

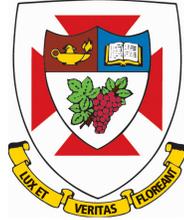
Institute of Urban Studies
THE UNIVERSITY OF WINNIPEG

Toolkit & Resource Guide

Eviction Prevention:

Toolkit of Promising Practices





THE UNIVERSITY OF WINNIPEG

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EVICTION PREVENTION: TOOLKIT OF PROMISING PRACTICES

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Canada

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The Institute of Urban Studies (IUS) is an independent research arm of the University of Winnipeg. Since 1969, the IUS has been both an academic and an applied research centre, committed to examining urban development issues in a broad, non partisan manner. The Institute examines inner city, environmental, Aboriginal and community development issues. In addition to its ongoing involvement in research, IUS brings in visiting scholars, hosts workshops, seminars and conferences, and acts in partnership with other organizations in the community to effect positive change.

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**WE TALKED TO 27 ORGANIZATIONS IN 9 CANADIAN CITIES,
THEY ALL SAID THE SAME THING...**

“HOUSING IS NOT ENOUGH”

“...there are 3 pillars to housing stability:

1. Adequate housing;
2. Adequate income; and
3. Adequate support.”

- STEP Home, Region of Waterloo Social Services

“Housing alone is not enough; you need housing plus the services.”

- Homelessness Services, BC Housing

“We are not just a housing program; we are a housing-and-support program.”

- The Alex, Calgary

“Eviction prevention isn’t about service navigating.
The primary emphasis is about one-to-one service and support.”

- Community Wellness Initiative, Winnipeg

INTRODUCTION

BACKGROUND AND PURPOSE OF THE TOOLKIT

This *'toolkit and resource guide'* is intended to be a short, accessible guide for organizations wanting to help their tenants build long-term, stable tenancies. The toolkit provides an scan of tools used by organizations undertaking eviction prevention work — also known as housing retention or housing stabilization. This toolkit is based on the larger work, *Holding On! Supporting Successful Tenancies for the Hard to House*, which reviews *twenty-seven organizations in nine Canadian cities* involved with housing the homeless or those at heightened risk of homelessness. The report reviews homelessness in Canada and intervention models, provides case studies of five programs, and reviews programming and best practices in eviction prevention. The twenty-seven organizations varied in size and model of service delivery, from small housing organizations to the largest provincial housing authorities, and from those offering small-scale in-house supports to those providing intensive Housing First interventions.

The full report and this toolkit provides:

- information for understanding the nature of evictions,
- an overview of the costs of eviction,
- an operational definition of a 'stable tenancy',
- a catalogue of the tools currently in use, with examples and resources, and;
- some guidance on how to select tools, and undertake eviction prevention.

WHO THIS TOOLKIT IS FOR

The full report and this toolkit are intended to provide a foundation for organizations considering expanding their services to include eviction prevention for their tenants. It is intended for organizations with some experience housing people who have higher incidences of evictions. For those agencies already providing eviction prevention programming, this toolkit provides additional resources. The report on which this toolkit is based, provides case studies and further information for agencies building their knowledge base.

MORE RESOURCES

This toolkit refers to many external resources, including other reports, websites, and programs. Hyperlinks within the text will take you to these resources. Amongst the resources are additional works related to this toolkit produced by the Institute of Urban Studies and hosted by the University of Winnipeg. These are:

- *Holding On! Supporting Successful Tenancies for the Hard to House*..... **Full-Length Report**
- *Preventing Eviction and Managing for Successful Tenancies*..... **Short Review**
- *Supporting Successful Tenancies: Promising Practices for the Hard to House*... **Video Tutorial**
- *Eviction Prevention: Toolkit of Promising Practices*..... **This Toolkit**

These can be accessed from the website of the Institute of Urban Studies, at the University of Winnipeg:

<http://www.uwinnipeg.ca/ius/project-archive-by-topic/eviction-prevention.html>

HOW TO USE THE TOOLKIT

This *toolkit and resource guide* provides concise information on aspects of **eviction prevention**. The information presented is not a prescriptive method, but a set of tools for organizations to choose from, and work with. This toolkit is intended to be read on a computer in order to access [*links in blue italic text*](#) to websites, additional tools, and further resources. Click on these links to navigate to those resources.

PART I: THE KNOWLEDGE: UNDERSTANDING EVICTION

THE REVOLVING DOOR OF EVICTION

The cyclical nature of eviction has long been recognized by front-line staff and researchers. Some people repeatedly experience threats to their tenancy—because of arrears, conflicts, or behavioural issues, which cause them to lose their housing. The traditional pathway of a legal process results in eviction, with little opportunity to solve problems or support the tenant in achieving a successful tenancy. These people may experience a period of housing instability before finding new housing. Many people who experience such homelessness will repeat this cycle, because the underlying problems have not been addressed—poverty, mental-health challenges, addictions, or behavioural issues. The 2006 report for Canada’s National Homelessness Initiative called *Cycles of Homelessness: Understanding Eviction Prevention and Its Relationship to Homelessness* identifies key characteristics of tenants under the threat of eviction, the typical cycle of eviction, and the key points of intervention in the eviction process. The study identifies groups who are more likely to face eviction and details eight steps on the eviction cycle, concluding that successful intervention is **only possible early in the cycle**. Tenants tend not to seek help until late in the cycle, by which time it is too late for interventions. Recommendations include **educating tenants** and **creating indicators that allow housers to identify tenants who need support, which trigger early intervention**.

