

# **Supporting Successful Tenancies**

## **Promising Practices for the Hard to House**





**Who we are:**





# Who we are:



THE UNIVERSITY OF  
WINNIPEG



Mental Health  
Commission  
of Canada

## At Home / Chez Soi

The background of the slide is a photograph of a brick building with a fire escape. The fire escape is a dark metal structure with a curved top and ornate railings. The building is made of light-colored bricks and has several windows with white frames. The overall image is faded and serves as a backdrop for the text.

**Eviction is Easy...**



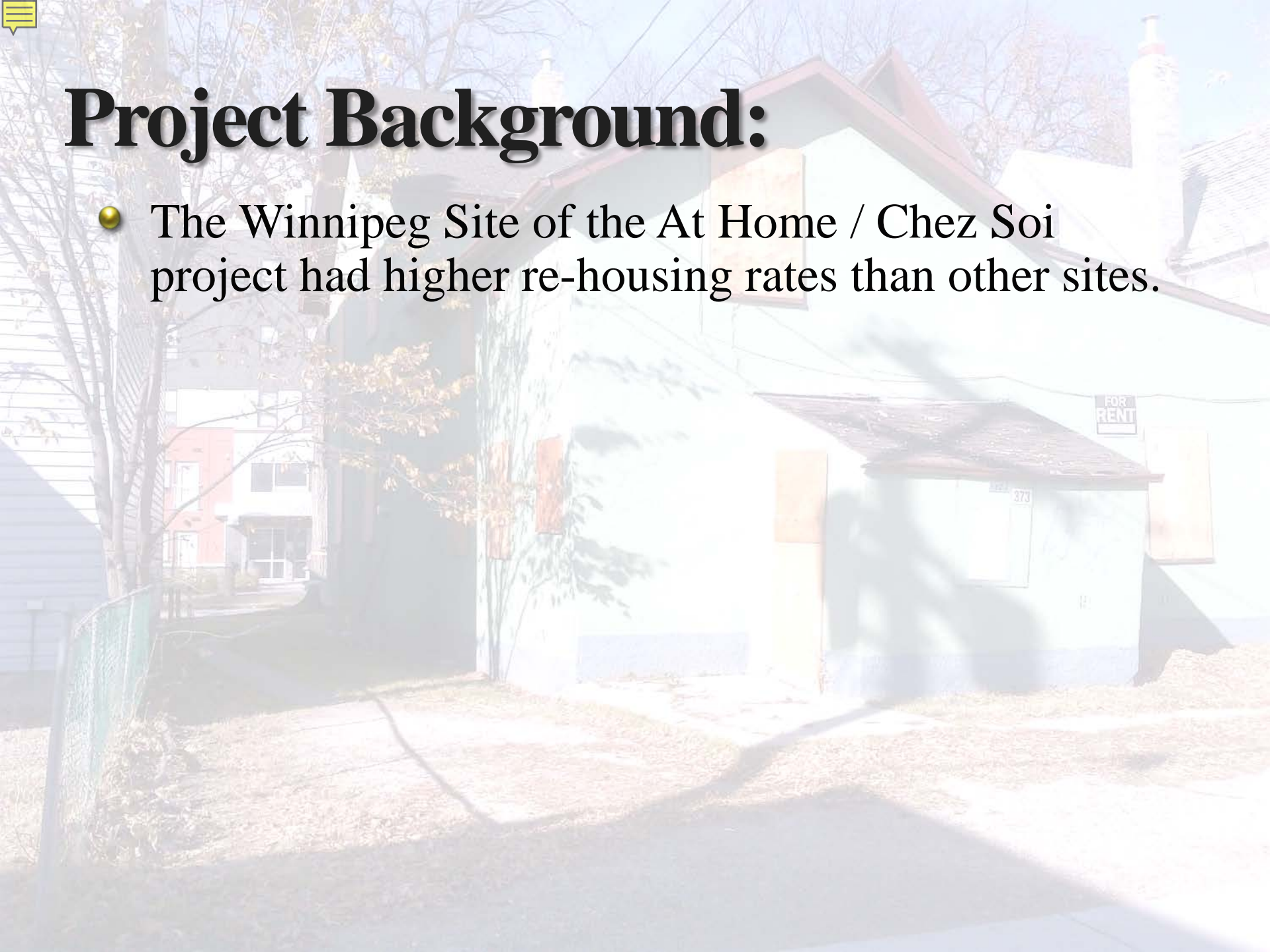
**Eviction is Easy...**

**Intervening and providing support  
is hard but rewarding work**



# Project Background:

- The Winnipeg Site of the At Home / Chez Soi project had higher re-housing rates than other sites.





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- High stress on staff – multiple rehousing events

## Response:

- Eviction Prevention Strategies
- Housing Retention Strategies





# Methods:

- Literature review of eviction prevention programming.
- In-depth, key informant interviews, n=30
- Short key informant interviews with senior admin, n=4
- Focus-group with Alliance to End Homelessness, Ottawa
- Focus-group with Lived Experience Committee, Winnipeg
- Site visits (and interviews) in Vancouver, Winnipeg, Ottawa, and the Regional Municipality of Waterloo (Kitchener, Cambridge).
- Collected best practices and promising practices from Calgary, Edmonton, and Toronto.
- Multiple reviews of progress with Project Leadership Team (a national team of experts).

# Programs interviewed, by city:

## Vancouver:

- BC Housing (Regional Operations)
- BC Housing (Supportive Housing)
- MPA Society
- Atira Women's Resource Centre
- Lookout Emergency Aid Society
- BC Non-Profit Housing Association

## Edmonton:

- Homeward Trust (Planning & Research)
- John Howard Society
- Boyle St. Housing
- Capital Region Housing Corporation
- Landlord and Tenant Advisory Board

## Winnipeg:

- Community Wellness Initiative
- At Home / Chez Soi Winnipeg Site
- Manitoba Green Retrofit
- Lived Experience Committee

## Waterloo Region :

### (Waterloo, Kitchener, Cambridge):

- Region of Waterloo Social Services
- 'Whatever it Takes' Program
- STEP Homes
- The Working Centre
- Lincoln House
- The Bridges
- Cambridge Self-Help
- The Argus
- House of Friendship

## Calgary:

- Pathways to Housing: The Alex

## Toronto:

- MainStay Housing

## Ottawa:

- Focus-group with fifteen organizations of the Alliance to End Homelessness, Ottawa



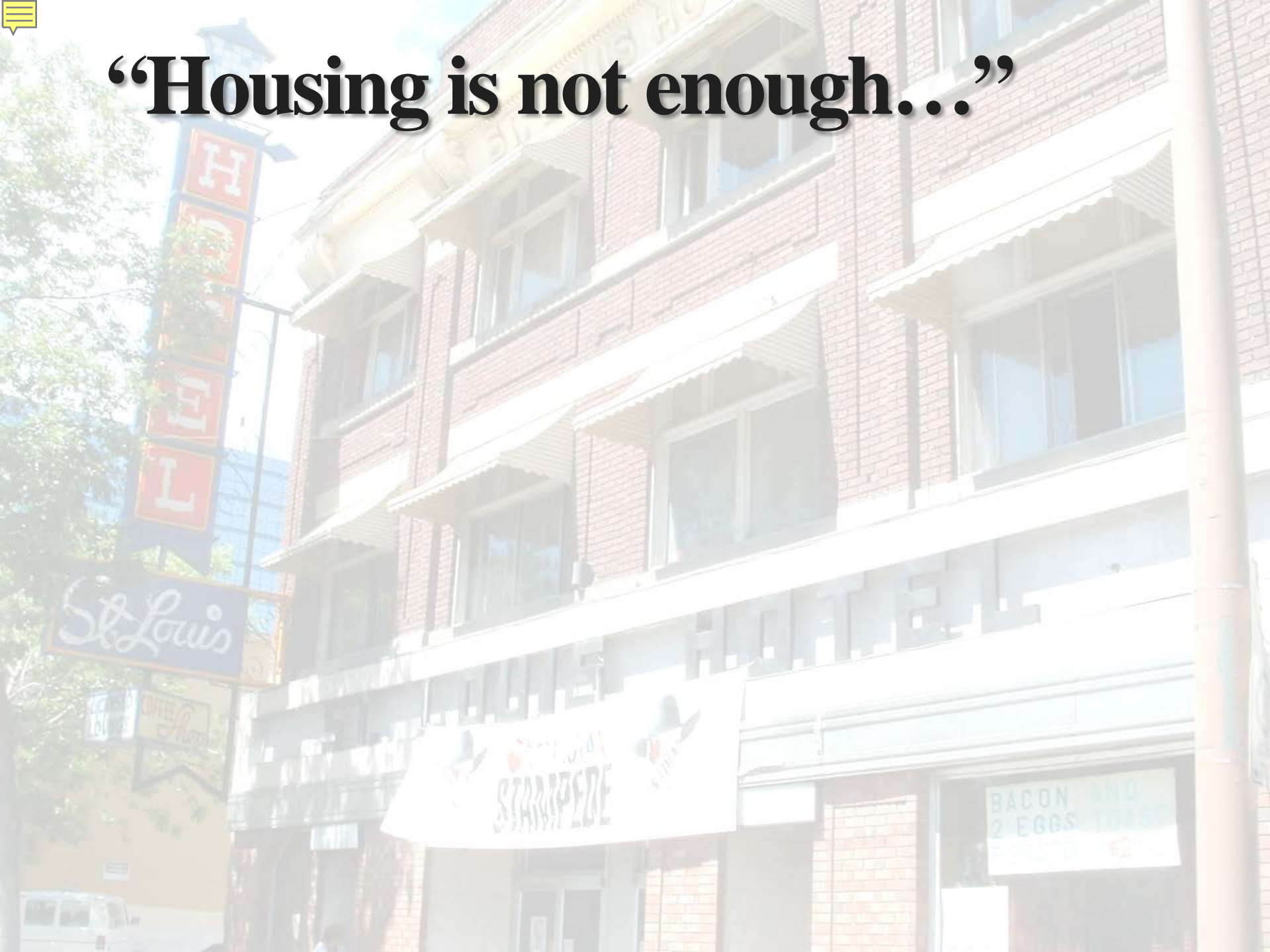
ALBERTA HOTEL  
BUILDING

**We talked to 27 programs  
In 9 cities**

**They all said the same thing...**



“Housing is not enough...”





