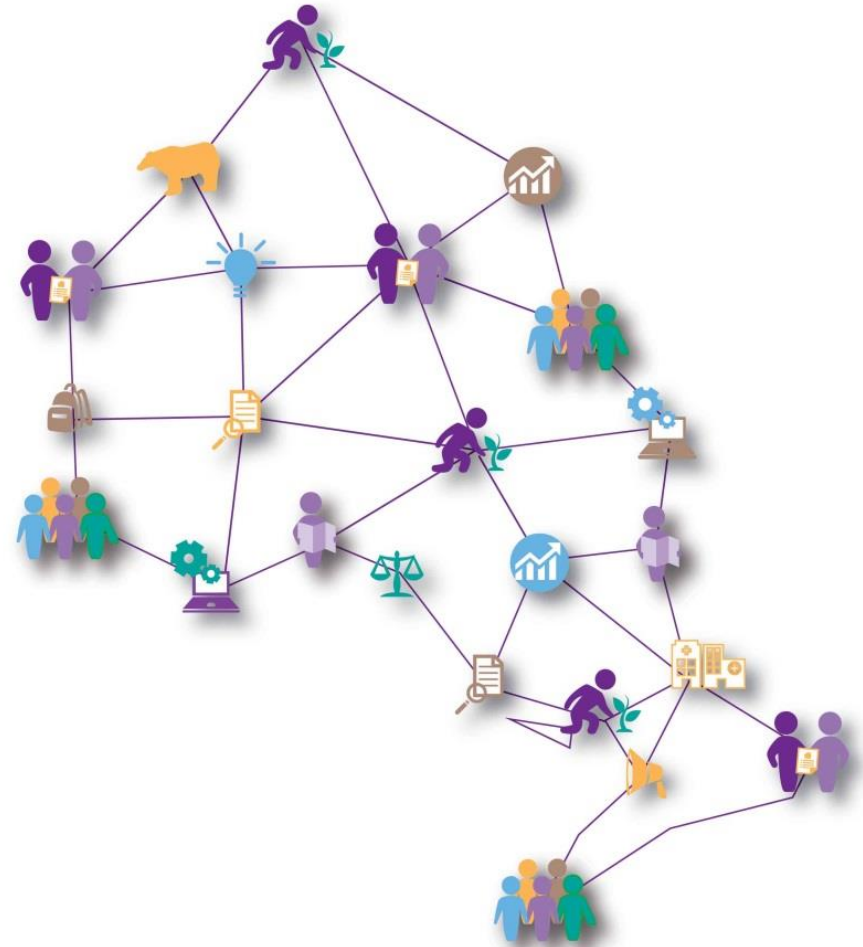


2019-Oct-26

camh



Housekeeping

- The audio is being stream via your computers. For optimal sound, please use external speakers or earphones. If you are still having trouble hearing our presenters, you can dial into **1-800-509-6600 Participant PIN: 95437934#**
- This webinar will be recorded and posted on the **Col's webpage** following the presentation.
- Please also let us know via the chat box if someone is watching the webinar with you!
- Some collected data from the webinar might be used for reporting.
- We would appreciate having your feedback on today's knowledge exchange webinar. You will receive a link to an online survey towards the end of the webinar. **Thanks in advance for the 5 minutes of your time to complete our online feedback survey!**

AGENDA

1

Introduction: About the OHFRN-Col and today's presentation

2

**Presentations on:
Innovative ways to
create affordable
housing**

- TAEH
- Services and Housing In the Province
- CMHA Ottawa Condo Program

3

Q/A

1

Introduction

But first, a bit about you!

WHO is participating in today's webinar. Please answer the poll:

What is your main role in relation to the addictions and/or mental health sectors?

- ☐ Agency Leadership
- ☐ Physician / Psychiatrist
- ☐ Nurse (e.g. nurse practitioner, registered nurse)
- ☐ Psychologist / psychotherapist
- ☐ Allied health professional
- ☐ Peer workers
- ☐ Social worker, counsellor, other service provider
- ☐ Educator
- ☐ Knowledge Broker/Implementation Staff
- ☐ Policymaker/System Planner
- ☐ Researcher/Research Staff
- ☐ Other (please specify)_____

WHICH SECTORS are participating in today's webinar? Please answer the poll.

- ☐ Hospital Mental Health and Addictions
- ☐ Community Mental Health and Addictions (e.g. private or public)
- ☐ Primary Care (e.g. physicians, nurses, nurse practitioners)
- ☐ Public Health/Board of Health
- ☐ Peer Support Services
- ☐ Child & Youth services
- ☐ Housing Services
- ☐ Justice (e.g., police, corrections)
- ☐ Education
- ☐ Government
- ☐ Employment
- ☐ Research/Academia
- ☐ First Nations, Inuit or Metis organizations
- ☐ Faith based & Cultural services
- ☐ Other (please specify)_____

WHERE everyone is participating from? Please answer the poll.

Which area are you participating from?

- ☐ Northwest Region (e.g. Kenora, Thunder Bay)
- ☐ Northeast Region (e.g. Sudbury, Barrie)
- ☐ West Region (e.g. London, Hamilton)
- ☐ East Region (e.g. Ottawa, Kingston)
- ☐ GTA Region
- ☐ I am participating from outside of Ontario
- ☐ Not sure



The OHFRN-CoI

Purpose: To assist communities across Ontario to develop, evaluate, and improve Housing First (HF) programs based on the Pathways model tested, adapted, and shown to be effective in the At Home / Chez Soi Demonstration Project.



Goals:

- **Build** local capacity for HF programs
- **Promote** high quality implementation, fidelity, and adaptation of the Pathways HF
- **Advocate** and influence public policy related to HF

The OHFRN-Col

Members of the OHFRN-COI will consist of Ontario HF policy-makers planners, managers, service-providers, researchers, and persons with lived experience, including representatives from the housing, health, and justice sectors and Indigenous housing and support providers. Key partners include the Canadian Alliance to End Homelessness, ESDC Reaching Home Secretariat, and local HF programs.

This Col is supported by Evidence Exchange Network, part of the Provincial System Support Program at CAMH.

For more information, visit <http://eenet.ca/housing-first-community-of-interest/>



Today's webinar

During this webinar, you will learn about:

- ✓ how to adopt a collective approach through an example of Toronto providers who have been working together;
- ✓ recognizing the current limitations of the private rental market for Housing First programs, how to build dedicated rental stock by working better with your city, and with other resources and levels of government;
- ✓ how current Housing First programs are working to create more affordable housing, including examples from Ottawa's scattered-site housing condo program and SHIP's Hansen Development project.

The presenters



Brian Davis is the Executive Director at Houselink Community Homes. His work in the non-profit housing sector has spanned 25 years, performing various positions within the alternative, social and supportive housing fabric of Toronto. Over this span of time, he has always been dedicated to providing community based, housing and supports for people exiting homelessness using a housing first philosophy. Since 2010, he has been the Executive Director of Houselink Community Homes which provides supportive housing and recovery oriented programs to approximately 1,200 Torontonians annually. Brian has taken on a number of leadership roles within the sector, such as past chair of ONPHA's Supportive Housing Committee, chair of the former Homecoming Coalition which challenges NIMBYISM, a variety of roles on the Toronto Mental Health and Addictions Supportive Housing Network and currently serves on the steering committee for the Toronto Alliance to End Homelessness as well as chair of their Development Working Group.

Cory O'Handley is the Director of Projects and Housing Development, Services and Housing In the Province (SHIP). Cory has been working within the sector for over 27 years addressing system barriers related to housing and homelessness. Cory's work specialized in addressing housing and homelessness with a strong focus on homeless individuals suffering from mental health and addictions. He currently chairs and participates on several local advocacy and social service workgroups addressing the root causes of homelessness.



The presenters cont'd



Lisa Medd is a Program Manager at CMHA Ottawa with the Rent Supplement and Condo Program, which provides housing for over 450 tenants. Lisa has a MSW from Wilfrid Laurier's Community Development and Social Planning stream. She started her career in housing advocacy, moved to community mental health and is happy for her present role which combines both passions.