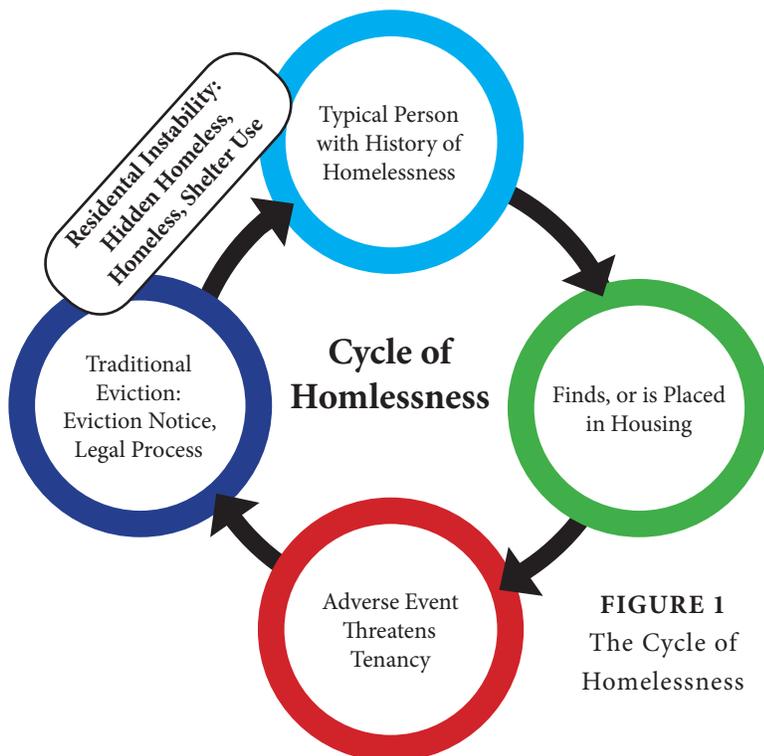


FIGURE 1
The Cycle of Homelessness

For more information on the cycle of homelessness, its causes and costs, see:

- *Cycles of Homelessness: Understanding Eviction Prevention and Its Relationship to Homelessness*
- *Understanding Tenancy Failures and Successes* Edmonton
- *Pathways Out of Homelessness* BC Housing
- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p.7-13

COSTS OF EVICTION — WHY TO NOT EVICT

As part of the larger research project Holding On! Supporting Successful Tenancies for the Hard to House, we asked housing organizations about the costs associated with evictions. We found the cost of eviction falls on four groups: tenants, private landlords, housing organizations, and society. If evicted, tenants may find themselves back in a shelter or homeless. For the tenant, the costs may include moving costs, replacement of abandoned possessions, lost damage deposit, losing the remainder of a month's rent, repairs charged to them, as well as any legal costs incurred if a legal order to vacate was obtained. Most important, eviction impacts a person's standing with a program including their ability to be rehoused. Costs are incurred by landlords for repairs, lost rents, and administrative/legal costs associated with legal proceedings. Perhaps the largest financial costs are borne by the programs housing homeless persons, and these can be significant and affect program operations. For programs, we found that typical costs are...

- For "positive moves" or basic turnover: <\$1000
- **For Evictions, typical costs:** **\$3000-\$6000**
- For exceptional damage situations: \$10,000-\$60,000+

These costs can escalate rapidly as persons move into and out of housing repeatedly. Costs to programs and to persons who cycle through homelessness are very high. **Therefore, it may be less expensive to provide additional supports to a tenant, more visits by caseworkers, and more interventions generally; than assume the costs, time, and effort of an eviction. Simply keeping someone housed over a longer term can cost less — for all stakeholders — than evictions and residential instability.**

For more information on the costs of eviction see:

- [*Cost Effectiveness of Eviction Prevention Programs* - Full Report](#)
- [*Cost Effectiveness of Eviction Prevention Programs* - Highlight Only](#)
- [*Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 77](#)

Keep in mind the cost of an eviction compared to the cost of providing supports.

"One of the necessary reasons you don't evict someone, and particularly with this population group, is because evicting someone is really expensive."

WHAT IS A SUCCESSFUL TENANCY?

A successful tenancy can be defined in a multitude of ways. What's important is that 'success' is defined by **what works for the tenant**. By this measure, success differs greatly between tenants, and housing agencies across the country emphasize that stability is highly individual. For a person who has been homeless, it may be the personal growth resulting from being stably housed, through engagement with other activities or people—attending groups, volunteering, engaging in productive activities, or asking for help to find a job. For others, stability is indicated when a person begins to "own their successes," and recognizes their achievements. For others, increased capacity to manage day-to-day stress is what indicated a stable tenancy. As individual as these indicators are, housing agencies were in agreement on the length of time this takes to happen, and that stability happens in stages:

- a period of building relationships and trust, interaction with an agency, and entering housing,
- a period of settling down to stability, and declining fear, and;
- growth to a point where the tenant feels 'part of the community', or in control of their circumstances.

Most programs suggested **2-3 years for stability** for a person who was homeless. For a person who has experience maintaining a home, the period of time is less. This period of time is important for organizations who want to offer eviction prevention supports as it informs program design—how long programs should provide supports for—and for gauging program success.

For more information on indicators of stability, and the timeframe for stability see:
Holding On!: Supporting Successful Tenancies for the Hard to House, p. 73-76,
 and pages 12 and 22 of this toolkit.

