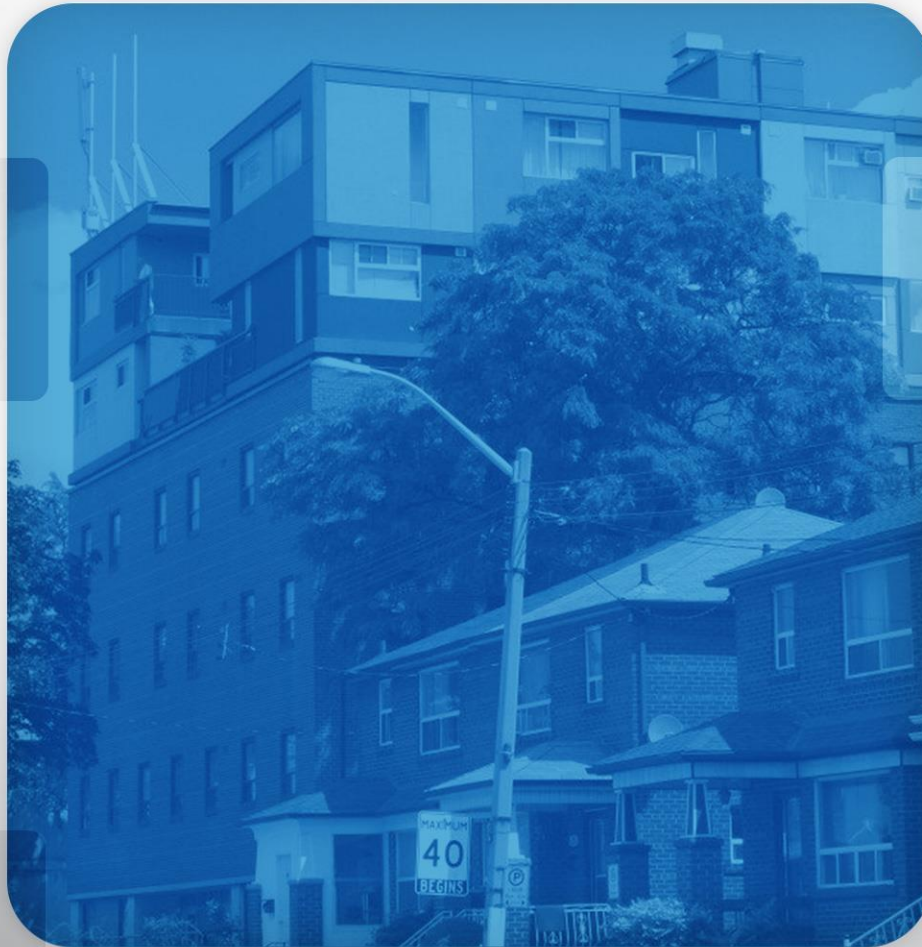


# St. Clare's Multi-faith Housing Society

A unique model for serving Toronto's homeless and hard to house



# A New Approach to Affordable Housing



- 383 rental apartments
- Operates without government operating grants
- Development: find creative building solutions
- Optimize scarce resources: partnership with 18 community agencies
- St. Clare : Landlord  
Community Agencies : serve their clients, the tenants
- Tying it all together: An on site, full time, clinically trained, Community and Partnership Co-ordinator at each building

# Risk Management for Landlord



- Rental income covers 95% of our operating costs
- Eviction prevention
- Damages managed
- Arrears and vacancy loss eliminated
- Tenant conflict policy implemented
- Community fundraising and corporate donations help finance building upgrades
- Secure income stream



# Community First



- The safety and sleep mandate is our first priority
- Community building happens on a daily basis
- Mediation and eviction prevention
- Expectations about behaviour developed by the tenants
- Problem solving through Partnership rather than advocacy
- Community and Partnership Coordinator (CPC) position is critical to this being successful
- After Hours Staff are critical to this being successful

# St. Clare's Community Housing Partnership



**Tenants**

**Property  
Manager**

**Community &  
Partnership  
Coordination**

**Partner Agencies**

**Seaton House**

**Fife House**

**Streets to Homes**

**Madison**

**Community Living Toronto**

**Bellwoods Centres**

**Supporting Our Youth**

**Family Service Toronto**

**Sistering**

**Jewish Family and Child**

**Margaret's**

**Houselink**

**University Health Network**

**Fred Victor Centre**

**FCJ Refugee Centre**

**West Neighbourhood House**

# Building the Model



## Partnership Development

- Partner Agencies were clear on what was working and what was not
- Their clients who were homeless also made it very clear what was needed in housing
- The Model made it Win/Win for everyone