Maryann Roebuck is a PhD Candidate at the Centre for Research on Educational and Community Services and School of Psychology, University of Ottawa. Over the past year, she has worked as a research assistant on a case study of the Canadian Mental Health Association of Ottawa's Housing First Condominium Program. Her PhD Thesis is part of the multi-provincial study, entitled, "Evaluating the strengths model of case management for people with severe mental illness." She is pursuing a career as a community-based researcher and program evaluator in the areas of housing, homelessness, mental health and disability.



PRESENTATION

NOVEMBER 26TH WEBINAR



WHO WE ARE

The Toronto Alliance to End Homelessness (TAEH) is a community-based collective impact initiative that recognizes the critical importance of working in a new way towards a common goal. This includes working with all levels of government, particularly the City of Toronto to achieve our vision.

Our Vision

Zero chronic and episodic homelessness in Toronto.

Our Mission

To mobilize the collective impact necessary to effect change in Toronto to achieve and maintain zero homelessness.



PARTNERS



The Access Point
The Toronto Mental Health and
Addictions Access Point



**Canadian Mental
Health Association**
Toronto



**THE HOUSING
HELP CENTRE**



PARTNERS



Giving Hope Today



St. Stephen's
Community House



TORONTO
SHELTER
NETWORK



Formerly St. Christopher House



Collective Impact Principles of Practice

Design and implement the initiative with a priority placed on **equity**.

Include **community members** in the collaborative.

Recruit and co-create with **cross-sector** partners.

Use data to continuously **learn, adapt, and improve**.

Cultivate leaders with unique **system leadership** skills.

Focus on program and **system strategies**.

Build a culture that fosters **relationships, trust, and respect** across participants.

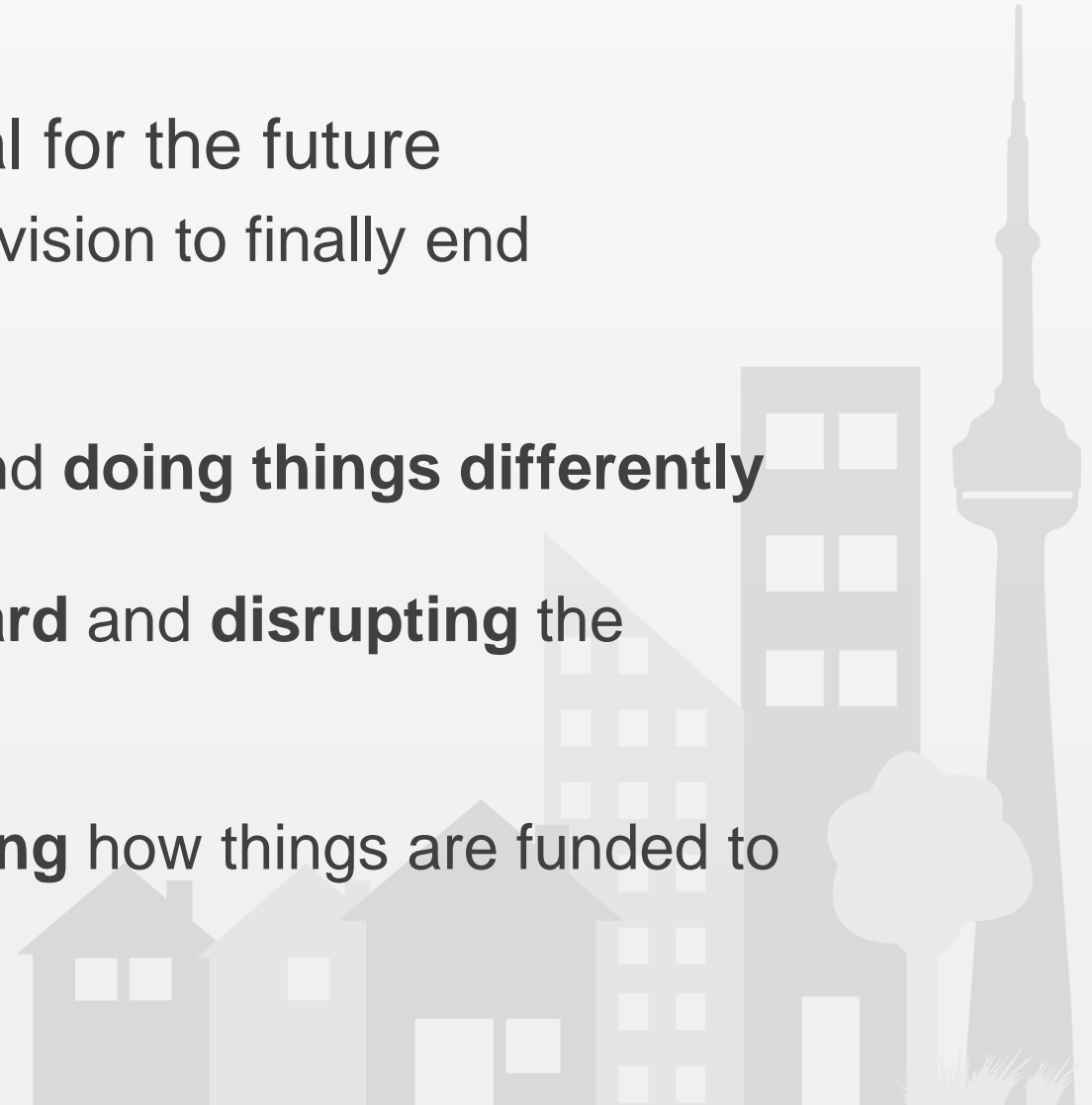
Customize for **local context**.



Collective impact framework TAEH

Rooted in our history + shared goal for the future

- **Coming together** with common vision to finally end homelessness
- Shared commitment to **acting** and **doing things differently**
- Shared interest in **looking forward** and **disrupting** the status quo
- Common commitment to **changing** how things are funded to a person-centered approach



TAEH WORKING GROUPS

- **Coordinated Access**
 - Oversees the design and implementation:
 - By-name list
 - Inactive policy
 - Matching/prioritizing processes/policies -link to common assessment
- **Landlord Engagement**
 - Group focus is on how to engage landlords to create more affordable housing supply
- **Human Rights**
 - Human Rights WG aims to keep a human rights lens on all the decisions and actions of all orders of gov't related to housing, shelter, etc.



PWLE Caucus

TAEH Just introduced its first People with Lived Experience Caucus
Caucus was developed out of a recommendation by a PWLE Reference Group who met in 2018 and published a report: Nothing About Us Without Us
Key recommendations:

- To adopt a “Nothing about Us Without US” governance model
- Creation and support of a PWLE caucus
- Establish a mentorship program
- TAEH undergo a cultural audit
- Hire a PWLE



TAEH Development Working Group

Purpose: To identify resources, strategies and solutions that will spur the acquisition, development and renovation of quality, rental housing stock accessible* to individuals experiencing chronic homelessness and high acuity in Toronto.

The group will seek to foster an environment in which groups and organizations are able to maximize opportunities to increase this stock.