PART II: THE TOOLS TO HELP ORGANIZATIONS STEM EVICTIONS

UNDERSTANDING SUCCESS-BASED HOUSING

Success-Based Housing is a service approach that gives tools to housing providers allowing them to support their tenants in creating successful tenancies. The objective of Success-Based Housing is to break the cycle of homelessness, by intervening early in challenging tenancies. It is to help tenants achieve stable long-term tenancies and become fully-integrated members of communities. Successful Tenancies also holds the promise of lower costs and decreased stress for both tenants and housing agencies, as evictions are avoided. Success-Based Housing breaks the cycle of homelessness by offering a different pathway—by **offering services to tenants before they are in crisis**. It is prevention... not a failed cure.

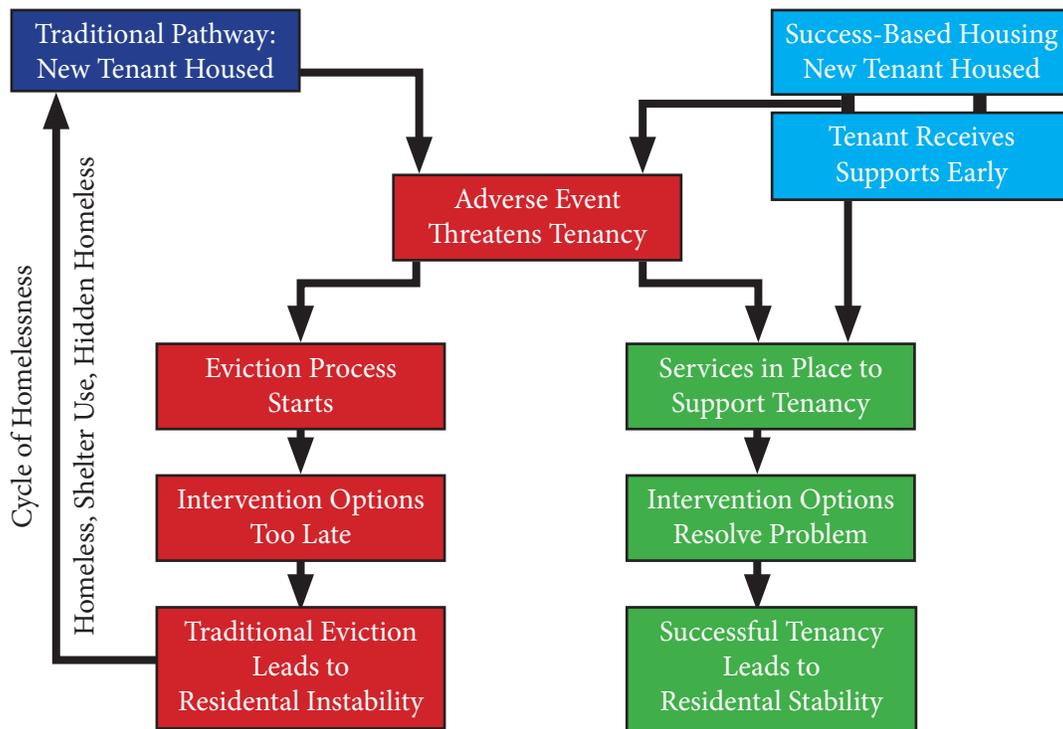


FIGURE 2 - Typical Eviction Pathway vs. Success-Based Housing Pathway

Success-based Housing offers practical tools and direction so housing agencies can think more broadly about how and why they should support vulnerable tenants to remain housed as challenges arise. It is about helping people become successful tenants... It is about Supporting Successful Tenancies.

HOUSING FIRST AND SUCCESS-BASED HOUSING

Housing First is an effective, evidence-based, high intensity service, but it requires significant resources and front-end investment and can't be used for every person with challenges facing their tenancies. Therefore, it is important to offer other services for people with lower acuity or lesser challenges. Many housing organizations consulted as part of the larger *Holding On!* report emphasized the importance of having an array or spectrum of housing and service options to address these other needs -- including Housing First programs and eviction prevention measures. Providing a variety of service and housing options that allows a person to access the services they need is the successful model. For example, for the majority of people struggling with tenancies their primary challenge is financial. For these people, the appropriate supports may be rent supplements, a rent bank, or education in financial skills. However, for a person who is homeless with co-occurring disorders, high levels of integrated supports may be necessary. Thus the need for a full spectrum of supports and housing options. Regardless of the supports accessed by the tenant, the final goal is always tenancy stability and community integration.

For more information on the housing-services spectrum see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 43-45

A Housing–Services Spectrum for Persons Homeless or at Risk

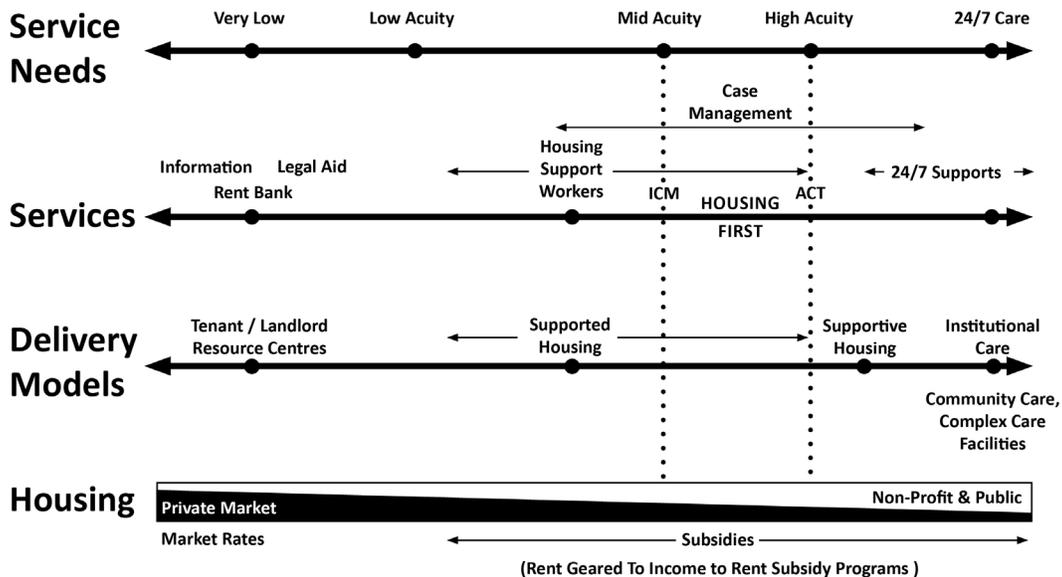


FIGURE 3 - A typical spectrum of housing and supports

WHERE DOES MY ORGANIZATION FIT IN?