# “Housing is not enough...”

- “Housing alone is not enough; you need housing plus the services.” (BC Housing)
- “We are not just a housing program; we are a housing-and-support program.” (The Alex, Calgary)
- “...there are 3 pillars to housing stability:
  - 1. Adequate housing;
  - 2. Adequate income; and
  - 3. Adequate support” (STEP Home, Waterloo)



# What this video covers:

## Part 1: The Knowledge...

- Why not Evict? Why are successful tenancies important? The costs of eviction.
- Understanding Homelessness: The Revolving Door
- What is a successful tenancy?
- Working towards Stable Housing...indicators of success



# What this video covers:

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## Part 2: Tools to help organizations stem evictions

- What is Success Based Housing?
- Ending the Revolving Door of Homelessness
- Tools for Successful Tenancies

The background image is a faded, semi-transparent photograph of a university campus. It shows a large, multi-story brick building with several windows, partially obscured by large, leafy trees. In the foreground, there are paved walkways, a few parked cars (including a silver sedan and a dark car), and circular stone planters containing trees. The overall scene is bright and sunny, with shadows cast on the ground.

# **Part 1: The Knowledge**



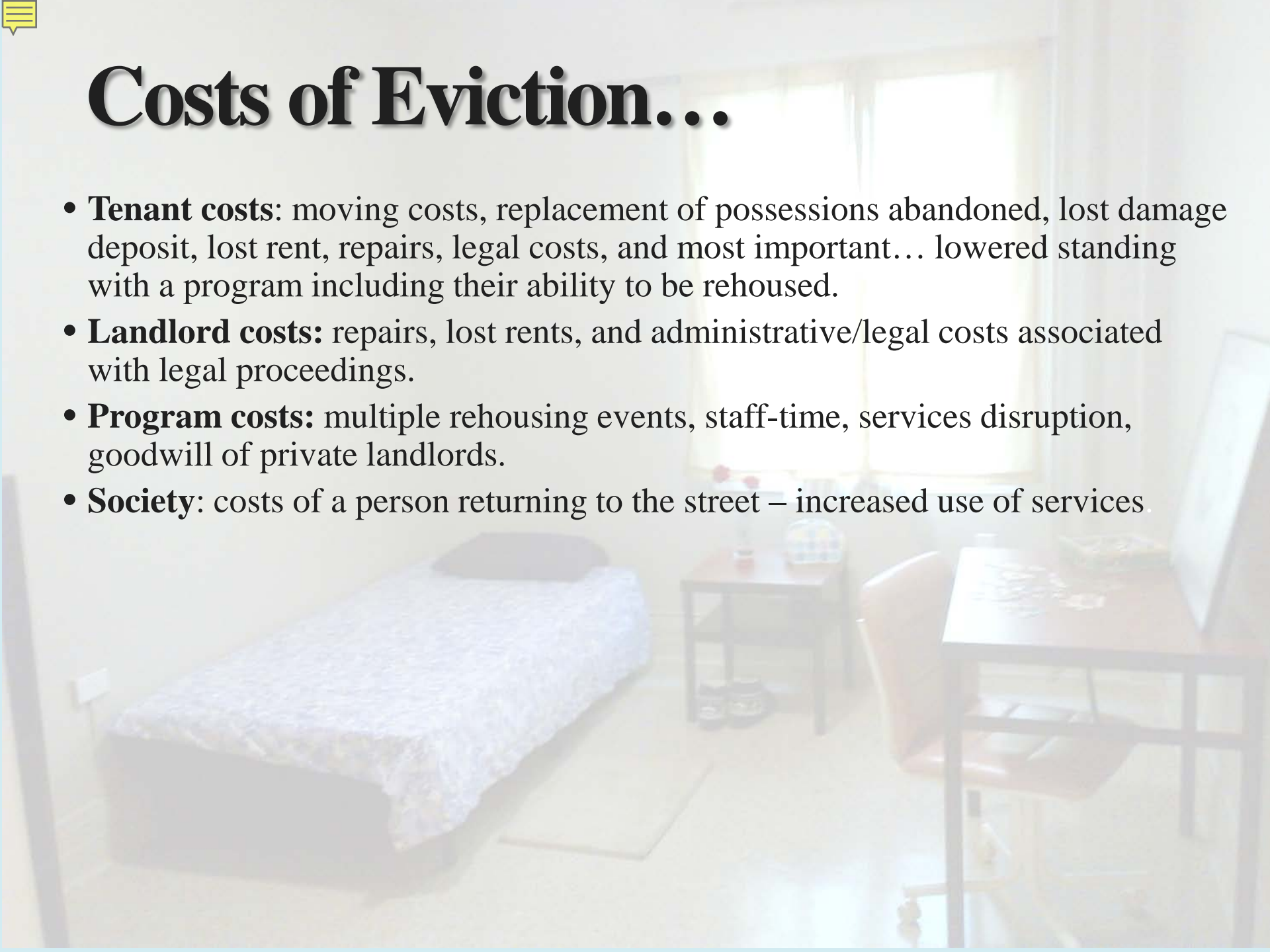


# ***The Importance of Housing***

- **Privacy and Security**
- **Identity**
- **Comfort**
- **Choice**
- **Adaptability**
- **Interaction**



# Costs of Eviction...

- **Tenant costs:** moving costs, replacement of possessions abandoned, lost damage deposit, lost rent, repairs, legal costs, and most important... lowered standing with a program including their ability to be rehoused.
  - **Landlord costs:** repairs, lost rents, and administrative/legal costs associated with legal proceedings.
  - **Program costs:** multiple rehousing events, staff-time, services disruption, goodwill of private landlords.
  - **Society:** costs of a person returning to the street – increased use of services.
- 



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- Positive moves or basic turnover: <\$1000
- For Evictions, typical costs: \$3000-\$6000
- Exceptional damage situations: \$10,000-\$60,000+

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Can providing additional supports be less expensive than an eviction?

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# The Revolving Door of Eviction