# Sustaining the Model



## What makes a Win/Win partnership ?

- Partnership Agreement approved by Board and signed by Executive Director
- Get more by working together than by working alone
- Resources must be used effectively and efficiently at all times, including tenants

# Our properties



## **25 Leonard Avenue**

77 apartments in a converted medical building





# Our properties



**138 Pears Avenue**  
96 bachelor apartments  
in a former hotel

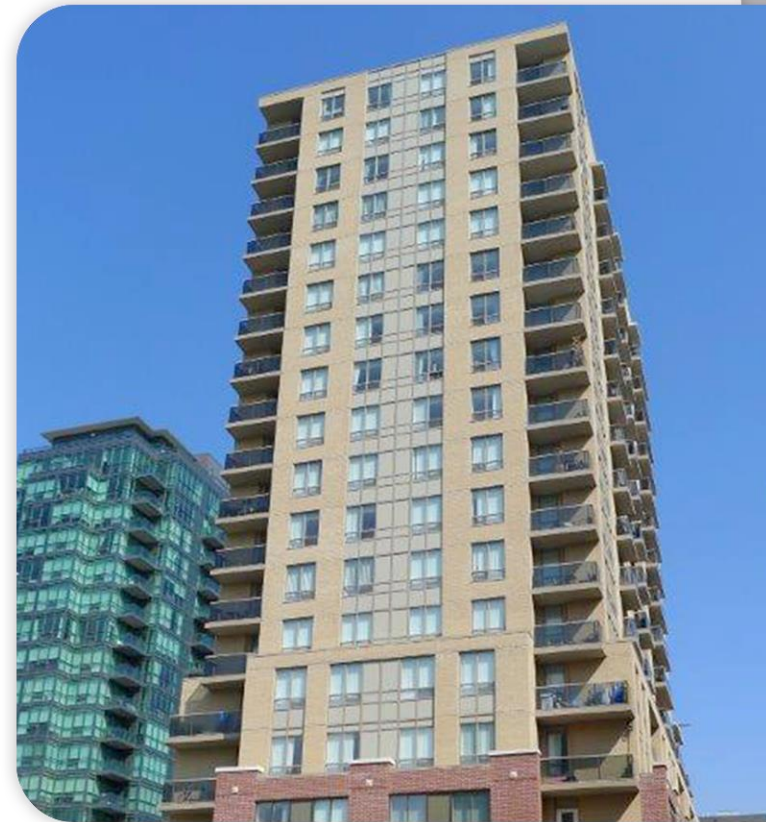


# Our properties



## **180 Sudbury Street**

190 apartments in a new, mixed income building completed in partnership with Verdicroc Development Corporation



# Our properties



**1120 Ossington Avenue**  
20 affordable apartments  
in a converted church annex



# Partnership Agreement



- Mutually agreed upon: Intent, Purpose, Goals, Guiding Principles
- Roles and Responsibilities of all involved clearly described
- Requirements of contact, communication and information sharing including confidentiality between all parties
- Methods for dispute resolution between all parties
- Length of the Term of the Agreement
- Unit allocations and support requirements for the Partner Agency
- How either party can terminate the agreement

# Community and Partnership Coordinator (CPC)



- Highly skilled clinician
- Keeps Partners informed of changes or concerns in client behaviour
- Motivates and supports Partners to provide adequate support
- Provides input to annual Partner evaluations
- Provides mediation services for tenant conflicts
- Supports tenant efforts to provide community events, meals, activities
- Short term crisis intervention
- Is responsible to ensure that the model continues to work well

# Tenant Rights and Responsibilities Document



- Built by the tenants in each building
- Pivotal to the Community First model
- Outlines the behavioural contract
- Reviewed with each new tenant prior to intake
- Purpose : To ensure that every tenant gets a good nights sleep and is safe everywhere on the property at all times
- The intake process revolves around this document : The CPC facilitates the development and updates of this document

# Partnership Support for Community First



- Buy in by developing policies and procedures together
- Constant review to keep everyone on the model
- Annual Evaluation of Performance

# Landlord: Care and Feeding



1. Remember the Win -Win: the landlord is your partner and ally
2. Engaged staff are enhanced staff
  - Job description
  - Training
  - Shared decisions
3. Play the long game/Dream large
  - Private sector engagement is appealing to funders
  - Building equity to secure mortgages



# Guest presenter contact information

Kim Hinton

Director, Community and Partnerships  
St. Claire's Multi-faith Housing Society

[kim@stclares.ca](mailto:kim@stclares.ca)