Shifting from Scattered Site Supportive Housing to a Focus on Whole Community

Amy Osika & Leah Logan | December 2024

Region of Waterloo
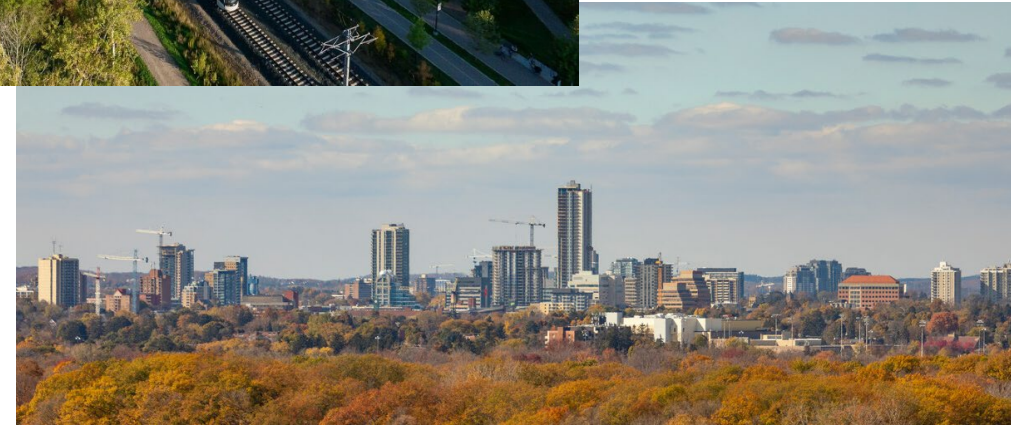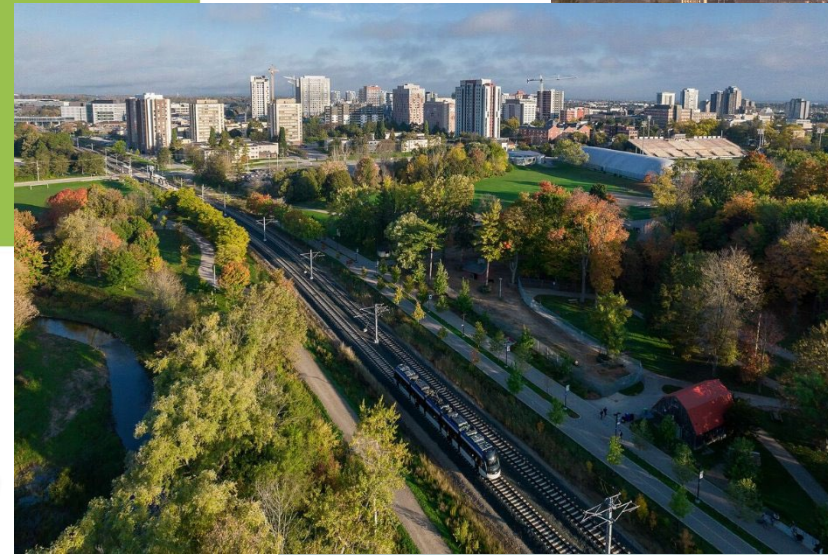
Housing Services

- Provincially designated Service Manager for Housing and Homelessness.

- Coordinates and delivers housing and homelessness supports.

- Responsible for program planning, service delivery, resource distribution, compliance, quality assurance, and needs. As well as demand analyses in the areas of housing and homelessness.

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Region of Waterloo

Waterloo Region Housing

WRH Owns and manages 2,880 quality community housing units across 78 sites across the region

Governance
- WRH is embedded in Housing Services and takes direction from Regional Council.

Indwell
Who We Are

Indwell is a Christian charity that creates affordable housing communities that support people seeking....

health, wellness, and belonging

Indwell   Region of Waterloo

Where We Work

MISSISSAUGA/PEEL REGION

108 PEOPLE IN 108 APARTMENTS
2 FUTURE PROGRAMS UNDER DEVELOPMENT
REGIONAL TARGET 500+ UNITS

WATERLOO REGION

106 PEOPLE IN 105 APARTMENTS
2 FUTURE PROGRAMS IN DEVELOPMENT : TARGET 500 UNITS

SIMCOE

98 PEOPLE IN 91 APARTMENTS

HAMILTON

574 PEOPLE IN 533 APARTMENTS
5 PROGRAMS IN DEVELOPMENT : TARGET 1000 UNITS

WOODSTOCK

150 PEOPLE IN 141 APARTMENTS

ST. THOMAS

60 PEOPLE IN 60 APARTMENTS
1 PROGRAM UNDER DEV'MT : TARGET 150 UNITS

LONDON

143 PEOPLE IN 138 APARTMENTS
3 PROGRAMS UNDER DEVELOPMENT : TARGET 600 UNITS

CHATHAM-KENT

REGIONAL ROGRAM IN DEVELOPMENT : TARGET 150
UNITS

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Our Values

Dignity.
Love.
Hope.