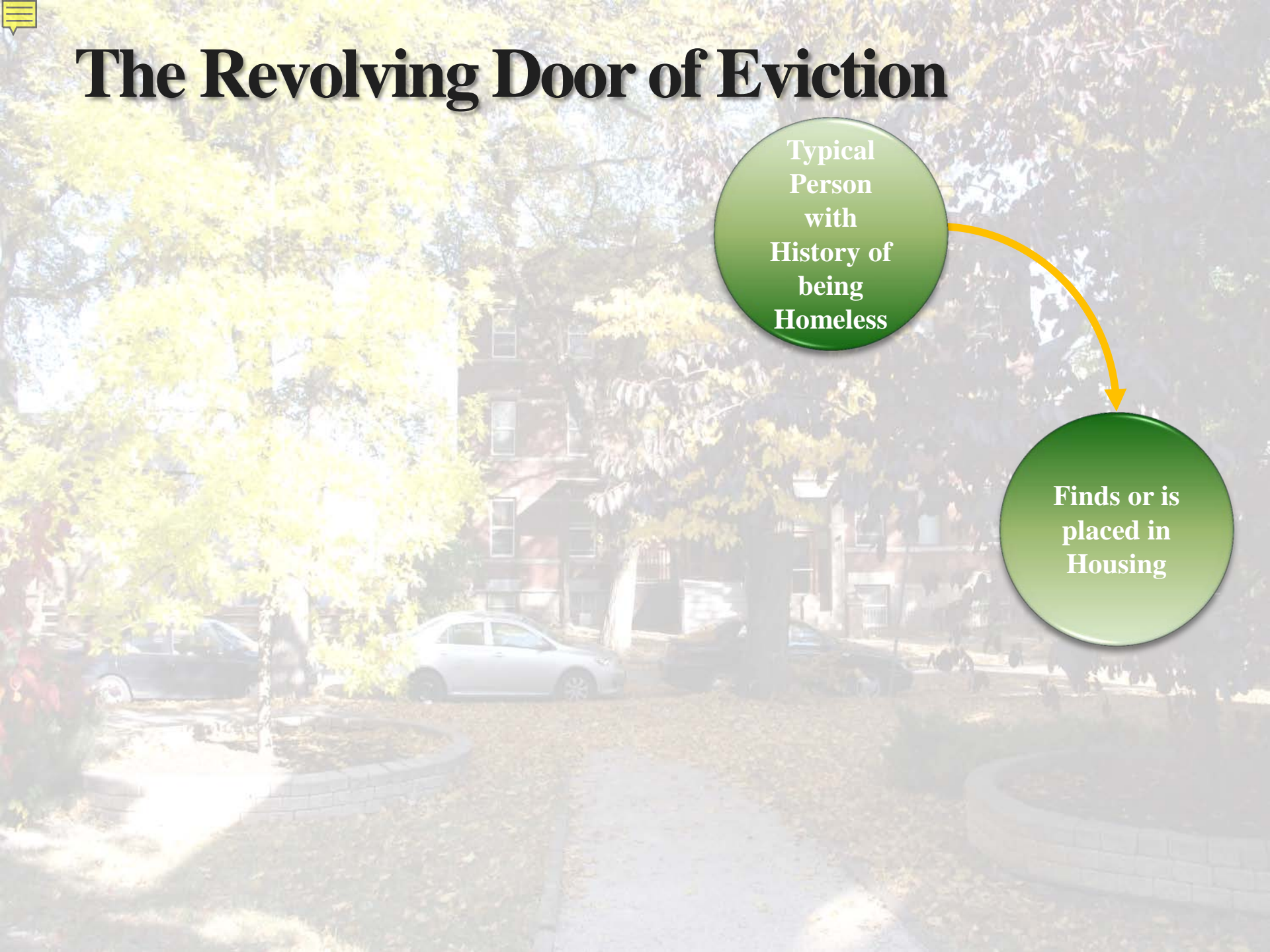
Typical  
Person  
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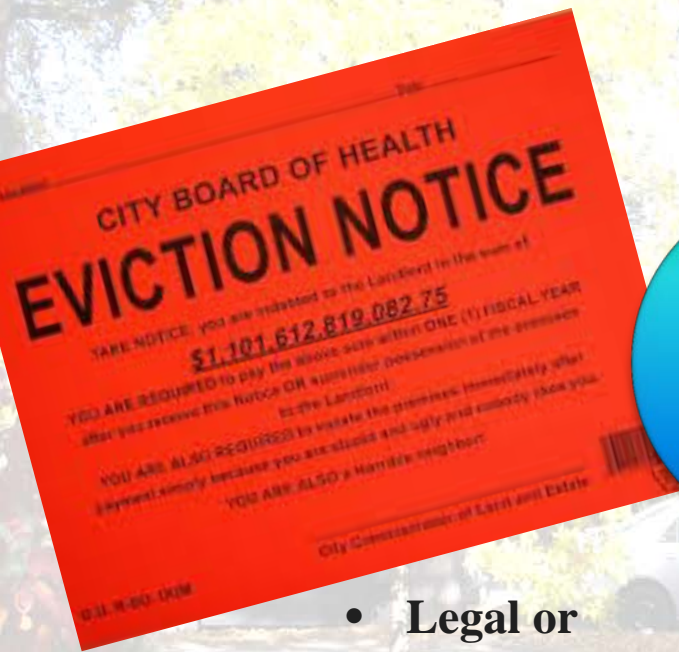
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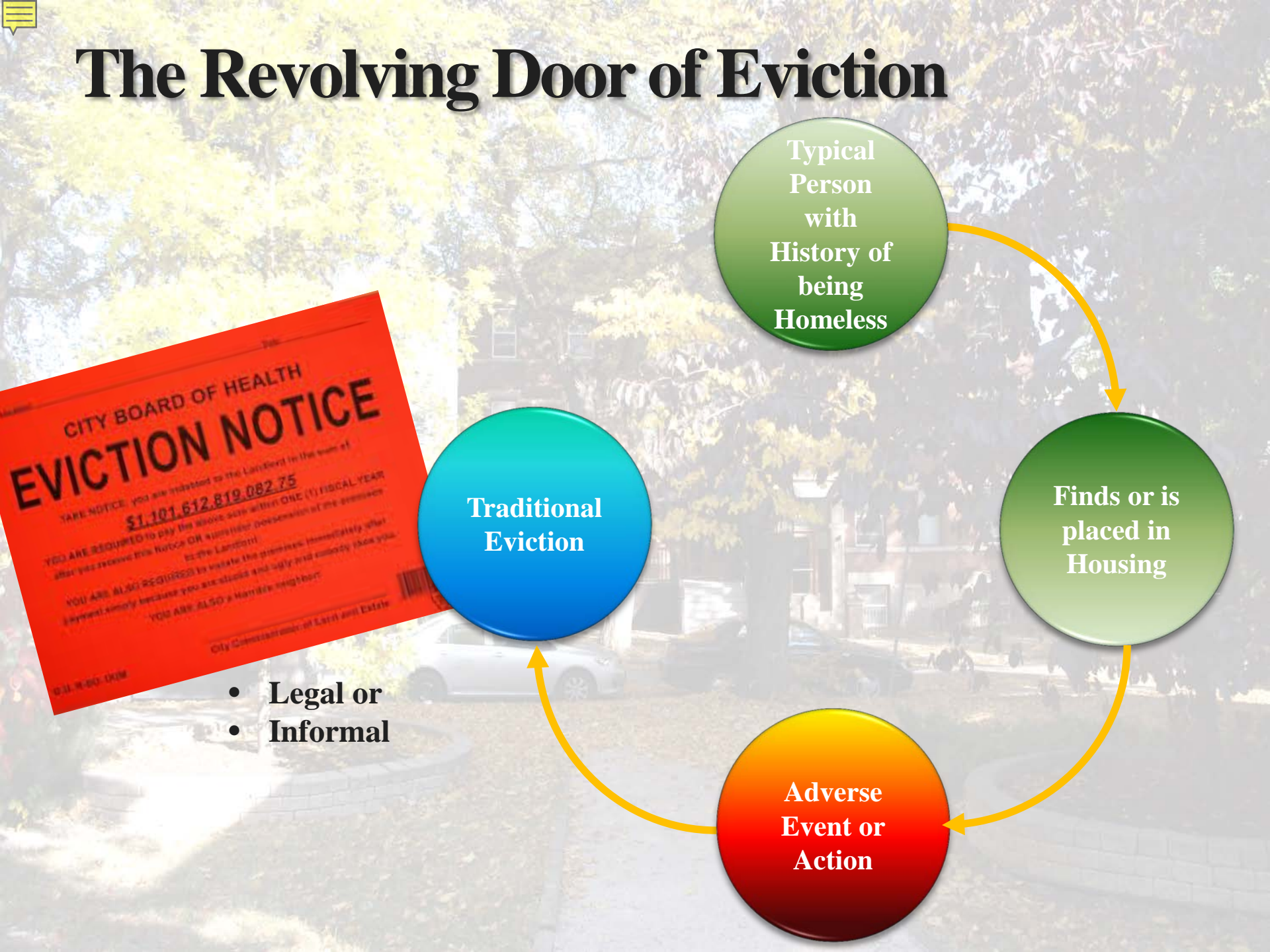
- Legal or
- Informal

Traditional  
Eviction

Typical  
Person  
with  
History of  
being  
Homeless

Finds or is  
placed in  
Housing

Adverse  
Event or  
Action





# The Revolving Door of Eviction

- Homeless
- Hidden Homeless
- In Shelter

Typical Person with History of being Homeless

Rehoused

Finds or is placed in Housing

Residential Instability

Adverse Event or Action

Traditional Eviction

- Legal or
- Informal



# The Revolving Door of Eviction

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- Hidden Homeless
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Typical Person with History of being Homeless



Rehoused

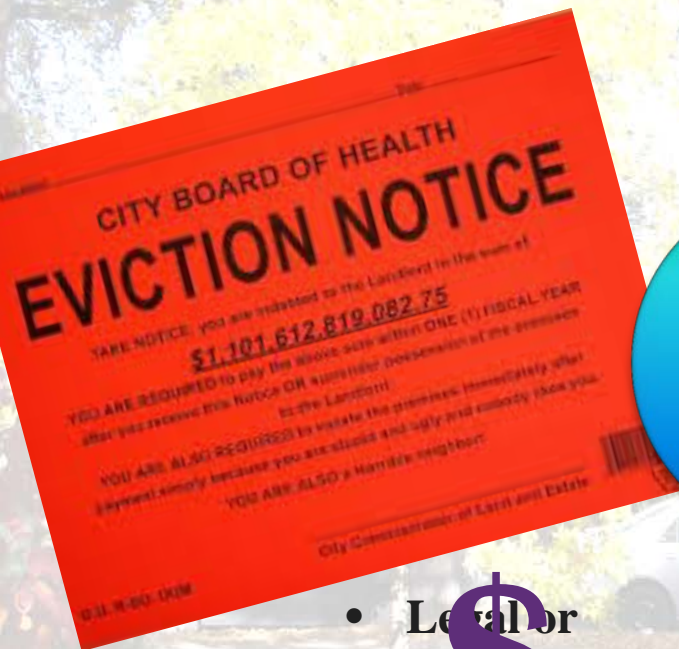
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Residential Instability