A provincial housing authority, or a large housing organization may offer all types of housing and services across this spectrum of housing and services. But a smaller community houser or non-profit houser, may offer only a narrow band of housing and services. It may be helpful to smaller organizations to see themselves as part of a broader network, focusing on what they do best, and helping tenants access the services they need from others in the network.

SELECTING THE TOOLS...

Success-Based Housing fundamentally shifts the manner in which housing is provided or maintained by incorporating a mandate of supporting individuals at risk of eviction through preemptive interventions during challenging tenancies with an emphasis on resolving and preventing issues that would have traditionally resulted in eviction.

Assisting vulnerable persons to remain successfully housed and supported is hard work. It involves significant time, energy, and effort to close the revolving door of homelessness. Having the right mix of tools to accomplish this work is critical for success. The following pages outline tools for eviction prevention in common use across Canada. Each tool includes a short description and links to additional resources. In beginning to shift to supporting tenants, organizations may wonder:

1. How should organizations choose from the following tools?
2. How does an organization begin the process of supporting tenants?

Many organizations we spoke with began with the recognition that inflexible, rule-based program structures (including the *Continuum-of-Care Model*) were not successful at keeping people housed. Start by addressing your organizational mandate with a deliberate move to house the most vulnerable, or to support existing tenants who need help. This is often the most challenging step. For Provincial or Municipal housing bodies, this requires a change in strategic direction that usually flows from the top down, such as British Columbia's plan, *Housing Matters*. For non-profit housers, it requires the convincing of Boards to approach housing and tenants in a different manner.

Once a commitment to supporting tenants has been achieved there are clear best-practices moving forward. Many organizations are moving to a person-centered approach to providing housing and services. This client-centered approach is the singular focus on the retention of housing according to the client's needs, not the organization's. Therefore, programming becomes individualized, client centered, and client driven. Two important ideals that should be addressed are Client Choice in housing, and Culturally and Spiritually Appropriate Services.

Once an organization's mandate and service delivery philosophy have changed, establishing specific policies are used to develop targeted approaches and specific programs that align with this new direction:

Build partnerships with organizations that can assist in creating a full-spectrum of services and housing. Working in isolation will limit the spectrum of services you have access to and can offer clients. Siloed organizations tend to be less successful.

Implementing supports for tenants can involve many strategies. We suggest organizations start small and begin to build tools as they are needed. Most organizations use a large number of the tools identified in this toolkit, but remember that information and examples for most tools exist—nothing needs to be invented.

Try to identify tenants who need support, so early intervention with problems is possible. Identifying tenants who need support often happens at crisis points, but identification is more successful when a tenant first moves into a building, through an interview or formal intake assessment. Carefully match the housing, program, and services to the tenant needs. Use Rent-Paid-Directly to the landlord and carefully consider the types of leases and tenant agreements that are used. Be creative, flexible, and responsive; because each person is unique and will require individualized services; and because there will be challenges and failures along the way.

There are many supports useful for clients. This toolkit, and the report *Supporting Successful Tenancies* reviews Tenant Handbooks, Move-In Orientations, providing Training, utilizing housing support workers, and helping tenants build their communities of support. Find out what the tenant thinks success looks like, and work towards it. Work with the tenant as a team towards the same goals.

Give some thought to supporting staff. New support services will require either training staff for new responsibilities, or hiring new staff for new positions such as *Housing Support Workers*, *Peer-Support Workers*, *Housing Specialists*, and *Landlord Relations Managers*.

Consideration should be given to monitor and assess progress in successfully housing persons. Few programs are doing this systematically, but data should be collected on a variety of indicators. Useful data includes tenant demographics, tenant needs, program eviction rates and evictions prevented, tenure length, reasons for moving, previous housing situations, and tenant engagement with programming. These datasets allow an organization to track program impacts in order to improve programs, and can help identify clients who may need additional help—for instance, clients with complicated rental histories.

Likewise, accessing an individual's stability in their home can be a powerful tool, but is a tool that is much more difficult to implement. Organizations housing the homeless discussed a wide range of measures they used to gauge a person's stability. These indicators can be a useful start for an organization beginning to work on supporting tenancies. The indicators range in complexity with respect to both their collection and administration. Starting off with a goal to collect the most basic information will help establish an organizational culture that will then allow for more comprehensive measures to be developed over time. The report, *Supporting Successful Tenancies* reviews these indicators in depth.

The final objective is to build communities, where people start to see themselves as part of something larger, instead of addressing only their own challenges. Our assertion is that by focusing attention on resolving problems before they occur, can lead to significant cost offsets if an eviction can be avoided altogether. The challenge is determining how an organization can shift any cost offsets from for eviction prevention. Most importantly, this scenario ensures that the person remains housed and has been offered the supports to work toward long-term stability.