We value the inherent *dignity* of all people.

We live to *love* our neighbours as ourselves.

Hope is the foundation of all of our actions.

Our Difference

REAL AFFORDABILITY

- **Rent reflects actual incomes**

- **Long term stability**

- **Low utility costs**

Our Solution

PROPERTY MANAGEMENT *EXCELLENCE*

- **Relational landlords**

- **Proactive maintenance**

- **Safe and secure buildings**

Our Solution

INNOVATING FOR THE FUTURE

- Passive House leaders

- Low carbon emissions

- Empowering conservation

- Eliminating energy poverty

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Our Solution

HOUSING *WITH SUPPORTS*

- Nursing & Healthcare

- Food security

- Addictions support

- Life & Tenancy-related skills

- Recreation
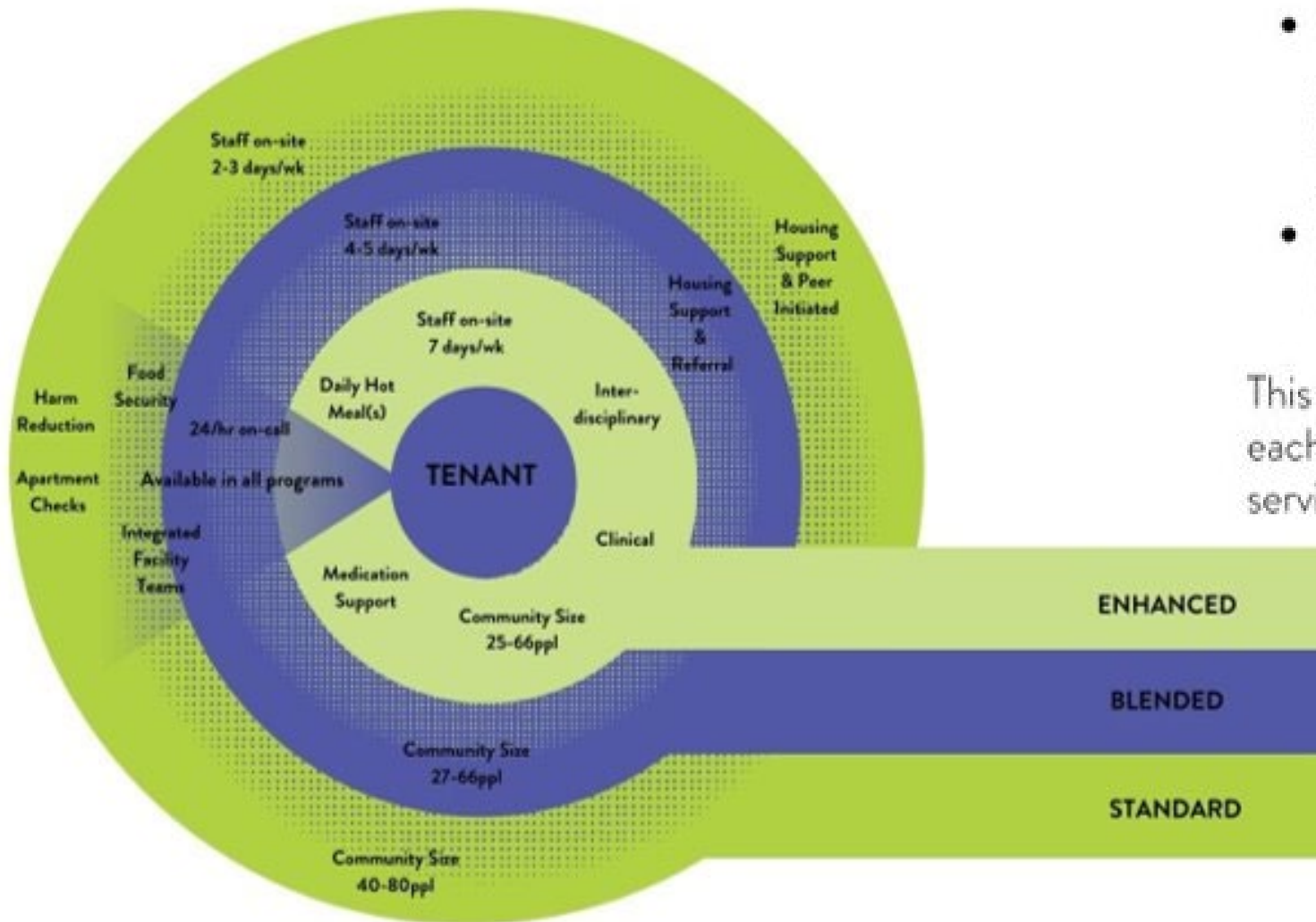
- "Knowable" communities

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INDWELL HOUSING SUPPORTS

- Enhanced Programs wrap tightly around the tenant
- Blended Programs are often in close proximity geographically to our Enhanced Programs. This allows tenants to opt into or receive services on an as-needed basis.
- Standard Program supports are wrapped more loosely

This diagram represents structure in the design of each program, yet fluidity to access support services as needed.

Knowable Communities

Fostering knowable communities:

1. Indwell programs and support
2. Neighbourhood connection
3. Building design

People who know each other, trust each other

People who trust each other support each other

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Background to CSH

42 Units

35 Units

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Unstable Tenancies…

- Arrears
- Evictions
- Unit and building damage
- Conflicts with neighbors
- High rates on incidents with emergency services

Solution: Shift to **Indwell**
- Focus on whole community, supporting everyone

Tour & Community Needs Assessment

Operating Funds

To Support 18 Individuals	
Program Manager/Supervisor	1
Nurse (RN/RPN)	1
Addiction Support	1
Housing Support Worker / Psychosocial Support	3.5
	6.5

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Developed a Plan

Safe & Secure Housing Spaces

Supportive presence in the building that is cohesive and predictable

People are **holistically supported** to remain comfortable in their homes

Pest Free & Quality Homes

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1. Good Quality Homes

Beautifying the Community

Building Investments

Developing Good Quality Homes

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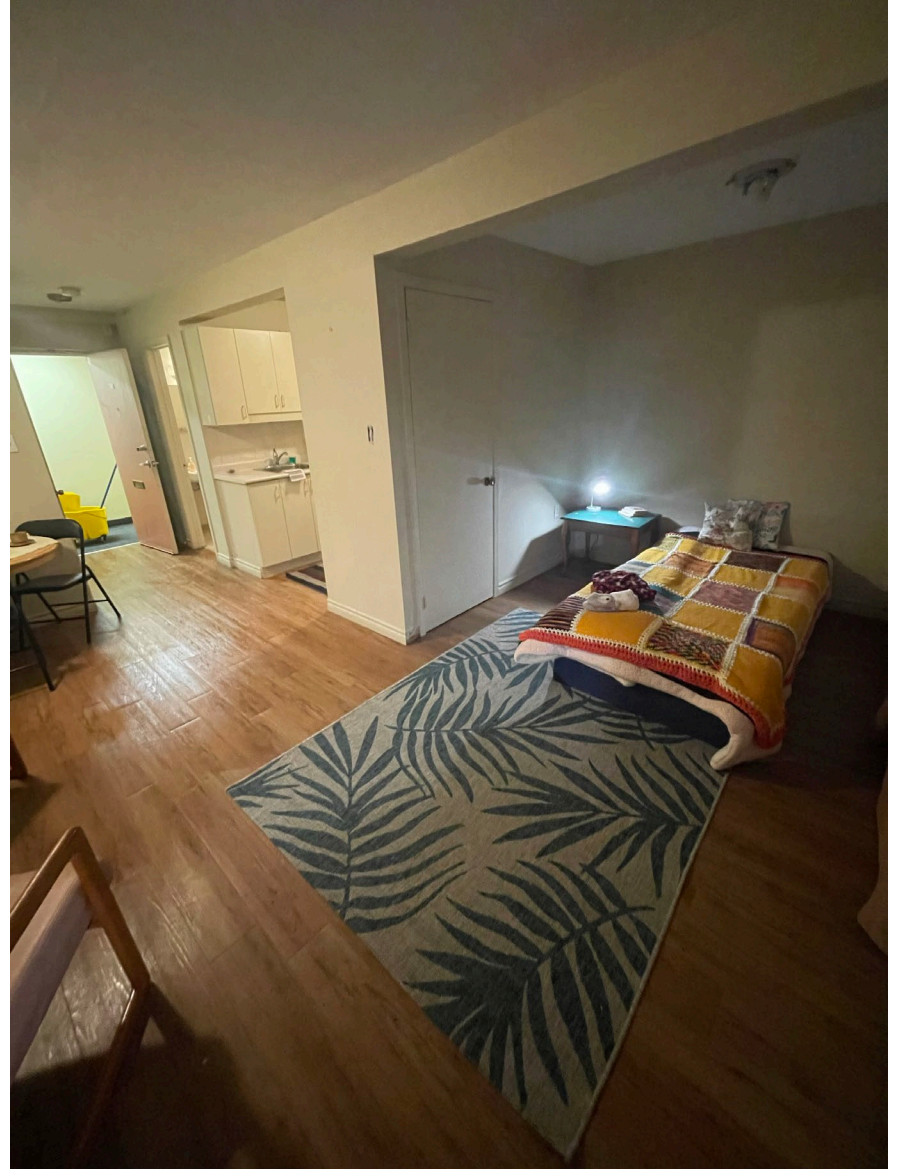
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Building Investments