Adverse Event or Action

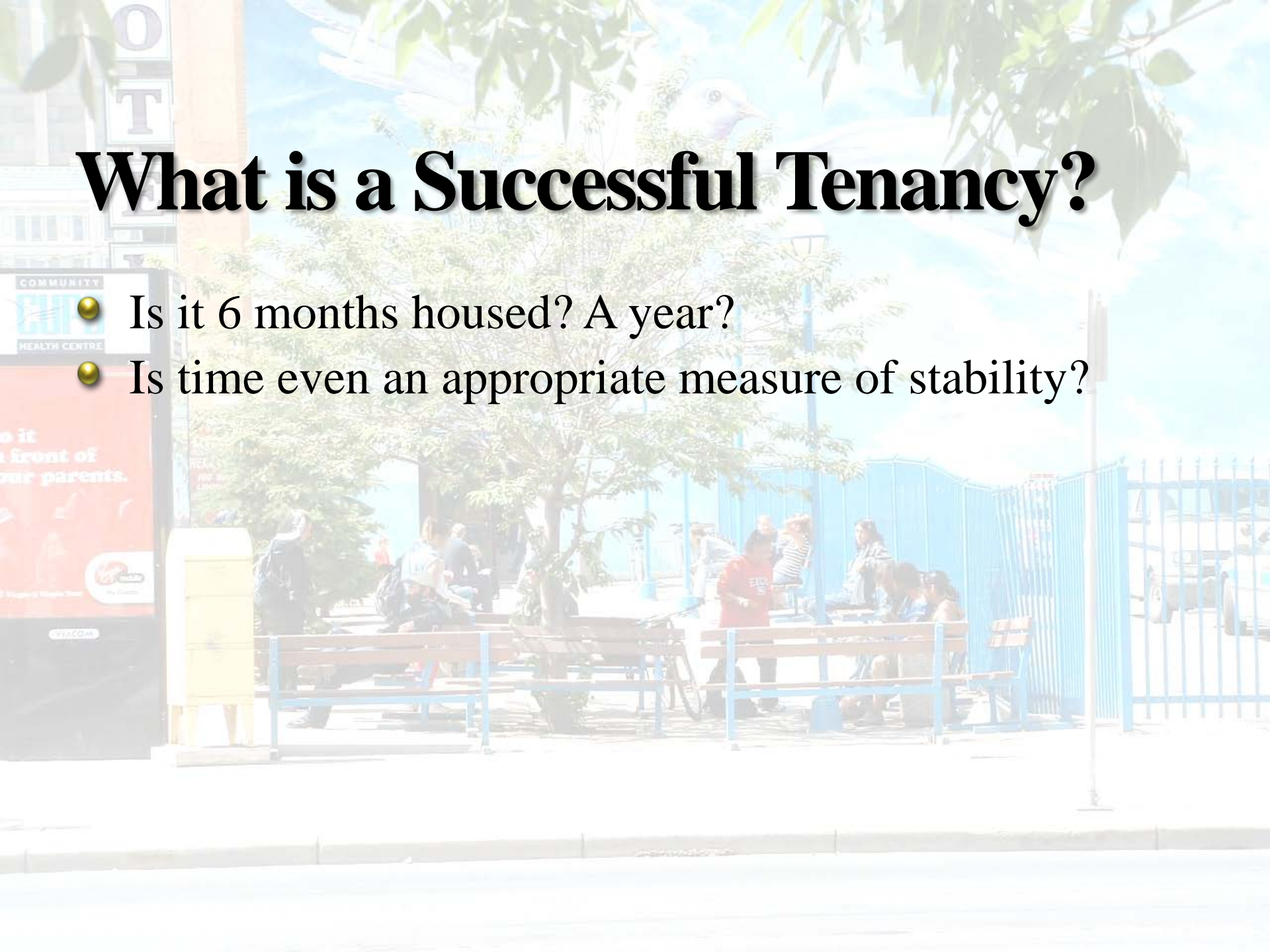
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# What is a Successful Tenancy?

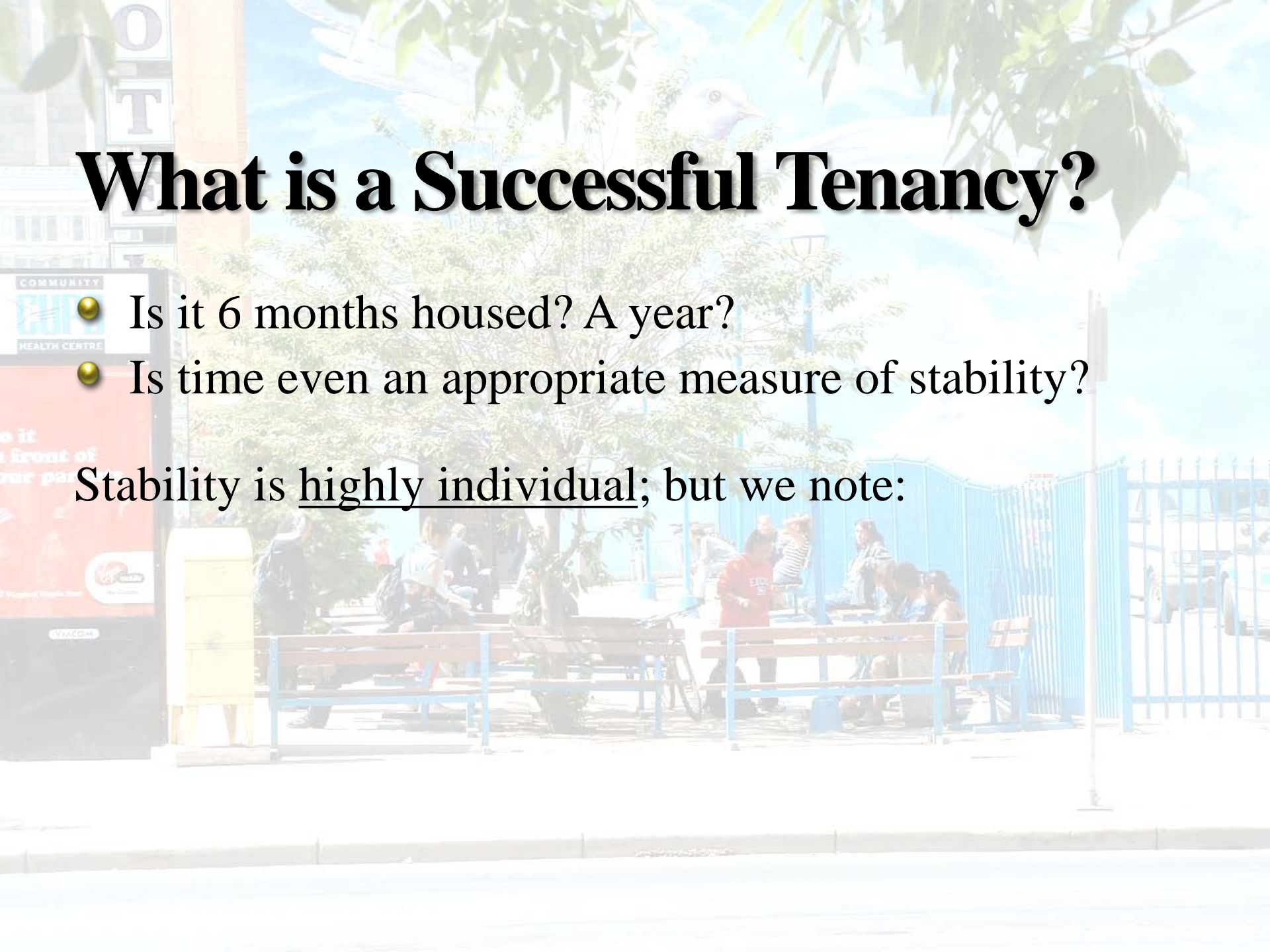
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Stability is highly individual; but we note:

- Stability happens in stages:
  - Building relationships and trust, allowing time for interaction with an agency, and entering housing.
  - A period of settling down to stability, and declining fear.
  - Growth to a point where the tenant feels ‘part of the community’, or ‘more control over their circumstances’.

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Most programs suggested 2-3 years for this to happen.



# Indicators of Stability in Housing

- Length of Tenure
- Rehousing Episodes (measuring for reduction)
- Rent Payment
- Maintenance issues
- Level of Crisis and Response
- Mental Wellbeing
- Personal Growth and Goal Attainment
- Behaviour Based Issues
- Engagement with Case Planning
- Self-Identified Success
- Feeling Safe
- Decreasing Isolation, Improving Interaction
- Community Integration
- Tenant Participation Levels
- Improved Health
- Formal Assessment Tools

The background of the slide is a photograph of a residential street. On the left, there are trees with bright yellow autumn leaves. In the center and right, there are large, mature trees with green leaves. In the background, a multi-story brick house is visible. A silver car is parked on the street in front of the house. The overall scene is a peaceful neighborhood setting.