A LIST OF THE TOOLS

Housing organizations identified dozens of tools associated with eviction prevention. Here, they are catalogued, and organized into categories beginning with high-level organizational philosophy and policy, working down to the day-to-day operational level. There is significant overlap between the tools used by Housing First programs and the tools used by other models. We emphasize this catalogue is not a prescriptive methodology... rather it is a box of tools for organizations to think about, work with, and choose from.

Incorporating Success-Based Housing into Organizational Mandates

- Embracing a New Philosophy:
A Policy of 'No Evictions'
- Respect for the Person -
A Different Language

A Person-Centered Approach

- Client Choice of Housing and Services
The Right Fit between Tenant & Housing
The Right Fit Extends to Neighbourhoods
- Culturally & Spiritually Appropriate Services

Building Networks and Partnerships

- Three Distinct Advantages

Implementation

- Intervene Early and Often
- Identifying Tenants Who Need Support
- Flexibility
- Intake Processes & Tools
- Coordinated Intake & Central Registries
- Rent Paid Direct
- Normal Leases vs. Head Leases
- Tenant Agreements &
Participation Agreements
- Data & Information Technology
- Planned Moves & Respite Moves
- Eviction Notices... As a Tool of Engagement
- Communication Systems: Landlord
Agreements, Emergency Call-lines

Supporting Staff

- Staff – Selection, Training & Supports
- The Positive Role of Peers
- New Types of Positions

Client Supports, Resources, & Education

- Handbooks & Guidebooks
- Move-in Orientations
- Support, Education, & Training Components
 - Day Programming, Social Activities
 - Tenancy Training
 - Support Groups
 - Conflict Resolution Training
 - Life-Skills Training
 - Employment Training & Access
- Regular Visits to the Home
- Engaging a Client's Family and Friends

Assessing Program Impacts

- Thinking about the Timeline for Stability
- (Non) Graduation
- Program Monitoring
- Developing & Using Indicators of Stability
- Monitor Tenancy Failures & Successes,
Adjust Programming
- Monitor At-risk & Vulnerable Tenants,
Tracking Progress
- Using Tenant Feedback Surveys

The Importance of Government Support

- Two Types of Government Support
 - Stable, Long-term Funding
 - System Support
- Offsets from Fewer Evictions

Embracing Challenges

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

THE TOOLS:

INCORPORATING SUCCESS-BASED HOUSING INTO ORGANIZATIONAL MANDATES

Embracing a New Philosophy

Across Canada, the homelessness sector is still mostly operating under a ‘treatment as usual’ model; through shelters, transitional housing, and congregate supportive housing, operated by public housing agencies, non-profits, and community groups. But change is beginning to be seen. Many organizations are shifting their programs by incorporating principles of Housing First or incorporating eviction prevention strategies. At the heart of this shift in housing people is a changing philosophy that includes a deliberate move to house the most vulnerable and the wide adoption of a set of practices including: client-centered approach, low barriers, rapid rehousing, and the provision of consumer-centered, recovery-oriented services. There is a decided shift in mandates, to house the most vulnerable through changes to policy, governance, and programs. The clearest example, is many organizations have adopted policies of only evicting a tenant as a last resort (e.g., for violence), and instead have developed policies and programs to assist people with their tenancies—a new focus on Housing Retention.

The Region of Waterloo is particularly informative for housing agencies wishing to provide more services, because of the amount of policy material available.

Respect for the Person

There is a fundamental imperative to treat people with dignity and respect when helping those who are homeless. This includes respecting the client’s choices—because it’s their life—and honouring and valuing people’s street-skills. An aspect of respecting the person is the widespread change in language from older terms that perpetuated stigmas and misconceptions. Though respectful language is widespread in the social service provider community, Region of Waterloo Social Services is the only organization that has a published guide for its members. This may be a practical resource for housing agencies looking to shift their operating philosophy.

For examples of new **provincial policy** to end homelessness see:

- British Columbia’s *Housing Matters*
- Alberta’s *Plan to End Homelessness*

For **regional level planning** around homelessness see:

Region of Waterloo Social Services:

- *Homelessness to Housing Stability Strategy*
- *Cost Benefit Analyses*

For **city level planning** around homelessness see:

- Edmonton’s *Homeward Trust*
- City of Toronto’s *Housing and Homelessness Services*

Region of Waterloo Social Services:

- *Language Guide*

A PERSON-CENTERED APPROACH

Many organizations are moving to a person-centered approach to providing housing and services. This client-centered approach is the singular focus on the retention of housing in a way that is successful for the client, not as defined by program requirements. Therefore, programming becomes individualized, client centered, and client driven. Person-centered approaches are best practice in health and social services delivery, and are being widely taken up by housing providers.

Client Choice

Client choice in housing is central to Housing First models, but it is also important for supported housing arrangements. Mainstay Housing in Toronto says it best: “placing clients into housing the client doesn’t want simply does not work.” Mainstay Housing’s guide offers a set of questions and strategies that draw out clients’ wishes for housing, what will work for them, and what is realistic financially. “Matching the tenant” also occurs at the neighbourhood level. Many clients of housing agencies wish to be housed away from areas that expose them to triggers of addiction or trauma. This often means a desire for housing away from neighbourhoods with high poverty or crime rates. Matching also needs to happen between clients and the services/supports offered within or separate from the building.

Culturally and Spiritually Appropriate Services

Providing culturally and spiritually appropriate services is important to ensure tenants identify with and use the services. The high percentage of homeless people who are Aboriginal—particularly on the Prairies—necessitates the need for culturally appropriate services, run by Aboriginal organizations. Housing and service organizations have responded by including appropriate representation at all organizational levels, from Boards to front-line workers. Aboriginal culture has been incorporated into Housing First models, notably in Winnipeg where Aboriginal agencies ran the service teams of the Mental Health Commission of Canada’s At Home/Chez Soi project. Lastly, the use of peer workers is becoming more widely adopted.