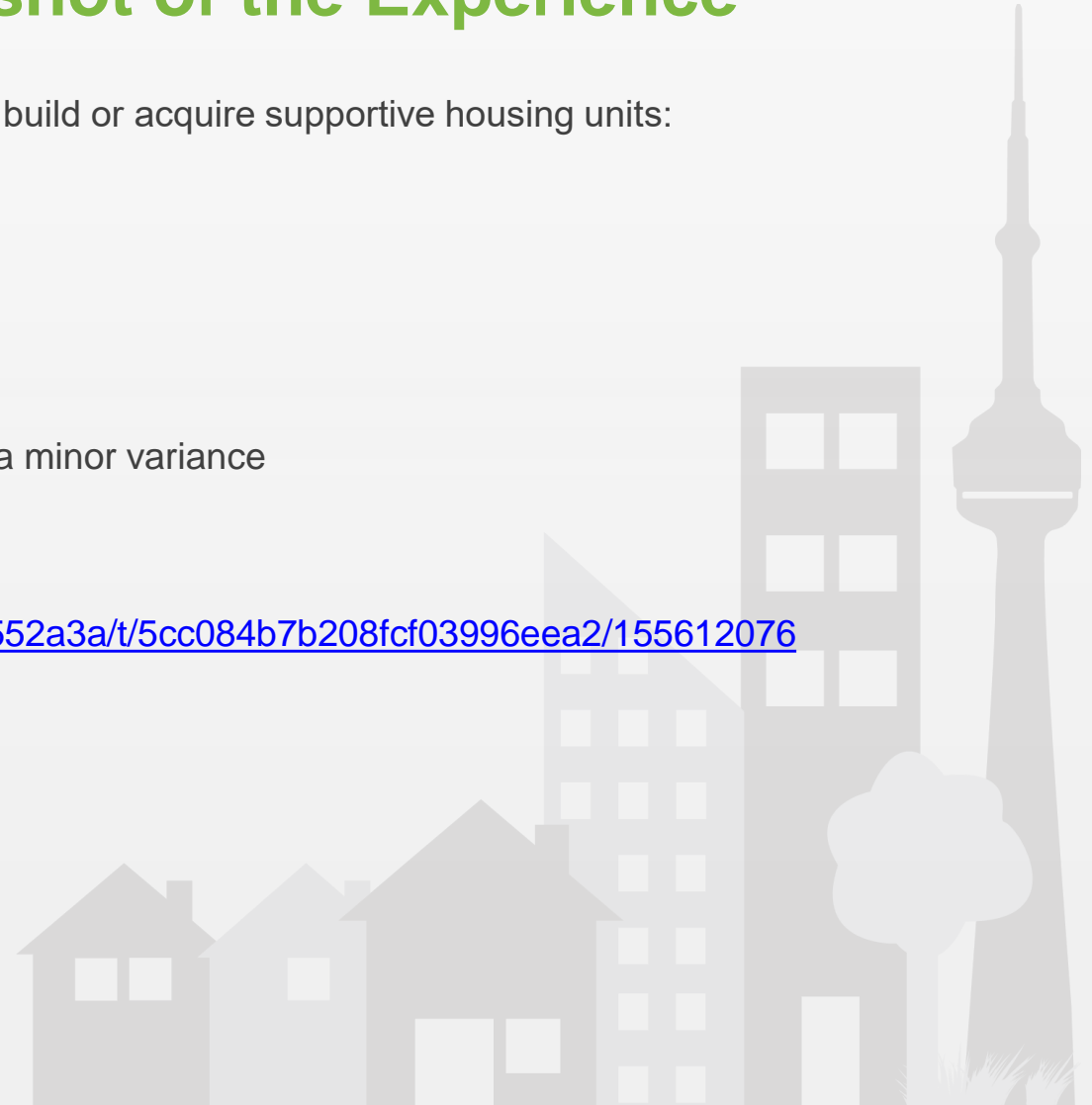
This includes, but not limited to, advancing policy and procedural changes at the municipal level, increase collaboration to leverage opportunities at all government levels, and create a shared learning environment to accelerate capacity building.

Membership: Primarily organizations that either have development experience, expertise or strategic goals.



Developing Supportive Housing: Experiences, Challenges and Ideas, A Snapshot of the Experience

- Reviewed 9 projects from 8 organization's in their attempts to build or acquire supportive housing units:
 - 5 stalled
 - 2 lost/abandoned
 - 1 under construction
 - 1 abandoned
- 478 in total proposed - > 58 under construction
- 2 successful with the Open Door Program
- 7 of the projects required a zoning by-law amendment /2 just a minor variance
- Link to the report on TAEH's website:
- <https://static1.squarespace.com/static/56c4a231d51cd428ca552a3a/t/5cc084b7b208fcf03996eea2/1556120763631/Developing+supportive+housing+%281%29.pdf>



Seeing the Glass Half Full

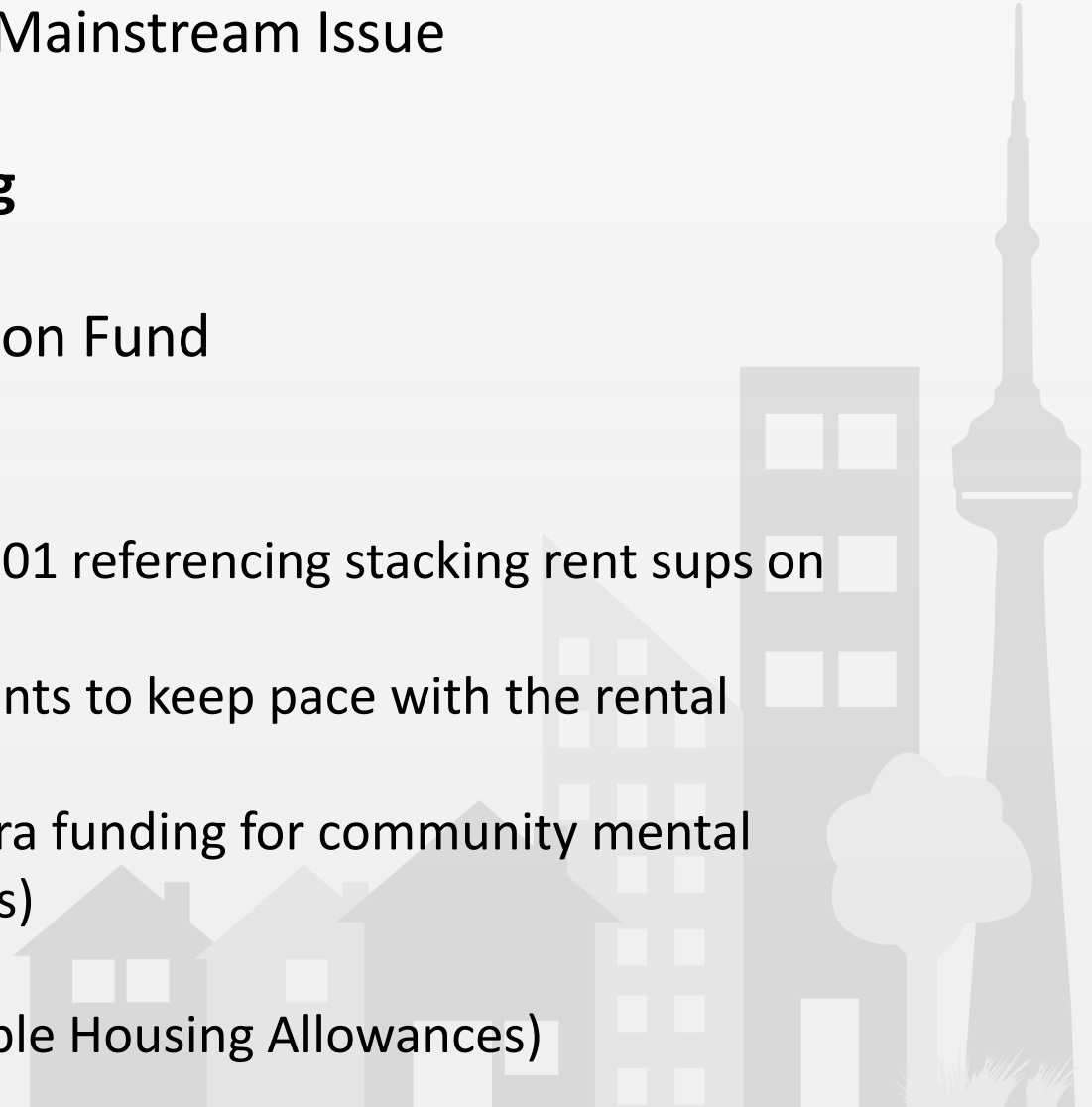
Political Will – Affordable Housing is now a Mainstream Issue