# **Part 2: Success Based Housing**

**The Tools to help organizations stem evictions**





# Success Based Housing and Housing First



**Housing  
Subsidies**

**Success Based Housing  
and Housing First**



**Housing  
Subsidies**

**+**

**Supports  
(ACT /  
ICM)**

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# Success Based Housing and Housing First



24

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# Success Based Housing

*“Success Based Housing offers practical tools and direction by which housing and housing related agencies can think more broadly about how and why they should support vulnerable tenants to remain housed as challenges and difficulties arise.”*



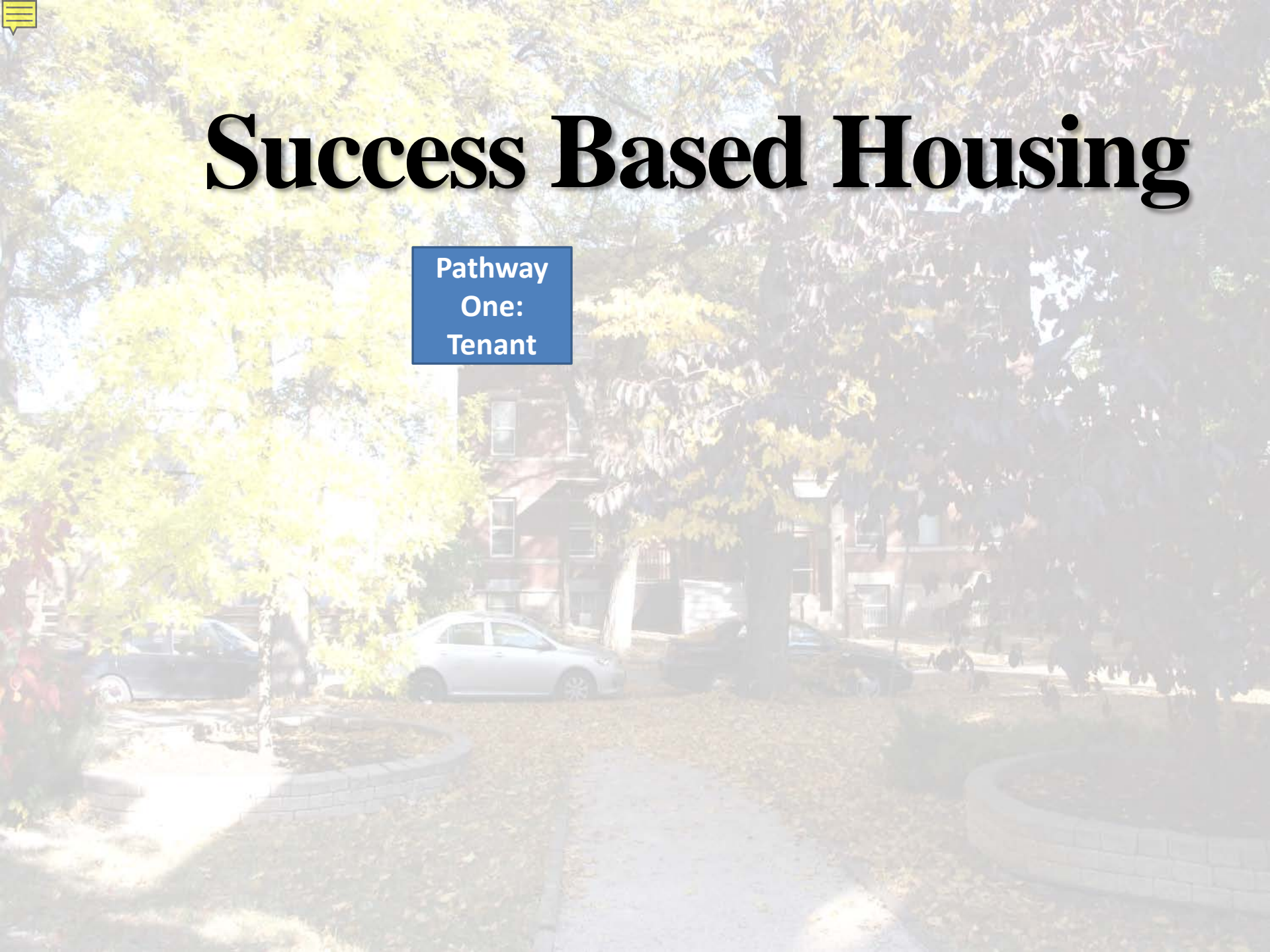
# Objective of SBH:

- To break the *Cycle of Homelessness*.
  - by intervening early in tough tenancies!!
- To better support tenants.
- To build supportive communities.
- To lower costs and stress for clients and programs.