Offices

Painting

Lounges

2. Safe and Secure Buildings

Capital Improvements from a CPTED Standard

Re-Purposing Social Housing into Supportive Housing in Design

Managing Flow

Capital Improvements

- Maglocks
- Card Access Upgrades
- Rooftop Exhaust
- Fire System Upgrades
- Exterior Lighting
- Carpet Replacement
- Intercom Replacement
- Concrete Curb Replacement
- Blind Installation
- Smoking Stations and Gazebo Install

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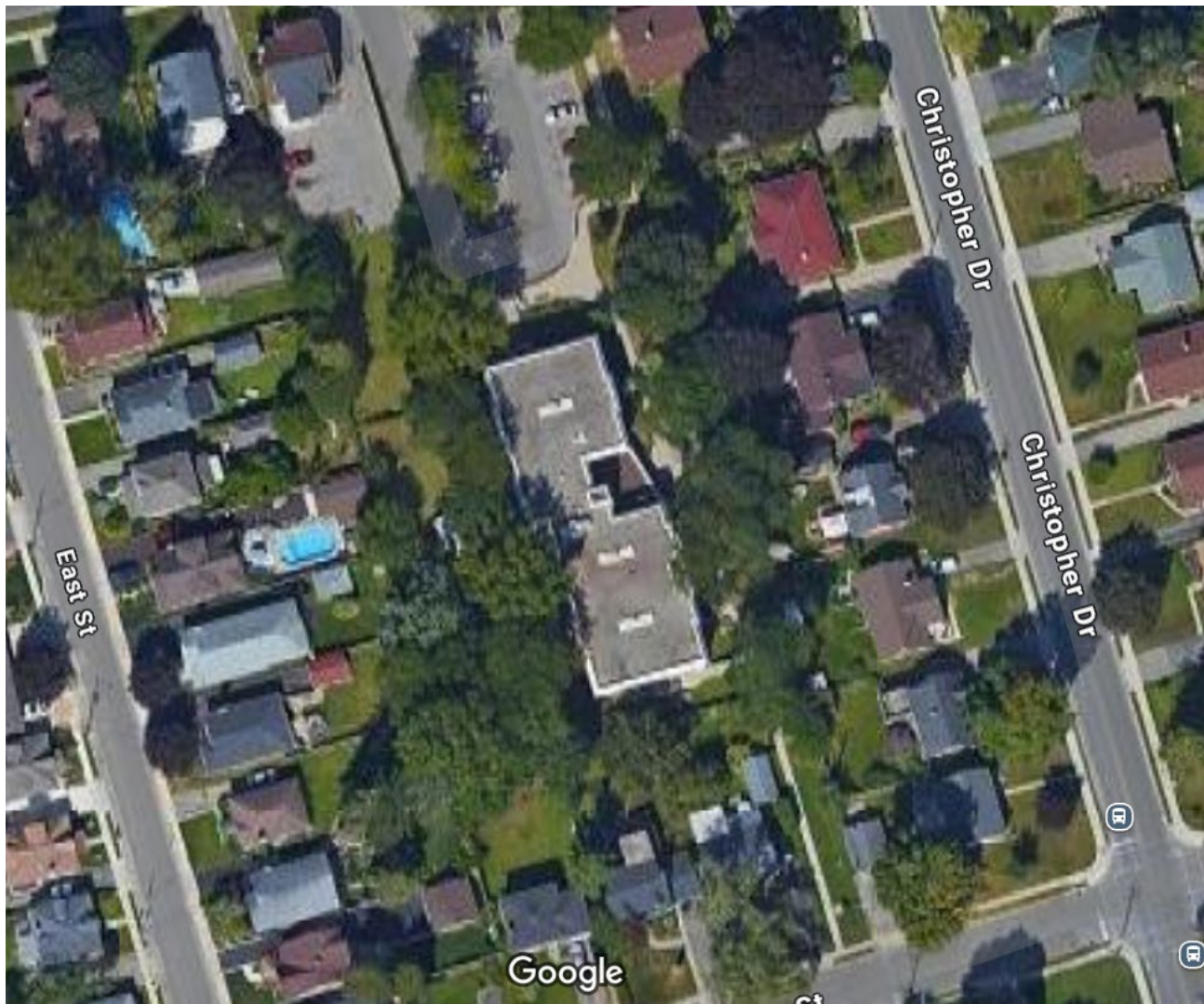
3. Presence in the Building