Federal: National Housing Strategy Funding

- Co-Investment Fund
- Community Housing Sector Transformation Fund

Provincial Funding

- MOH Current rent supplements (Directive 14.01 referencing stacking rent sups on to other housing programs)
- Advocacy with AMHO to index rent supplements to keep pace with the rental market
- New Federal-Ontario agreements provide extra funding for community mental health services (\$3.8 billion over next 10 years)
- Community Housing Renewal Strategy
- Ontario Priorities Housing Initiative (ie. Portable Housing Allowances)



Seeing the Glass Half Full

Municipalities:

- Municipalities are mandated to create housing and homelessness plans
- Make use of City owned housing and lands
- Role of Service Manager in working with non-profit housing providers facing End of Operating Agreements
- Waive development fees
- Work proactively to preserve existing stock

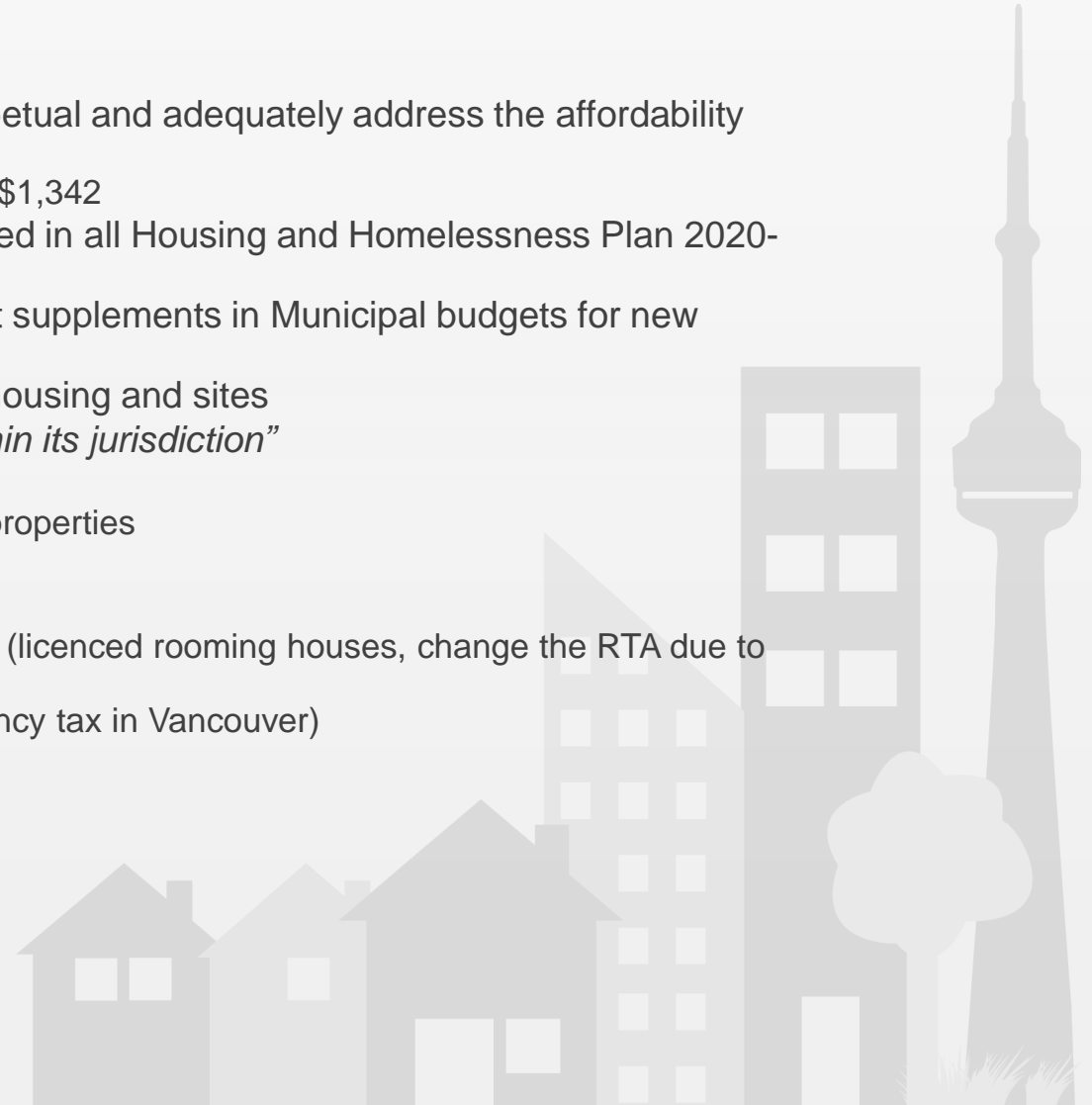
Other:

- Private Foundations
- Donors
- Churches and lands
- Social Capital (ie. New Commons and New Market Funds)



Ideas for Cities to Produce ‘Supported’ Housing

- Recognize the need for deeply affordable housing that is perpetual and adequately address the affordability gap
 - Shelter Allowance on ODSP = \$ 497 – Ave rent for bachelor \$1,342
- Ensure delivery targets for new supportive housing are included in all Housing and Homelessness Plan 2020-2030
- Commit capital funding, portable housing allowances and rent supplements in Municipal budgets for new supportive housing
- Make supportive housing a priority for all municipally-owned housing and sites
- Adopt a “*rights-based approach to housing policy that fits within its jurisdiction*”
 - City lands made available for supportive housing
 - Maximizing supports and housing within publicly owned properties
 - Inclusionary Zoning
 - Prioritizing those most at risk
 - Prevent the reduction of existing affordable housing units (licenced rooming houses, change the RTA due to renovictions)
 - Prevent the commodification of housing (ie. AirBnb, vacancy tax in Vancouver)
 - Work to combat NIMBYISM



Ideas for the City: Stream-line Municipal Planning Approvals

- Commit all City divisions to creating new supportive housing units
- An official trouble-shooter - *"How can we make this project work?"*
- Dedicated staff from the City Planning Division to fast-track municipal planning approvals
- Streamlines approvals to keep costs down
- Broaden the definition of 'residential' - innovative supportive housing models do not always match the definitions set out in Toronto's Official Plan or Zoning By-law.
 - Short-term respite units
 - Homes that provide a community based shared living model

<http://www.amo.on.ca/AMO-Content/Policy-Updates/2019/FixingtheHousingAffordabilityCrisisMunicipalRecomm>



All of Government Approach: Co-ordinate City Programs with Federal and Provincial Funding Programs

- **Take full advantage of provincial supportive housing funding**
 - Existing rent supplement dollars
 - Existing operating programs
 - Non-profit land for repurposing or intensification
- **Align City Initiatives with Provincial and NHS Co-Investment Fund approvals.**
 - Create a delegated approval program for non-profit applicants to have development fees waived
 - Establish a City-wide funding program to facilitate acquisition of existing affordable rental housing by non-profits.
 - Coordinating any municipal funding approvals with the Co-investment Fund's continuous intake process
- **Develop supportive housing on City-owned sites**
 - Capitalize on NP sector's commitment to perpetual affordability and inclusive communities
 - Designate a portion of units on all City sites to supportive housing