# Success Based Housing

Pathway  
One:  
Tenant



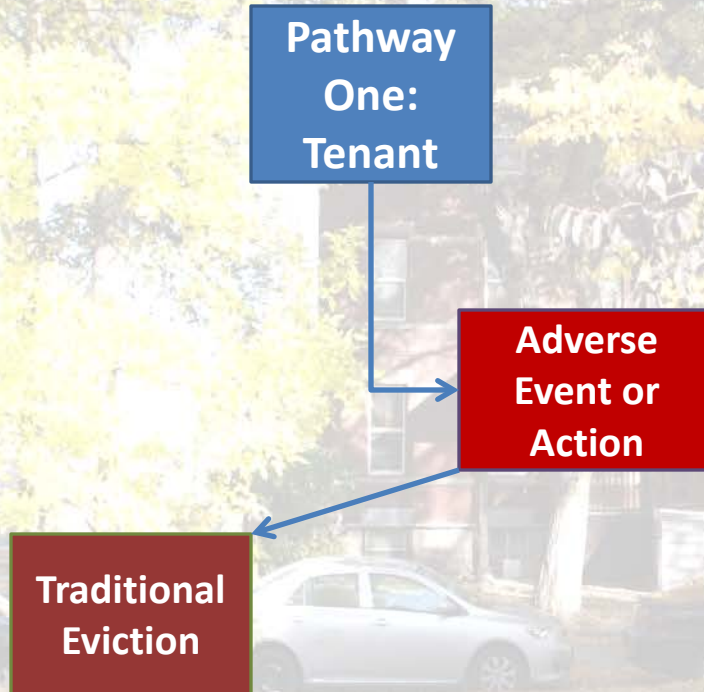
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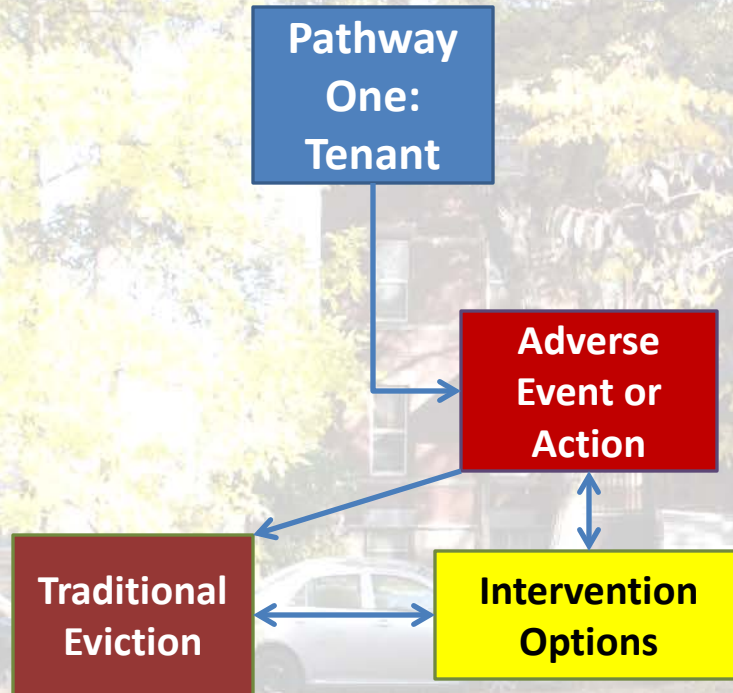
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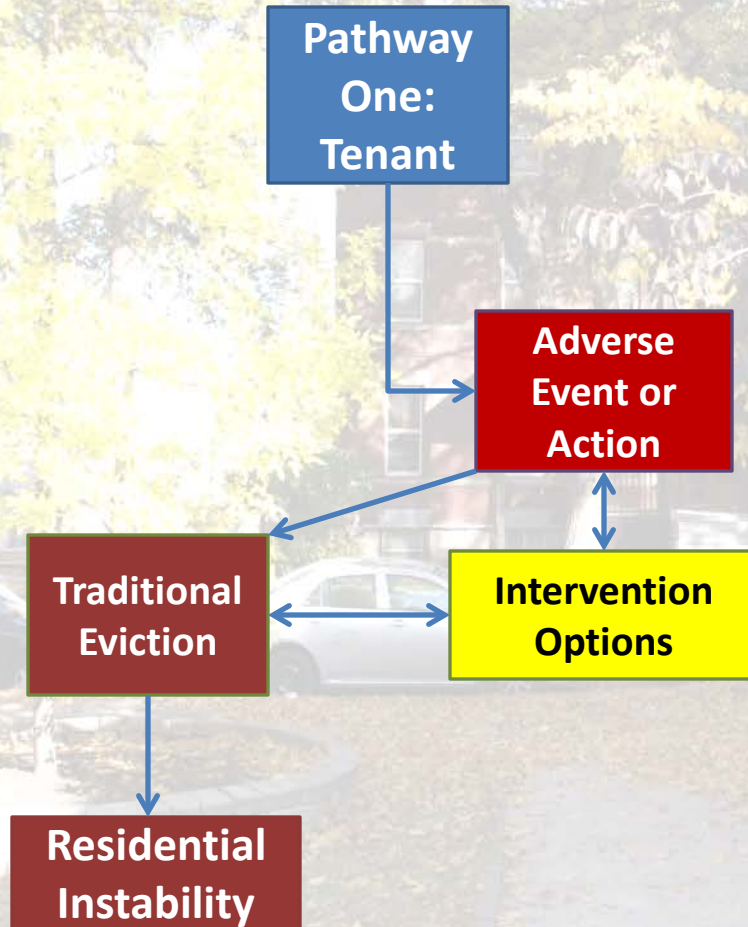
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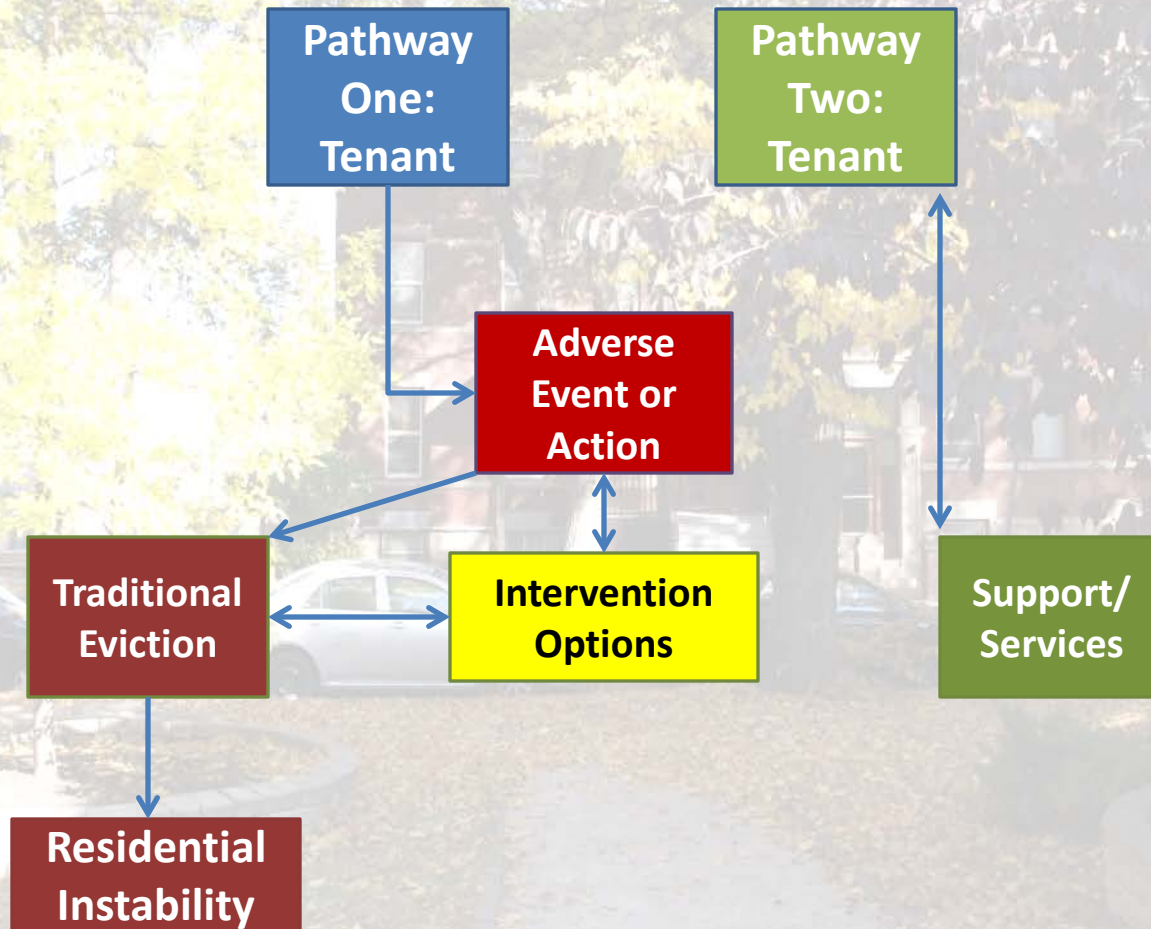
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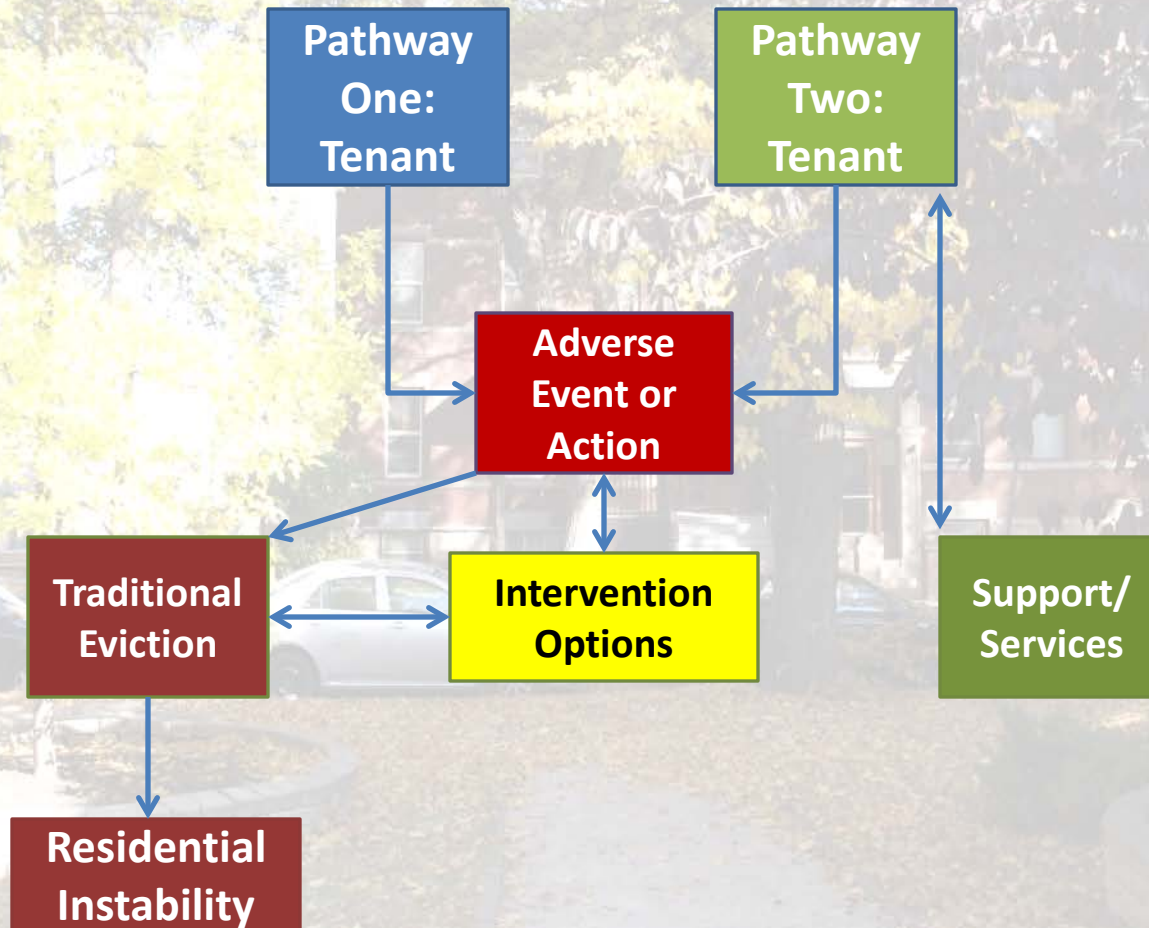