Meet Basic Needs of the Tenants

Start Developing Knowable Communities

Working on Building Therapeutic Rapport

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Poster 1 (Pizza and Board Games)

Indwell

JOIN US FOR AN EVENING OF

PIZZA AND BOARD GAMES!

WHERE: THE LOUNGE

WHEN: MAY 6TH

TIME: 3:30 – 5:30

Poster 2 (Daily Schedule)

INDWELL
Monday to Friday
10-6PM

11 AM to 12 PM
COFFE AND TEA — 1

2 PM to 3 PM
OFFICE HOURRS — 2

3: 00 PM to 3:30 PM
Staff Meeting
WE WILL BE RIGHT BACK! — 3

3:30 PM to 6:00 PM
ONE TO ONE MEETINGS — 4

Take a look at the monthly SPECIAL events calendar to see more exciting things — 5

Poster 3 (Calendar of Events)

MAY 2022
CALENDAR OF EVENTS

MEET AND GREET AND PIZZA
THURSDAY
05 MAY, 2022 | 5:30-7:30 PM

THURSDAY
12 MAY, 2022
5:00 PM - 7:30 PM
PROGRAMMING IDEAS AND SNACKS

COFFEE AND TEA IN THE LOUNGE EVERY DAY
EVERY DAY
3:30 PM - 5:00 PM

THURSDAY
26 MAY, 2022 | 4:00-6:30 PM
BBG AND MUSIC

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4. Holistic Health Supports

Understanding the Health Needs of Tenants

Providing Education About Supports & Expectations of Supportive Housing

Establishing Consent with each Tenant to Become A Member of their Circle of Care

Provision of Health Services

Providing Education

To support 75+ individuals	
Program Manager/Supervisor	3
Nurse (RN/RPN)	2
Addiction Support	3
Housing Support Worker / Psychosocial Support	5
	13

Impacts…

- Security Incidents
- Emergency Calls
- EMS Calls
- Guest Management
- Rent Arrears
- After Hour Calls*

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Participation

- 520 Coffee and Team events for both programs.

- Collectively 1040 events between the two programs.

- On average there are at least 5 people who attend the program each day.

- One site has an average of 2 specialized programs a week.

- Individualized service contacts included housing support, health, and addiction support in addition to community activities.