Where We are Headed in Toronto

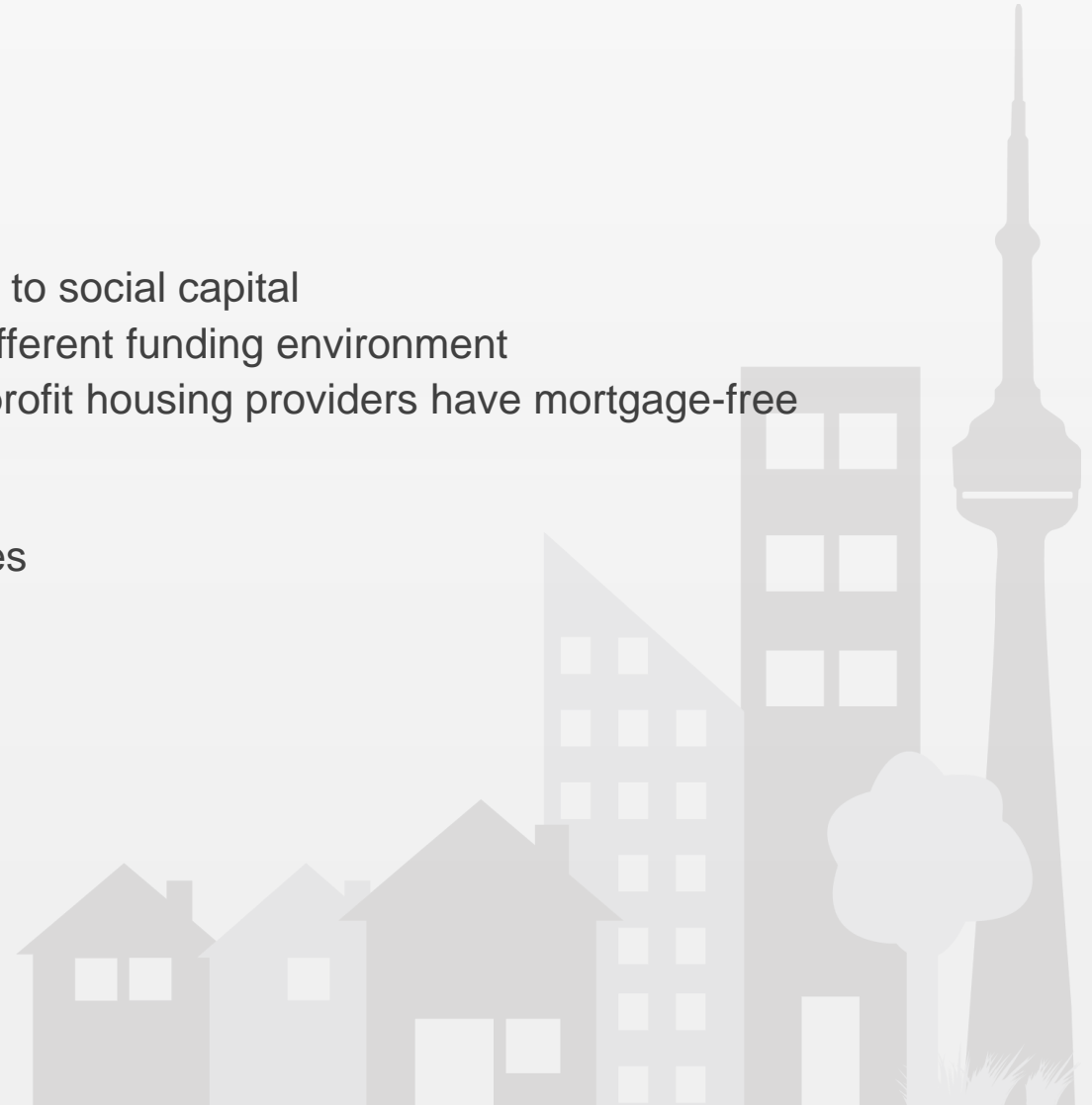
- A growing interest in working differently together in realizing common goals
- Reduce competition and increase collaboration
- **Supportive Housing Growth Plan:** Mapping of our supportive housing collective assets to:
 - identify service gaps
 - Create a strategic real-estate approach that:
 - Identifies buildings for selling, re-purposing, intensifying or sustaining
 - Seek opportunities for re-alignment of resources
- Improved collaboration between the City's planning process works and other levels of government (ie. Provincial health funding)



Land + Money + Development Capacity = New Housing

Strengthening our Development Capacity

- **A growing entrepreneurial spirit**
 - Increase our borrowing capacity including access to social capital
 - Build internal capacity to manage risk in a very different funding environment
 - Due to end-of-operating-agreements, more non-profit housing providers have mortgage-free sites that can help create more housing
 - Create inclusive and mixed market communities
 - Build capacity to be nimble and seize opportunities
- **Emerging models to create scale**
 - Pool assets together
 - Share and build development capacity
 - Stacking multiple resources



Services and Housing In the Province

**Innovative ways to create
affordable housing**

Programs and Services

SHIP is known for:

- The champion of the right for housing for 30 years
- Identifying gaps and directly addressing those needs
- Many of our programs and service models have gained national attention

Programs and Services

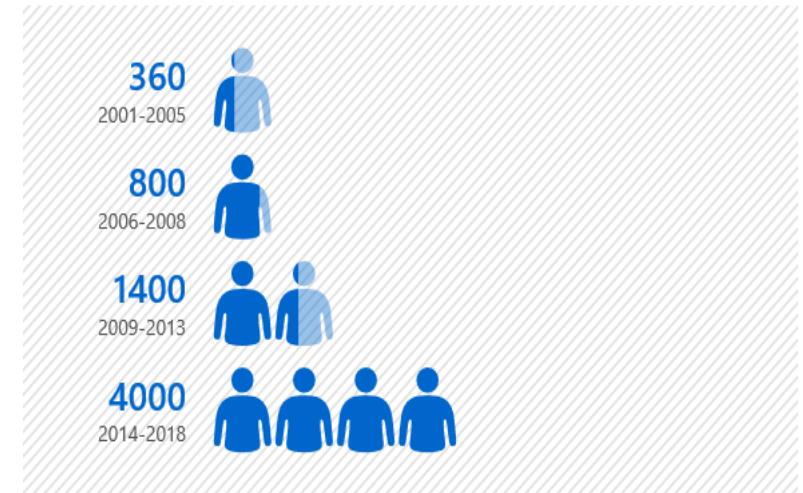
SHIPs services are:

- Recovery oriented
- Person/tenant directed
- Evidence Based
- Geared to serve a population base ranging from youth to seniors
- Supports ranging from Personal Support Services, Nursing, Mental Health, Substance Use, Recreational, Occupational Therapy, Tenant Relations, Financial Literacy, Hoarding Specialists, Wellness, Peer Supports, etc

Clients Served

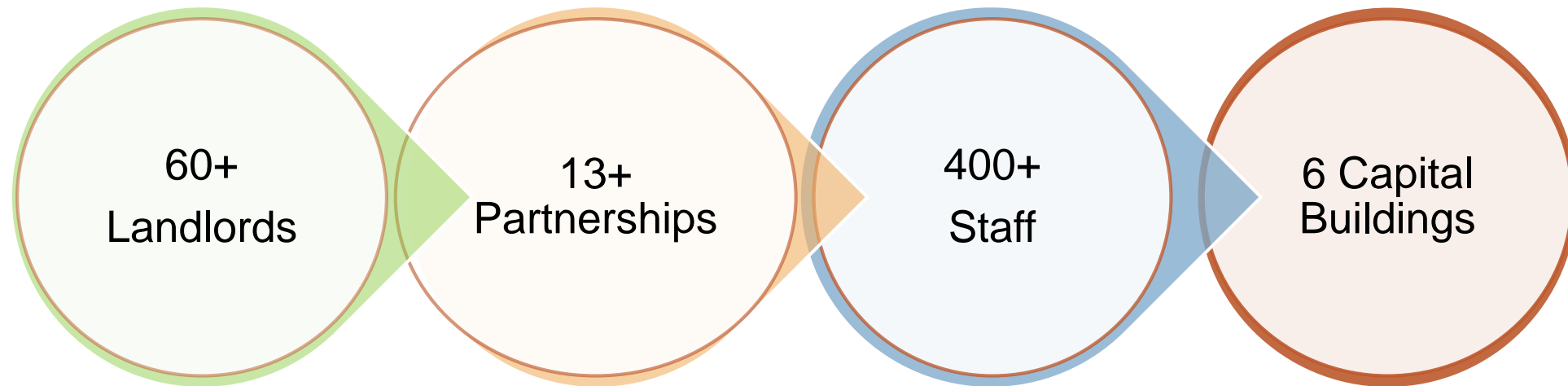
- 4000+ individuals served annually
- 1000+ individuals housed
- 1200+ individuals waiting
- **Age:** Average age: 41; Youngest: 16; Oldest: 93
- **Sex:** Female: 38%; Male 62%
- **Accommodation:** 60% homeless; 40% not homeless
- People experiencing:
 - Mental Illness, Problematic Substance Use, Developmental Disability
 - Singles and Families