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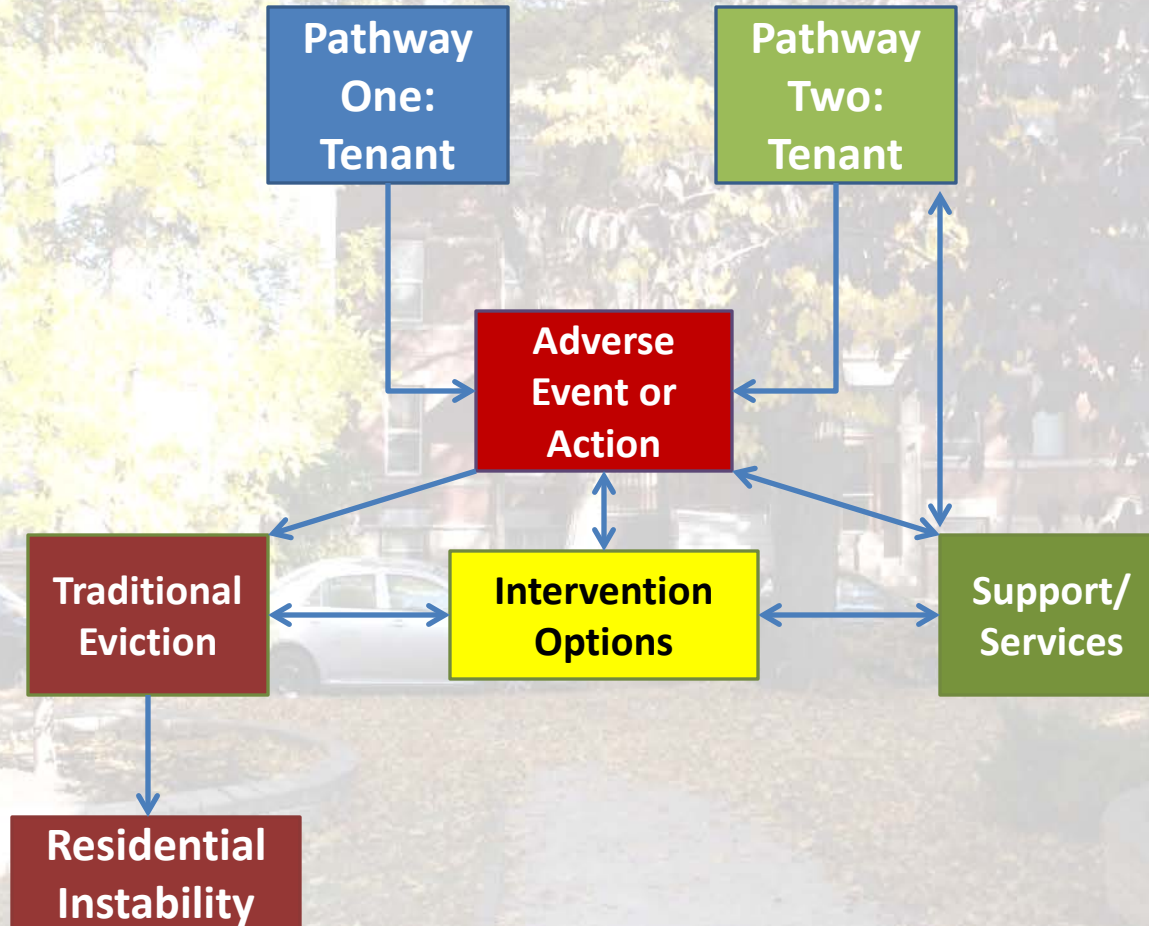




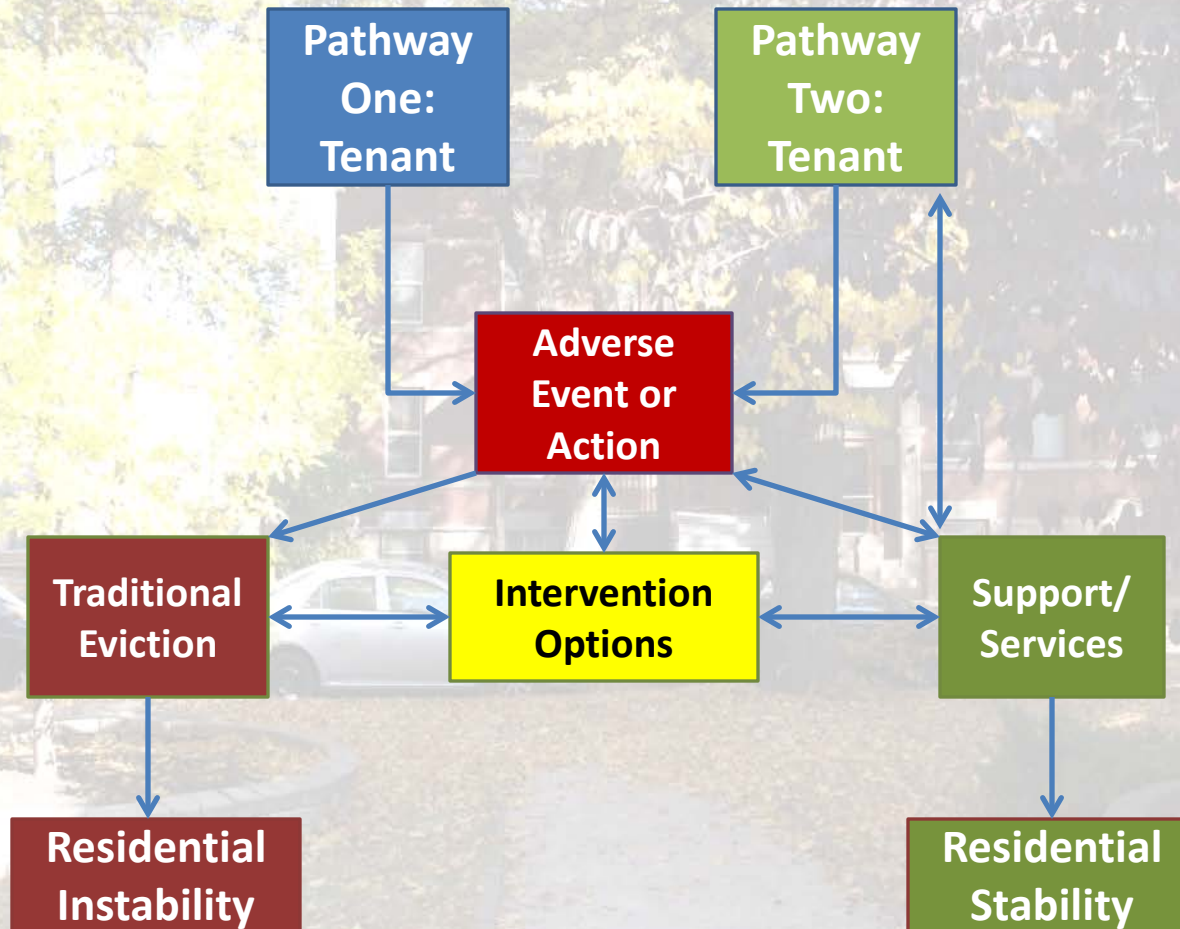
# Success Based Housing



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# Supporting Successful Tenancies

Requires an fundamental shift in:

- 
- **Philosophy**, to focus on supporting successful housing
  - **Governance**, set it up right
  - **Policies**, to incorporate change in interventions
  - **Programs**, created or partner to provide supports or programs
  - **Actions**, delivery and monitor successes





# **Creating Successful Tenancies**

- 1. Changing Organizational DNA**
- 2. Putting Clients First, Even in Housing First**
- 3. Slamming the Door on Eviction and Homelessness**
- 4. Building Relationships, Networks and Partnerships**
- 5. Exploring Programs, Supports and Resources for Staff**
- 6. Resources, Education, and Supports for Clients**
- 7. Support, Education, and Training Components**
- 8. Adding Up Progress: Assessing Impacts**
- 9. Embracing Challenges**
- 10. Funding, Funding and more Funding**
- 11. Bringing it all together: Making SBH work**



# Creating Successful Tenancies

- 1. Changing Organizational DNA ---  
Incorporating Success Based Housing  
into Organizational Mandates**