Mainstay Housing’s Guide:

- *Beyond the Key to the Front Door: Participant’s Guide*, p. 17-19

For more discussion on matching of tenants to housing and neighbourhoods, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 52

For examples of Aboriginal run support services in Winnipeg, see:

- *Aboriginal Health and Wellness Centre*
- *Ma Mawi Wi Chi Itata Centre*

For research on Housing First with Indigenous participants, see:

- *Perspectives on the Housing First Program with Indigenous Participants*

For more discussion on culturally appropriate services, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 53-55

BUILDING NETWORKS AND PARTNERSHIPS

Three Distinct Advantages

Partnerships can be a critical component for organizations housing people who are homeless. They allow organizations to pool limited resources to offer more supports than a single organization could alone. Housing organizations identified three distinct advantages to partnerships:

- the ability to offer a broader range of services,
- the ability to focus on specific services, knowing that other agencies provide complementary services,
- and most importantly, the ability to weave a better support network for clients.

Housing organizations identified the danger of a tenant receiving support from a single organization. They noted that if that relationship breaks down the tenant is without support. Partnerships ensure that tenants are connected with a broader support network.

Partnerships were also identified as especially important with addictions recovery organizations and First Nations communities.

IMPLEMENTATION

Intervene Early

Implementing an eviction prevention program is about intervening early and often, before a problem with a tenancy gets out of control. Intervening requires bringing supports to a tenant, from simple information on financial assistance to more assertive supports. Supports must be highly tailored to the individual. As well, it is important to bear in mind the costs of eviction to tenants and programs and to recognize that sometimes it may be cheaper and more efficient to provide additional services than to evict.

There are a multitude of tools to help organizations build partnerships and community collaborations. Some worth considering:

- *The Partnership Toolkit: Tools for Building and Sustaining Partnerships*
- *Communities Collaborating -*
From: Tamarack - An Institute for Community Engagement
- *Community-Based Organizations Creating Effective Partnerships,*
Tamarack Institute
- *Toolbox on Partnerships and Collaborations -* From: the M.A.P.S. Alberta Capital Region
- *Creating and Maintaining Partnerships*
From: the University of Kansas Community Toolbox

For more discussion on partnerships, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House,* p. 45-46

Several studies and programs emphasize early intervention in problem tenancies:

- *Cycles of Homelessness: Understanding Eviction Prevention and Its Relation to Homelessness*
- *Cost Effectiveness of Eviction Prevention Programs - Full Report*
- *Cost Effectiveness of Eviction Prevention Programs - Highlight*

Toronto Community Housing has policies on identifying tenants in need of support. The following must be requested by email:

- *Toronto Community Housing Mental Health Framework*, p.9
- *Toronto Community Housing Eviction Prevention Policy*

For more discussion on culturally appropriate services, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 49-52

For more information on the challenges of identifying those at risk of homelessness, see:

Shinn, M. J Baumohl and K Hopper (2001). *“The Prevention of Homelessness Revisited.”* Analysis of Social Issues and Public Policy, Vol. 1, Iss. 1, p. 95–127.

Identify Tenants Who Need Support

For Housing First based programs, supports are provided along with the housing. For other supported housing models, identifying tenants who may need support is the goal, as not every single person needs or wants help. Individuals most in need of support or who might be more vulnerable may include people who are homeless, people with mental illness or a disability, or those with a history of arrears or a complex rent or income profile. Identifying tenants who need help typically occurs early in the housing process, commonly during the interview and assessment processes, but sometimes later in a tenancy when problems begin to manifest. Mainstay Housing emphasizes that problems develop over time, so early identification is critical to staving off evictions. Toronto Community Housing recommends housers “use everyday management practices to identify at-risk tenancies and establish supports before crises happen.” Examples would include training caretakers to identify early symptoms such as hoarding, or having Housing Support Workers visit buildings to identify emerging problems. According to multiple agencies, the top indicators of a vulnerable tenancy are:

1. **rent arrears,**
2. **warning of eviction, or an eviction notice,**
3. **housing unit issues such as hoarding, housekeeping, damage, or fire hazards,**
4. **anti-social behaviour including criminal activity, or intimidation or disturbances to other tenants,**
5. **social isolation — especially for Aboriginal persons away from their home community,**
6. **missing appointments with support-workers,**
7. **tenant lacks formal program supports, or a support network.**

Be aware that some studies caution that it is extremely difficult to accurately identify those at risk of homelessness, and this can lead to inefficient allocation of program resources.

Intake Processes and Tools

The intake process is where identification of tenants needing help occurs. Intake processes and tools vary widely,

from highly formalized assessment tools to informal intake interviews. Most commonly used is an intake interview with new tenants, sometimes with a specific focus, such as a decolonizing approach. Another method of assessing tenants is to have on-site staff watch for emerging problems. Other tenants can also be a useful resource to learn of tenants in crisis or needing support.

BC Housing has developed their own intake screening protocol that categorizes new tenants by required support levels. This intake process is a management tool only. The objective is to direct new tenants into buildings that offer them an appropriate level of support. Similarly, Edmonton's Homeward Trust uses a formal assessment tool called the Service Prioritization Decision Assistance Tool (SPDAT) to prioritize service delivery based on a client's degree of challenge related to homelessness, mental health, addiction, and physical health. This allows the level of housing supports required to be determined. There are several other tools in common usage including the National Alliance to End Homelessness *Comprehensive Assessment Tool*, the Hennepin County *Eligibility Criteria and Rating Tool*, Common Ground's *Vulnerability Index (VI)*, and DESC's *Vulnerability Assessment Tool (VAT)*. All of these tools help to identify the supports that tenants need to maintain a successful tenancy.