Individuals Served



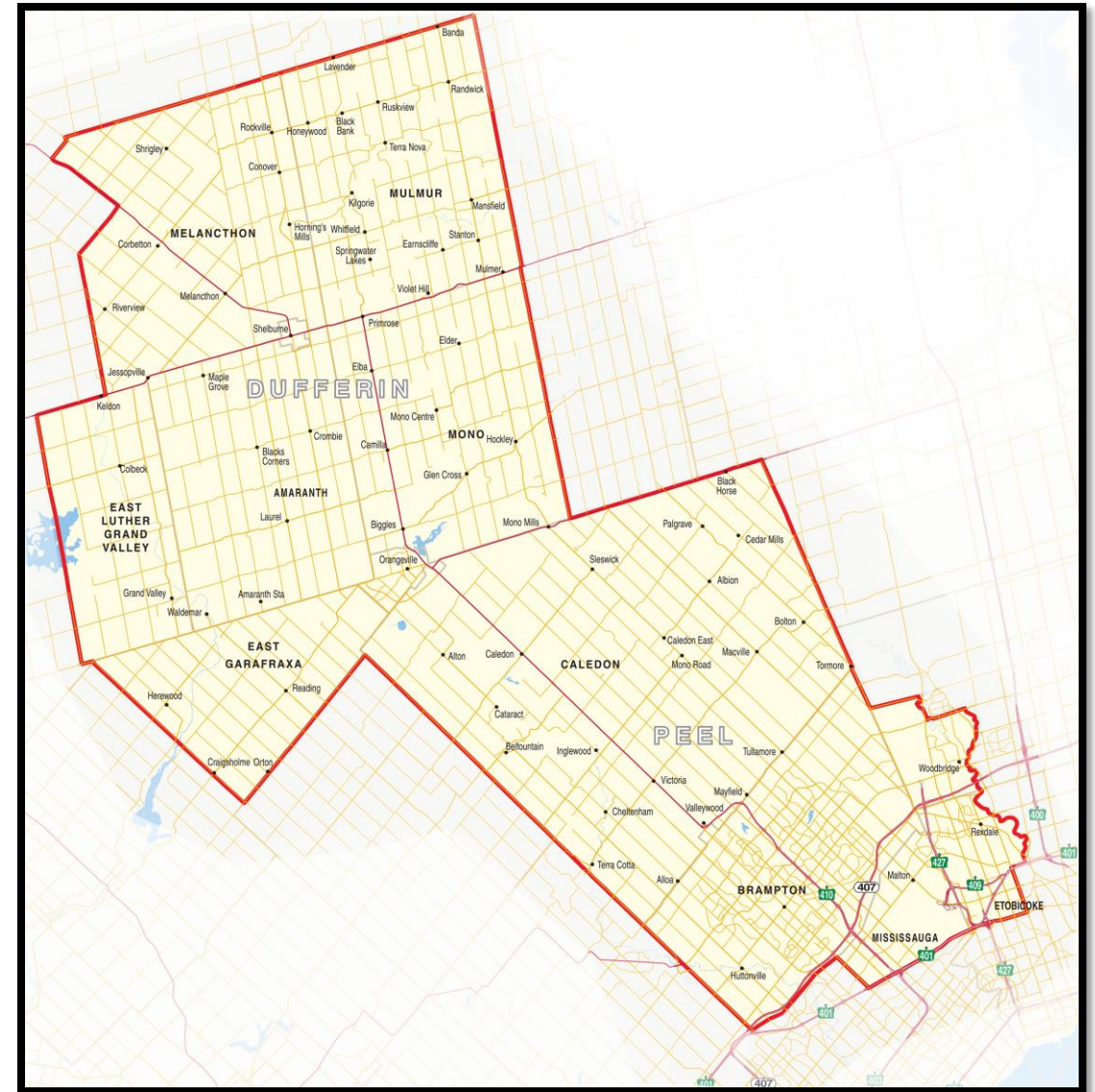
Organization Information

Partnerships are key:



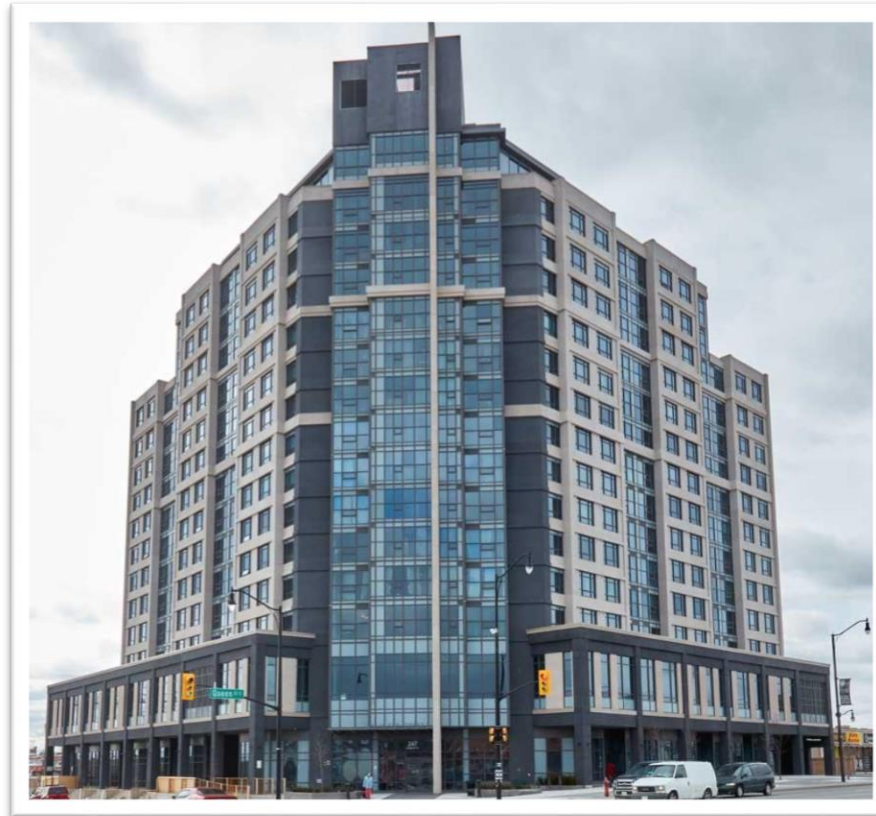
Catchment Area

- Population approximately 1.6 million
- 5% of Canada's population
- 12% of Ontario's population



Hansen – The Journey

HANSEN BUILDING



Hansen

HANSEN BUILDING

- In 2012, SHIP was awarded a request for proposal from the Region of Peel to build affordable housing in the Peel Region. The proposed project was for the development of a 205 unit, affordable housing building at 247 Queen Street East in Brampton. This property is at the corner of Queen Street East and Hansen Road which is located on one of the most desirable economic corridors in Brampton. The property, known as Hansen has been designed in accordance to Region of Peel program requirements, along with the lower level development acting as a podium to the City of Brampton's Urban Design Objectives for that area. This includes one ground level of retail space, one level of office and commercial space and 13 storeys of affordable residential housing that will include one, two and three bedroom suites with the top floor being allocated to building amenities.