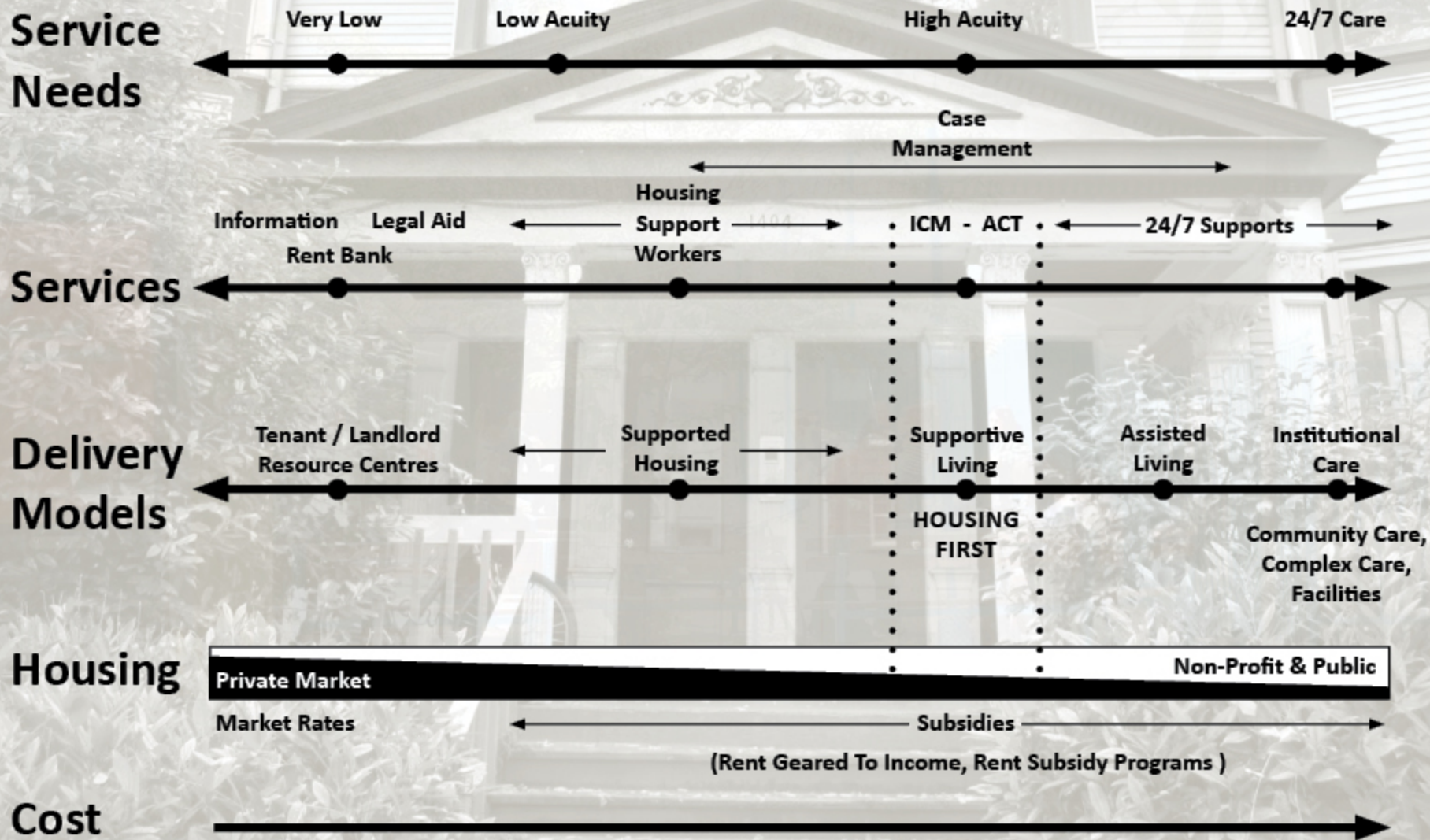


# Creating Successful Tenancies

## 1. Changing Organizational DNA --- Incorporating Success Based Housing into Organizational Mandates

- **Embracing a new philosophy:** A Policy of ‘No Evictions’ – focus of program on Housing Retention, not rule adherence
- **Changing Mandate and Planning**
- **Set a new Policy Direction**
- **Develop Programs**

# Creating a Housing - Services Spectrum





A background image of a residential street. In the foreground, there is a grey stone wall on the left and right sides. A black metal fence runs across the middle ground. Behind the fence, a dark-colored car is parked on a grassy area. In the background, there are several houses with gabled roofs and a street lamp. The overall scene is a typical suburban neighborhood.

# **Creating Successful Tenancies**

## **2. Putting Clients First, Even in Housing First**

- Person Centered Approach**



# **Creating Successful Tenancies**

## **2. Putting Clients First, Even in Housing First**

- **Person Centered Approach**
- **Finding the Right Fit between Tenant and Housing**
  - **Client Choice of Housing and Services**



# **Creating Successful Tenancies**

## **2. Putting Clients First, Even in Housing First**

- **Person Centered Approach**
- **Finding the Right Fit between Tenant and Housing**
  - **Client Choice of Housing and Services**
- **Culturally and Spiritually Appropriate Services**

A background image showing a multi-story brick residential building with several windows. In the foreground, there is a paved path leading towards the building, flanked by trees with yellow and green autumn foliage. A silver car is parked on the left side of the path. The overall scene is bright and sunny.

# **Creating Successful Tenancies**

## **3. Slamming the Door on Evictions: Implementation**

- **Intervene early and often**

A background image of a residential street with trees and a building. The image is faded and serves as a backdrop for the text.

# **Creating Successful Tenancies**

## **3. Slamming the Door on Evictions: Implementation**

- **Intervene early and often**
- **Proactive engagement and supports**
- **Recognizing the costs to tenants... and programs**



# Creating Successful Tenancies

## 4. Building Relationships, Networks and Partnerships

- Building Networks and Partnerships



# Creating Successful Tenancies

## 4. Building Relationships, Networks and Partnerships

- **Building Networks and Partnerships**
- **Sharing the Load amongst organizations**
  - **Broader Range of Services**
  - **Focus on Specific Services**
  - **Weave a Better Support Network for Clients**



# Creating Successful Tenancies

## 4. Building Relationships, Networks and Partnerships

- **Building Networks and Partnerships**
- **Sharing the Load amongst organizations**
  - **Broader Range of Services**
  - **Focus on Specific Services**
  - **Weave a Better Support Network for Clients**
- **Partnerships Critical with Addictions Recovery and First Nations**



A white dove is shown in flight, carrying an olive branch, symbolizing peace. The background is a bright, sunny outdoor scene of a park or community area. Several people are sitting on wooden benches with blue metal frames. There are trees and a blue fence in the background. On the left side, there are signs for 'OTE' and 'COMMUNITY EUPS HEALTH CENTRE'.

# Creating Successful Tenancies

## 5. Supporting Staff: Programs, Supports and Resources

- Staff – Selection, Training and Skills



# Creating Successful Tenancies

## 5. Supporting Staff: Programs, Supports and Resources

- Staff – Selection, Training and Skills
- The Positive Role of Peers

A white dove is shown in flight, carrying an olive branch, against a bright blue sky. Below the dove, a park scene is visible with several people sitting on wooden benches. In the background, there are trees and a blue fence. On the left side, there are signs for 'OTE' and 'COMMUNITY EUPS HEALTH CENTRE'.

# Creating Successful Tenancies

## 5. Supporting Staff: Programs, Supports and Resources

- Staff – Selection, Training and Skills
- The Positive Role of Peers
- New Types of Positions



# Creating Successful Tenancies

## **6. Resources, Education and Supports for Clients**

- **Intake Processes and Tools**
- **Importance of Identifying Tenants that need support**
- **Screening Tools and Assessments**



# **Creating Successful Tenancies**

## **6. Resources, Education and Supports for Clients**

- Intake Processes and Tools**
- Importance of Identifying Tenants that need support**
- Screening Tools and Assessments**
- Handbooks and Guidebooks, Move-in Orientations**
- Day Programming, Social Activities**
- Education and Training**



# Creating Successful Tenancies

## 7. Even more Tools

- **Tenant Agreements**
- **Rent Paid Direct**
- **Data and Information Technology**
- **Referrals & Central Registries**
- **Planned Moves, Respite**
- **Eviction Notices as a Tool**
- **Communications – 24 Hour Emergency Line**



# Creating Successful Tenancies

## 8. Adding Up Progress: Assessing Impacts

- Thinking about the Timeline for Stability

A background image of a residential street. In the foreground, there is a black metal fence and a sidewalk. Behind the fence, a dark-colored car is parked on the street. In the background, there are several houses with gabled roofs and a brick building on the right side. The overall scene is a typical suburban neighborhood.

# **Creating Successful Tenancies**

## **8. Adding Up Progress: Assessing Impacts**

- **Thinking about the Timeline for Stability**
- **(non) graduation**





# Creating Successful Tenancies

## 8. Adding Up Progress: Assessing Impacts

- **Thinking about the Timeline for Stability**
- **(non) graduation**
- **Program Monitoring**



# Creating Successful Tenancies

## 8. Adding Up Progress: Assessing Impacts

- **Thinking about the Timeline for Stability**
- **(non) graduation**
- **Program Monitoring**
- **Developing and Using Indicators of Housing Stability**



# Creating Successful Tenancies

## 9. Embracing Challenges

- Working with a Challenging System

A white dove is flying in the upper center of the frame against a clear blue sky. Below it, a park scene unfolds with several people sitting on wooden benches with blue metal frames. In the background, there are green trees and a blue fence. On the left side, a building facade is visible with signs for 'OTE' and 'COMMUNITY EUPS HEALTH CENTRE'.

# Creating Successful Tenancies

## 9. Embracing Challenges

- Working with a Challenging System
- The Learning Curve
- Being Realistic

A white dove is flying in the upper center of the frame. Below it, a park scene is visible with several people sitting on wooden benches. In the background, there is a blue fence and some trees. On the left side, there are signs for 'OTE' and 'COMMUNITY EUPS HEALTH CENTRE'.

# Creating Successful Tenancies

## 9. Embracing Challenges

- Working with a Challenging System
- The Learning Curve
- Being Realistic
- Unexpected Visitors



# Creating Successful Tenancies

## 10. Funding, Funding and more Funding

- **The Importance of Government Support**
  - **Funding**
  - **Support**



# Creating Successful Tenancies

## 10. Funding, Funding and more Funding

- **The Importance of Government Support**
  - **Funding**
  - **Support**
- **Offsets from fewer evictions**

A faded background image of a residential street. In the foreground, there are two circular stone-edged flower beds. A paved path leads from the bottom center towards the background. In the middle ground, a silver sedan is parked on the left, and a dark car is on the right. The background features several houses, some with porches, and large trees with green and yellowing leaves, suggesting an autumn setting. The overall image is semi-transparent to allow text to be overlaid.

# **Creating Successful Tenancies**

**11. Bringing it all together...**

**Making Success Based Housing Work**



[www.uwinnipeg.ca/ius](http://www.uwinnipeg.ca/ius)



Institute of Urban Studies  
THE UNIVERSITY OF WINNIPEG

## Best Practices Research Report

***“Holding On!:  
Supporting Successful Tenancies  
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HRSDC Project Number:  
11720125

June 9, 2014



Institute of Urban Studies  
THE UNIVERSITY OF WINNIPEG

## Proceedings:

***“Preventing Eviction and  
Managing for Successful Tenancies”***

A Workshop by  
The Institute of Urban Studies

for

The Mental Health Commission of Canada's  
*At Home / Chez Soi Project,*  
Winnipeg Site  
November 10, 2011

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The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Government of Canada.

# Canada

A stylized Canadian flag logo consisting of a red maple leaf centered between two red vertical bars, positioned above the letter 'a' in the word 'Canada'.

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**Thanks!**