Be aware that the evidence for the effectiveness of assessment tools is still weak. The U.S. Department of Housing and Urban Development reviewed the evidence in late 2014 finding that the tools are relatively new, and the evidence base is limited.

Coordinated Intake and Central Registries

Many communities are moving to a coordinated intake process for people accessing housing and supports. There are significant advantages to coordinated intakes and central registries, including that they:

- remove the duplication of intake and assessment components amongst agencies,
- standardize assessment and referral processes between agencies,

Intake and Assessment Tools:

- National Alliance to End Homelessness *Comprehensive Assessment Tool*
- *Eligibility Criteria and Rating Tool* by Hennepin County
- Common Ground's *Vulnerability Index*
- DESC's *Vulnerability Assessment Tool*
- OrgCode's *Service Prioritization Decision Assistance Tool*

The National Alliance to End Homelessness also has a webinar explaining the selection and use of Assessment Tools.

- National Alliance *Assessment Tools*

For more discussion on intake process, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 47-52

For a review of the evidence, see:

Assessment Tools for Allocating Homelessness Assistance: State of the Evidence

Table of Homelessness-Specific Tools

For more discussion on central registries:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 47-49

There are many tools to help understand coordinated intake and central registries:

- The National Alliance to End Homelessness *Coordinated Assessment*
- The National Alliance to End Homelessness *Coordinated Assessment Toolkit*
- Homeless HUB's *Coordinated Intake*

Two programs advocating flexible approaches:

- Toronto Community Housing *Mental Health Framework* (by request)
- Region of Waterloo Social Services *STEP Home Program*

For examples of flexibility in action, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 33, 46

Mainstay Housing's Guide:

- *Beyond the Key to the Front Door: Participant's Guide*, p. 26

For more discussion on rent-paid-direct, and the challenges, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 29, 64

- improve consumer access to housing and supports,
- allow agencies working with the homeless (or those at risk) to access a common database of consumers, housing, and service interventions.
- limit the number of times a consumer has 'to tell their story' to multiple agencies with the associated trauma;
- can be centralized (one door), or decentralized (multiple locations or "no wrong door").

Each of these advantages create efficiencies within the overall system while making it easier for clients to access the supports and housing they need.

Flexibility

Flexibility, adaptability, and change are hallmarks of programs successfully providing services to keep people housed. Such flexibility is partially a response to the clientele and their unique needs, and partly a rejection of older models of service delivery that tended to be more rule-oriented and siloed. Housing the homeless means addressing each person's individual needs and challenges. Toronto Community Housing advocates for flexible and intensive supports when housing those with mental health challenges. A unique example of flexible program delivery is flex funding. Flex funds are managed by individual programs and can be used for any client-related reason, from rent arrears and damage deposits, to purchases of needed basic household items, to recreational outings for youth, to taking a client or landlord out for a coffee. Flex funds allow programs to be creative, responsive, and flexible in addressing tenants' needs and problems as they arise.

Rent-Paid-Direct

During our consultations many agencies cited rent-paid-direct to the landlord as "the most important thing to prevent evictions" and is also recommended by Mainstay Housing as the single most important factor for a successful tenancy. Rent-paid-direct is usually an automated payment from income assistance programs to the landlord via pre-authorized debit, or post-dated cheques. It prevents problems for tenants, landlords and agencies, and lowers stress for everyone. Mainstay emphasizes that for individ-

uals who have been homeless; paying the rent is a learned responsibility, which takes time. An identified challenge with Rent-Paid-Direct was tenants able to circumvent their direct-pay arrangement.

Normal Leases vs. Head Leases

As an alternative to helping a person obtain a lease through a private landlord, or through public housing; some organizations rent all of their housing in the name of the agency, then sublets those units to the tenants. These head lease arrangements provide significant advantages for agencies but have also been criticized. The agency, as lease holder, has the right:

- to enter units in the case of emergencies,
- to ask tenants to move voluntarily between units when there are problems,
- to retain housing units in the event of problems (where individual private landlords may have refused to rent the unit to another person who was homeless),
- to simplify administration through a single-payment damage deposit, and centralize rent payments and administration to the agency, and;
- to ensure standards of unit condition and safety.

However, head lease arrangements have also been criticized. The concern is the effect such leases have on a tenant's self-determination, independence, and sense of responsibility for the unit. Some agencies feel that helping to build support networks for tenants, as well as relationships with landlords, can achieve many of the same advantages of a head lease.

Tenant Agreements, Participation Agreements

Standard residential tenancy agreements are used by most organizations, but some organizations use additional contracts with their tenants. These Support Agreements or Behaviour Agreements antithesis to Housing First principles but used by many other types of programs. Such agreements are sometimes arranged at the beginning of a tenancy but also later, when problems begin to occur. Mainstay Housing calls theirs a Successful Tenancy Action Plan (STAP), which is completed at intake and is used

For a short discussion on head leases, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 64

A PowerPoint presentation by Mainstay Housing that discusses STAPs:

- *Eviction Prevention*, p. 9

For more on tenant agreements, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 28, 51

to determine what the new tenant requires in order to access and maintain their housing. These agreements are individualized, written-out, and they define roles, problems, solutions and timelines for problem solving. Similar agreements are used by the Community Wellness Initiative in Winnipeg, but they are instituted when a problem occurs as opposed to at intake.