Hansen Development Partnership

HANSEN BUILDING

- The Region of Peel
- Partnered with socially minded private developer “Martinway”



Hansen - Funding

HANSEN BUILDING

- Investment in Affordable Housing (IAH) Funding
- Forgivable loan via the Region of Peel
- SHIP financing/mortgage



Hansen Construction

HANSEN BUILDING

- Construction started in 2014
- Occupancy began fall 2016
- 2018 3rd floor converted into senior units dedicated to the Region of Peel's social housing waitlist – this conversion added an additional 27 units to the building



Hansen Engagement

HANSEN BUILDING

- Communication strategies via website and newsletters
- Town Hall Meetings – community members, potential tenants, stakeholders and interested parties
- Open houses

Hansen Logistics - 1.0

HANSEN BUILDING

- RGI Units: 82
- SHIP Units: 35
- Market Units: 68
- ROP Senior Units: 27
- Resident parking space: 211 Underground plus 29 Surface parking
- Commercial/Retail parking space: 75 Underground plus 34 Surface parking
- Wheelchair Accessible Units: 4 # Superintendent Units: 2
- 1 Bedroom: 95 units (SHIP- 35); (ROP – 49); (Market 38)
- 2 Bedroom: 98 units (ROP-56); (Market – 42)
- 3 Bedroom: 12 units (ROP-4); (Market – 8)

Hansen Logistics – 1.1

HANSEN BUILDING

- 1-Bedroom units will be an average 608 sq ft to 645 sq ft of living space.
Market 1100.00
- 2-Bedroom units will be an average 796 sq ft to 856 sq ft of living space.
Market 1250.00
- 3-Bedroom units have approximately 980 sq ft to 978 sq ft of living space.
Market 1350.00

**Vacancy rate less than 1% in the Region of Peel*

***Rents based on 80% AMR*

Hansen Onsite Supports

HANSEN BUILDING

- 2 Live-in superintendents
- High Support Program - Nursing Staff, Recreational Therapist, Mental Health Clinician
- Housing In Place Team – Specialized Team approach
- Wellness Coordinator – Supports entire building with group facilitation
- Tenant Relations – Supports entire building

