Engagement and Economic Opportunities



2. Resident Access and Support



COMMUNITY DEVELOPMENT, ENGAGEMENT ECONOMIC OPPORTUNITIES



COMMUNITY DEVELOPMENT, ENGAGEMENT ECONOMIC OPPORTUNITIES

- Connecting residents to skills development, scholarship, and job opportunities
- Opening doors and addressing systemic barriers to these opportunities
- Funding opportunities for resident-led initiatives and community programs
- Engaging residents to create solutions that work for them
- Bringing in services that are integrated into broader community
- Using amenity spaces for resident-led activities and community services

ACCESS AND SUPPORT TEAMS



ACCESS AND SUPPORT TEAMS

- Working with partners to find individual support services and crisis response resources for isolated seniors and people living with addictions or mental illness
- Working one-on-one with residents to help them meet their responsibilities

HEALTH AND HOUSING STABILITY

TCH's Strategic Goals are to support housing stability by:

1. Improving how we identify vulnerable residents
2. Identifying the needs and service gaps for residents vulnerable residents
3. Working with agencies, funders and the City to bridge service gaps



High Needs Approach:

High Needs Buildings

CRITERIA FOR HIGH NEEDS BUILDINGS

100% RGI

CSU Data

EMS Data

Seniors

Pest
Control

AUI

Turnover
Rate

Vacancies

Arrears

BUILDING OVERVIEW

- Seniors building, 99% of residents are 59+
- Located in Toronto's eastside next door to a LCBO & Beer Store
- 350 units – 302 bachelors, 48 one bedrooms
- 61% male; 39% female
- Income sources in the building include: CPP, GAINS, OAS, other pensions.
- Although a seniors building there are some living on OW/ODSP and a small that work



WHY THIS BUILDING?

As of August 31, 2016:

- High user of pest control treatments
- Residents behind on rent: 48 residents
- Poor housekeeping: 54 units
- Clutter Image Scale Ratings of 4-6: 64 units
- Clutter Image Scale Ratings of 7-9: 5 units
- EMS Calls (2015): 172 calls
- Community Safety Union (CSU) Calls: 130 calls



PROJECT GOALS

- Marry health and housing outcomes together through integrated property management
- Address gaps in both property management and support function
- Build a holistic approach that includes a building/community focus
- Foster a partnership table that brings multiple local stakeholders together



PROJECT GOALS

- Improve housing stability and health outcomes for residents
- Identify individual needs and connect residents to appropriate community services /supports
- Identify residents at risk of eviction and reduce eviction rates
- Improved community safety and community engagement
- Improved coordination of services and supports for residents



HOW IT WAS DONE?

- Funding from the City (Mayor's Task Force)
- Hired staff
 - Three (3) full-time frontline staff - Community Services Coordinator (CSC)
 - Two (2) full-time Pest Management Inspectors
- Teams spends a minimum of three (3) months in a building to improve conditions
- Lead identified for each building to ensure accountability
- Before any audit/project gets started, there is significant pre-planning between Resident Community Services-Division (RCS) & Integrated Pest Management (IPM) team to assess building
- Information sessions held for residents on the approach



WEEK OF AUDIT/UNIT VISIT

- Up to 5 days of door to door unit inspections
- Audit Team: CSC's and Pest Inspectors
- Joint approach to identify vulnerability & pests in one visit – minimized disruption to residents



DURATION OF AUDIT

1. A CSC is available for the entire time of the audit:

Full time CSC is available for 3 months and provides multiple functions that included:

- Resident outreach
- Referrals and linkages
- Eviction prevention support
- Community development activities
- Partnership development
- Individual tenant support
- Service co-ordination



DURATION OF AUDIT

2. Pest Management Inspectors schedule units identified for treatment

- Liaise with Pest Treatment vendor to book treatment
- Coordinate preparation support for vulnerable residents with prep agency through Toronto Public Health

3. Pest Management Inspectors coordinate and lead the post-treatment Inspection

- Community Services Coordinators and Pest Management Inspectors conduct joint visit to check-in with resident since they received treatment, also how connection to agency/partner is working
- Double check to see if any additional support/services may be needed

HIGH NEEDS TEAM ROLES

The Frontline teams from all units worked together in the following seven areas:

1. Tenancy management
2. Account management
3. Legal matters
4. Unit condition concerns
5. Resident needs/concerns
6. Neighbor disputes
7. Community development



RESULTS

- Before Audit: 3 open cases for
- After Audit: 97 open cases
- Poor/Hazardous Housekeeping: 51 units
- Clutter level 4 - 6: 64 units
- Clutter level 7/Hazardous: 5
- Bedbug Treatment required: 115 units
- Roach treatment required: 129 units
- Mice treatment required: 87 units
- Consent signed on-site for supports: 55 units (45 signed on the spot during audit)
- One resident taken to hospital. Residents life was saved due to unit visit

RESULTS

- 9 units accepted by Toronto Public Health for funding for preparation and extreme cleaning from VHA, external home healthcare agency (some cost shared)
- Housekeeping letters were issued for most severe units informing residents to address their unit conditions
- Ongoing negotiation with partner agencies to bring onsite services in October 2016 – TCHC will provide office space
- Serious unit condition problems eliminated; minor problems continue
- A cleaner, more attractive building



CHALLENGES/OPPORTUNITIES

- Working with IT for data capturing solutions
- Current funding gap to support seniors treatment of units and furniture replacement
- More than half the residents needing supporting do not have a phone
- Resident complain about Operating Unit Distance



QUESTIONS