Increased Housing Retention

Homelessness | Emergency Shelters | Transitional Housing | Supportive Housing | Community/ Social Housing | Subsidized Market Rent | Private Market Rent | Homeownership

Increased Wellness

INDICATORS	MEASURES/OUTCOMES			RELIEF →		TRANSITION →		STABILIZATION		
		1		2		3		4		5
Connection	Family Structural Stability	Estranged from family	→	Belongs to an unstable family	→	Belongs to a viable family	→	Belongs to a stable family	→	Belongs to a stable, healthy family
	Relationships	Isolated	→	Minimal involvement in a trusting relationship	→	Directly engages with others / building relationships	→	Multiple healthy relationships developed	→	Involved in multiple healthy/supportive networks
	System Navigation	No ability to navigate their local context	→	Some knowledge of services in their local context	→	Knows what and how to access in their local context but requires assistance	→	Knows what and how to access in their local context, and accesses with guidance	→	Navigates their local context autonomously with independence and able to research new services
Economic	Employment Readiness	No identified employable skills	→	Develops knowledge of employable skills	→	Develops the practice of employable skills	→	Activates employable skills	→	Matures employable skills that can lead to sustainable employment
	Employment Status	No work or informal work	→	Temporary precarious work	→	Unsustainable precarious work	→	Sustainable but not decent work	→	Sustainable and decent work
	Economic Judgment	No financial literacy or sound decision making	→	Has some financial literacy but does not apply to decision making	→	Has some financial literacy and starts to apply to decision making	→	Has financial literacy and applies to a positive outcome for smaller decisions	→	Has financial literacy applies to a positive outcome for life-changing decisions, including investments
	Economic Stability (income)	No income	→	Unreliable income	→	Low income	→	Reliable income that meets living wage	→	Reliable income that exceeds living wage and has growth potential
Education	Certification/Skills	Lacks basic literacy and numeracy skills and credentials	→	Developing basic literacy and numeracy	→	Functional literacy and numeracy	→	Actively upgrading education/skills	→	No educational barriers to achieving personal goals
Environment	Shelter	Homeless	→	Living in/access to emergency shelter	→	Living in transitional housing	→	Housed more than 6 months, but unstable	→	Living in permanent housing and stable
	Safety	Living in an unsafe environment / No access to safe environments	→	Access to a safe environment some of the time	→	Access to a safe environment most of the time	→	Living in a safe environment	→	Maintaining a safe environment
Equality	Sense of Power	Powerless	→	Understands the cause of their sense of powerlessness	→	Demonstrated that individual has power but not able to overcome barrier(s)	→	Able to navigate barriers	→	Able to appropriately self advocate
Wellness	Health	Unhealthy and does not take action related to health	→	Seeks help for health issues	→	Obtained a family doctor and uses services	→	Changing lifestyle to increase health/taking steps to ensure health	→	Consistently makes positive choices to remain healthy
	Nutrition	No access to food	→	Access to food, but unaware of nutrition	→	Nutritious options available, has knowledge of nutrition, but makes unhealthy choices	→	Nutritious options available, has knowledge of nutrition, and making healthy choices some of the time	→	Consistently consumes healthy foods and believes in making healthy choices
	Addiction	No acceptance of addiction	→	Awareness of addiction through external factors	→	Acceptance of addiction; Participation in counselling to overcome addiction / infrequent participation	→	Manage use /stop use of substances, with a temporary, supportive network	→	Manage use / stop use of substance with a sustainable, supportive network
	Mental Health	Appears mentally unstable (externally) and has no access to mental health care	→	Acknowledgement of mental health issues and has some access to mental health care	→	Dealing with mental instability and has access to mental health care	→	Dealing with mental instability and is treatment compliant	→	Appears mentally stable and actively managing mental health
Worldview	Self Awareness	Demonstrates poor self-awareness	→	Open for dialogue related to self-awareness	→	Self-aware but not taking action	→	Takes action related to self-awareness	→	Makes life decisions based on self-awareness
	Spirituality	Is disengaged or demonstrates disillusionment with spirituality	→	Demonstrates interest in spirituality	→	Beginning to explore spirituality	→	Demonstrates expression / engagement with spirituality	→	Integral application of spirituality in ones life
	Values	Destructive personal values	→	Aware of need to change values	→	Receiving input in the development of positive values	→	Positive values replaces destructive values	→	Living out positive personal values

Lessons Learned

- Scattered site is not effective in building community

- Capital investments are key

- Mutual Responsibility – understanding each other's roles and responsibilities

WRH Lessons Learned

- Underestimating tenant need
- Need for lead agency role
- Collaborate vs Parallel work
- Change Management is also for tenants

Indwell's Lessons Learned

- Housing and Health Provision and Practice
- System Transformation for Person-Centred Care
- Program development grows differently when:
  - Change expectations within a tenant's housing
  - Building therapeutic rapport with an established community

Questions?

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