Hansen

HANSEN BUILDING



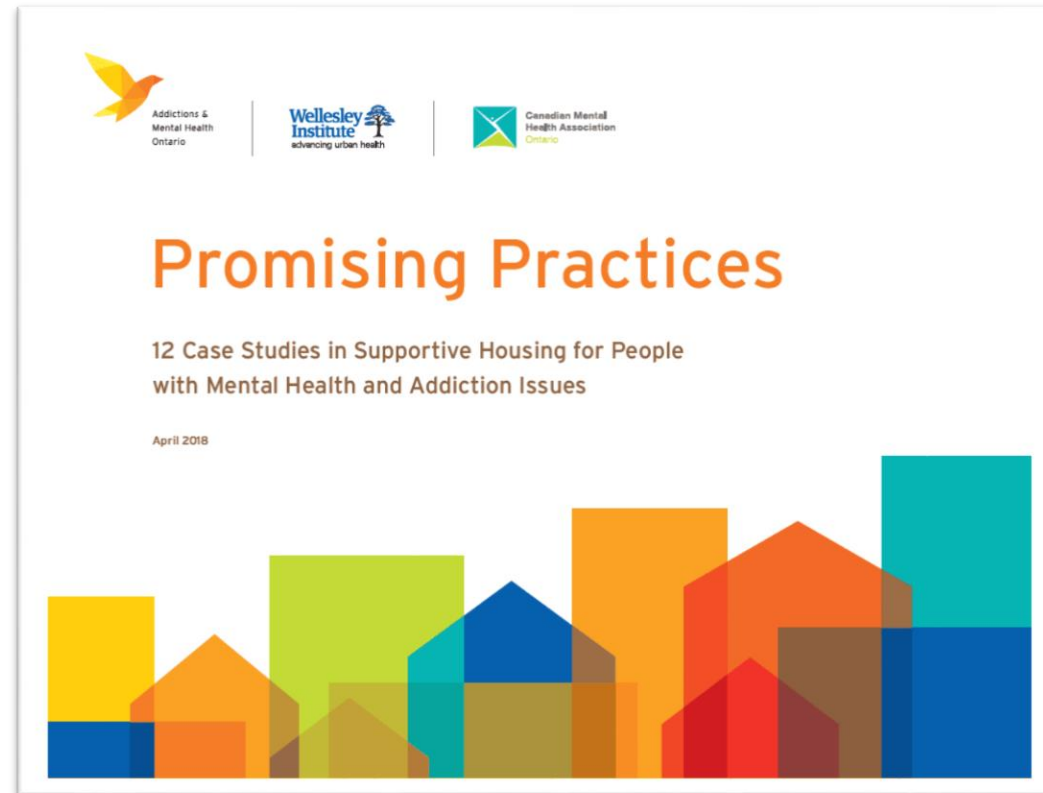
Hansen



HANSEN BUILDING



Featured within AMHO's Promising Practices







Canadian Mental
Health Association
Ottawa
Mental health for all

Association canadienne
pour la santé mentale
Ottawa
La santé mentale pour tous

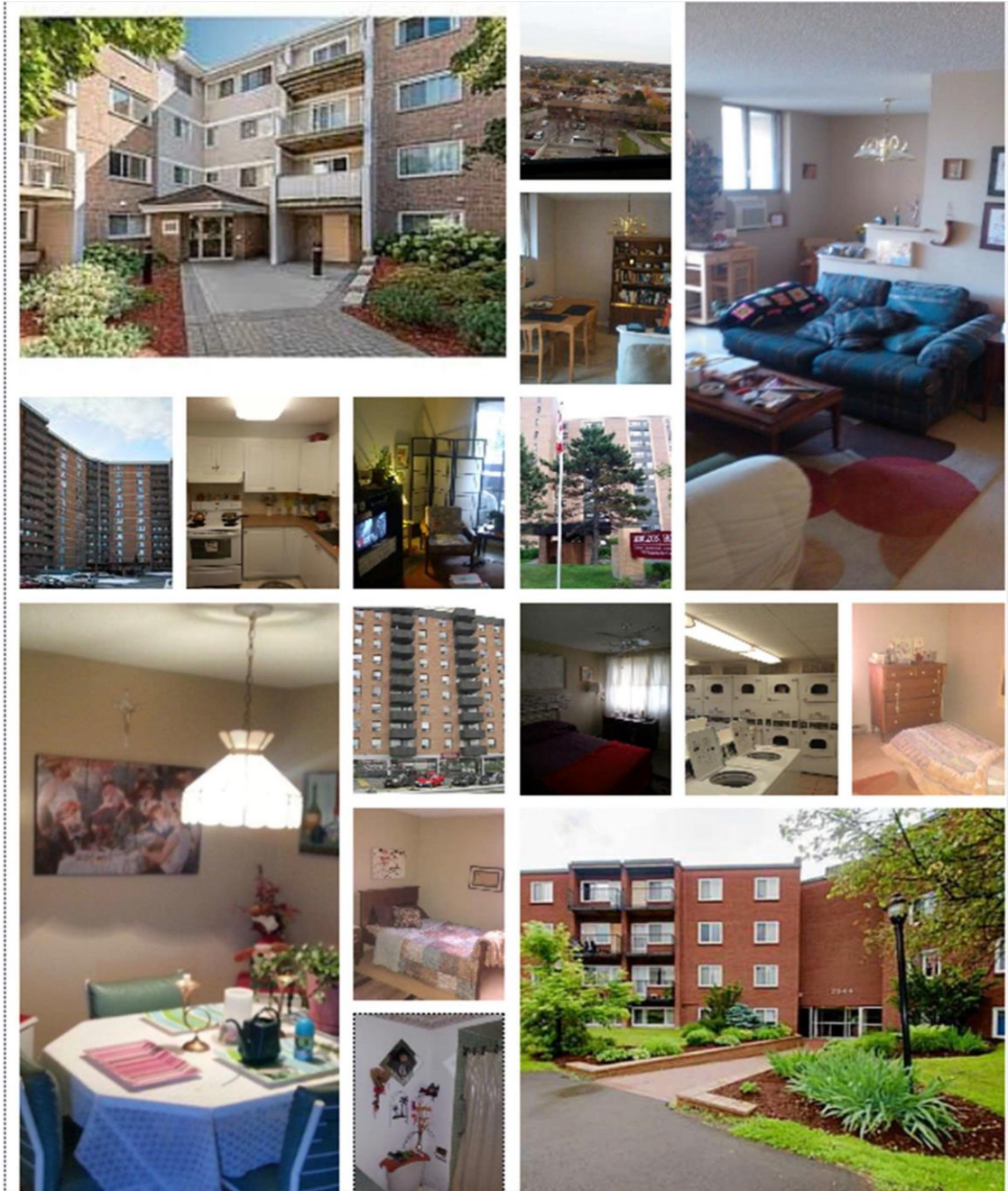


CMHA Ottawa Condo Program

Presentation to OHFRN
Webinar Nov. 26, 2019

Lisa Medd, CMHA Ottawa
Maryann Roebuck, University of Ottawa

CMHA Ottawa's Condominium Program: Building Success in Housing First



Housing First Principles

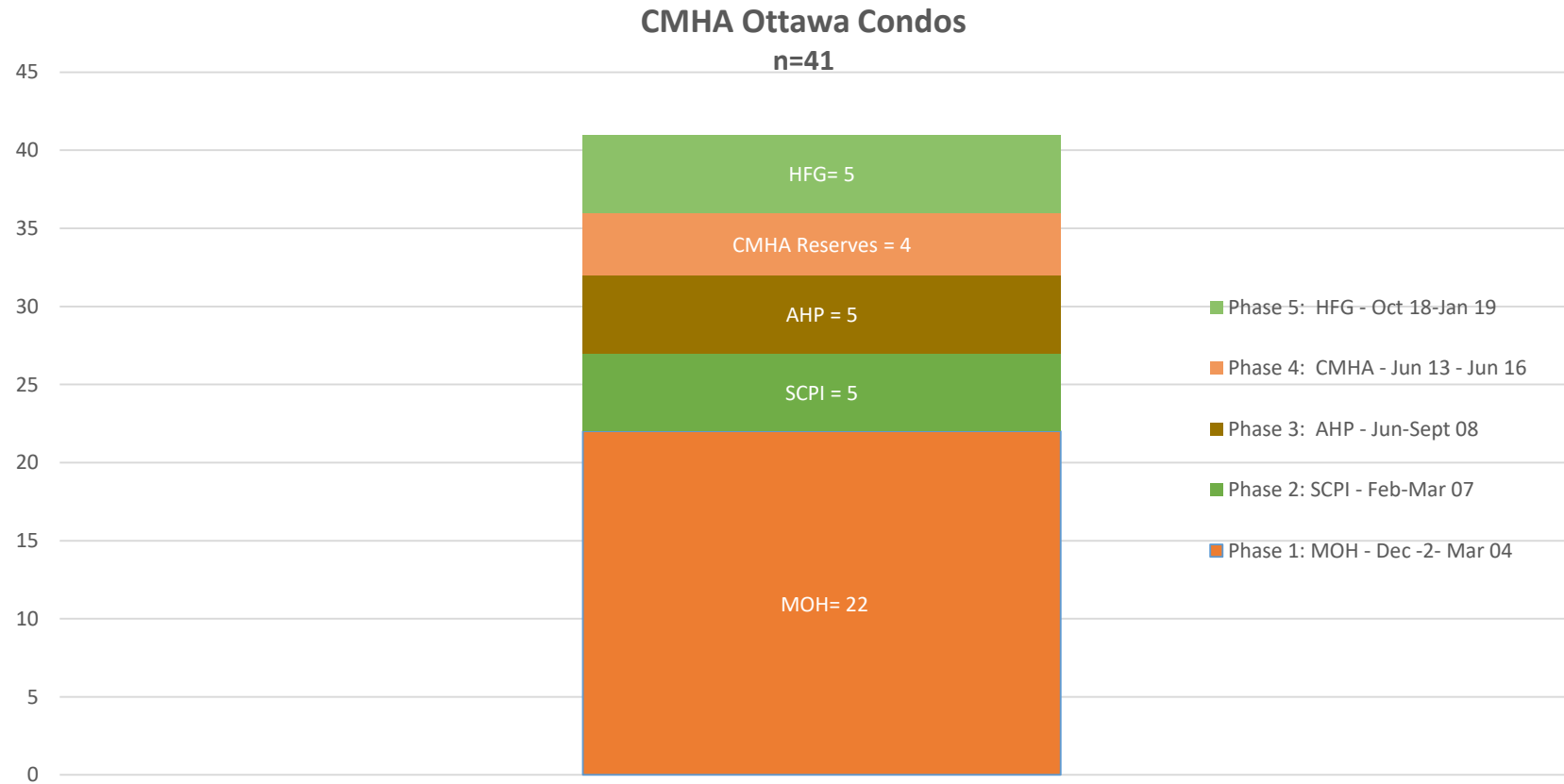
CMHA Condo Program underpinned by Housing First principles:

- *No readiness requirements, Consumer choice and self determination, Individual recovery-oriented and client driven services, Harm reduction approaches, Social and community integration*

Fidelity includes:

- *Housing Choice and Structure: Integrated Housing, Scattered-Site*
- *Separation of Housing and Services: Off site, Mobile Services*

Phases and Funding



Our Stock – 41 Units

- Units scattered across 27 buildings and 19 different Condo Corps
- 30 one bedrooms (2 were previously 2 bdrms, recently converted to 1 bdrm)
- 10 two bedrooms
- 1 four bedroom Townhouse (Headlease to Ancoura partnership)
- 34 units supplemented through City of Ottawa, 5 from MHLTC
rent supps, 2 market rent

Financial Viability

- Majority of properties purchased completely with government funds
- Units have rent supplements
- Units are exempt from property taxes
- Costs for property management, financial admin “absorbed” by us
- Approx. \$50,000 annual revenue generated and put into reserve
- Reserves used to purchase 4 units with 75% mortgaged
- Reserves used to pay 25% of mortgages for the new Homes For Good units

Case Study of the Condo Program (2018-2019)

Evaluation Objectives

1. To evaluate the implementation and outcomes of the program
2. To provide a financial analysis of the program
3. To develop a toolkit for agencies who are developing similar programs



Methods

- ✓ Tenant interviews (n = 13)
- ✓ Case manager focus group (n = 9)

Key informant interviews:

- ✓ Staff (n = 9)
 - ✓ Funders (n = 3)
 - ✓ Property managers (n = 3)
- ✓ Literature and document review
 - ✓ Administrative data analysis



Implementation Findings

Client group:

40 people with histories of chronic homelessness, mental illness, and/or addiction.

Tenants and key informants reported:

- High levels of housing satisfaction
- High-quality, well-maintained units

Housing First Principles:

- Immediate, scattered site housing
- No sobriety or treatment requirements
- Access to housing and social support
- Choice is limited
- Landlord and support roles within same organization with clear separation

“This is the best and I don't know how CMHA figured it out. They didn't put everybody together in one building. They didn't put one block and in that block everybody all together. No, they said no. We buy a few here, a few there, a few and you mix it up in a community and it's unbelievable how you feel.” (Tenant)

Implementation Challenges

Individual-level:

- Aging clientele
- Loneliness and isolation
- Adjustment to independent living
- Discrimination and exclusion
- Vulnerability to home takeovers
- Some eviction cases

Program-level:

- Unanticipated program costs
- Heavy case manager workloads
- High prices of condos in accessible areas
- Managing repairs and maintenance
- Non-transferability of rent supplements
- Inability to leverage equity from some of the units due to funding mechanisms

“It was really uncomfortable at first because I wasn’t used to being alone, which is why I kept letting douche bags back in here.” (Tenant)

Outcome Findings

Tenants reported:

- Housing stability and security
- Improved mental and physical health
- Decreased substance use
- Higher quality of life
- Hope for the future
- De-stigmatization
- Community integration
- Participation in education and employment

“Basically you have a mental peace that nobody will throw you out of the place and nobody will increase the rent.” (Tenant)

“The reality is I would not have the quality of life I have, had I not this lovely roof over my head.” (Tenant)

“This place has been paramount in my recovery.” (Tenant)

Questions for presenters



Thank You!

camh

Thanks to all participants for joining today's webinar.

The OHFRN-Col would also like to give a special THANKS to Brian, Cory, Lisa and Maryann for today's presentation!



Please take a few minutes to answer our survey on today's webinar and give us suggestions on future webinar topics:
<https://www.surveymonkey.com/r/innovativewaystocreateaffordablehousing>

The recording of today's webinar will also be posted the [Col's webpage](#) shortly.