For more discussion on planned moves, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 55-56

Planned Moves

The use of planned moves (proactive or preemptive moves) is a widely adopted strategy in the prevention of tenant eviction. Proactive moves are used when a tenant has come into conflict with the landlord or other tenants and is on the verge of eviction. Typically, proactive moves are made to other housing units an agency may have in stock, but sometimes they are made to other accommodation as a temporary measure. Agencies use single-room-occupancy hotels, Salvation Army designated step-up beds, and sometimes motels as temporary shelters. The objective is to keep tenants housed rather than sending them back to a shelter or the street, so they don't retrench into the streets, while at the same time giving relief to landlords, neighbours, tenants, and staff. Sometimes, temporary moves are used as 'respite', easing tensions between tenants and their landlords and neighbours and allowing tenants to return to their housing units. The effective use of planned moves relies on the availability of units and the ability of an agency to maintain a stock for use as temporary accommodation.

Eviction Notices as Tools of Engagement

Eviction notices are used by both public housing authorities and Service Provider Organizations as a tool to engage with tenants in distress. Organizations interviewed stated they rarely pursue an actual eviction; and that the use of a notice is usually the last of many steps when engaging with a tenant. Agencies spoke of using eviction notices:

- to get the tenant's attention when they are behind on rent, and before they get into a position where they can't catch up;
- to inform or remind the tenant what the rules are;

- to bring a tenant to an adjudicator to negotiate a repayment agreement or behaviour contract; or
- as ‘a wakeup call’ regarding behaviour issues;
- to galvanize other external supports into actions.

Data and Information Technology

Tenancy data are important for organizations, in measuring program success in preventing evictions and creating successful tenancies. Information collection and analysis allows organizations to test the effectiveness of their programs and improve results. More importantly, good data collection allows for the coordination of services, strategic planning, helps service prioritization, enables knowledge dissemination, and improves privacy. Types of tenancy data that are useful include: tenant stories, demographics, and needs, program eviction rates, evictions prevented, tenure length, reasons for moving, the tenant’s previous housing situations, a tenant’s current level of engagement with programming, and tenant feedback on programs. Typically, a database on tenancy information is maintained entirely separately from case-management databases, so as to protect confidentiality. The use of data for program monitoring is discussed below.

Communication Systems: Crisis Planning, Emergency Call-lines, Landlord Agreements

Good communication between landlords, tenants, neighbours, and an agency is especially important when dealing with crisis. Often, landlords, building managers, family, and neighbours, are the first to notice a tenant in crisis or in need of help. Therefore, they need to know whom to contact and be able to expect assistance, so it is important to have crisis plans in place. It is also critical to clearly outline what a service provider can and cannot do when a crisis occurs. Good communication often includes written agreements between the landlord, tenant, and agency that outline responsibilities, protocols for problems, and consequences. Mainstay Housing’s Guide provides a checklist of items to discuss with a landlord.

Some agencies mandate or ensure that every housing unit has a (land-line) phone, to make it easier to contact tenants, both for scheduling support visits, and for crisis. Emergency call-lines have been used with varied success

For a short discussion of data, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 65

The Canadian Alliance to End Homelessness (CAEH) offers a webinar on using data, with related materials:

- *CAEH Webinars*

For the importance of communication, see:

- *Beyond the Key to the Front Door: Participant’s Guide*, p. 27-28

by a number of agencies. Call-lines deemed successful were able to provide immediate assistance in a crisis. The consensus amongst landlords was that emergency call-lines should be single-point contact, easy to use, and solution-oriented. Emergency call-lines that refer a caller to another agency (such as the police), take a message, or cannot respond immediately with help were seen as not fulfilling their objective as well as adding frustration to the situation.

CLIENT SUPPORTS, RESOURCES, AND EDUCATION

Handbooks and Guidebooks

Handbooks and guidebooks are very common tools used to support tenants but they generally work best when matched with some individualized support, tenant skills-training, or at minimum, a tenant orientation session within their housing unit. A Tenant Handbook should include basic information on managing a home, paying rent, who to contact for repairs, neighbourhood services, and information on rights and responsibilities. There are many, many examples, mostly written for a general audience, but a few oriented more to those who are homeless, such as the Mainstay Housing Tenant Handbook.

Move-in Orientations

For a tenant who has been homeless, or who may have a mental-health challenge or higher needs, a Tenant Handbook (above) will likely be ineffective without additional supports. Orientations are one simple support tool. Mainstay Housing Toronto provides the clearest outline of an orientation. Theirs includes three components: “the tour, the responsibilities, and the skills.” The tour introduces the tenant to the home and explains the use of appliances, emergency exists, and community resources. The responsibilities piece explains the tenant’s role in maintaining the home as well as the landlord’s responsibilities. This component includes how to pay the rent, what can and cannot be done in a unit, how to get repairs, etc. The skills component teaches tenants independent living skills including cooking, cleaning, and banking. These compo-

Example tenant handbooks:

- Mainstay Housing Tenant Handbook (*by request only*)
- *Manitoba Housing Tenant Handbook*
- *BC Housing Tenant Handbook*
- *Toronto Community Housing: Tenant Guide*
- *Waterloo Region Housing: Tenant Handbook*
- *Kinew Housing: Tenant Handbook* (Kinew is Winnipeg’s largest Aboriginal housing agency)

Mainstay Housing’s Orientation:

- *Beyond the Key to the Front Door: Participant’s Guide*, p. 20

nents are reinforced through regular visits to the home by support workers.

Supports, Education, and Training Components

Providing holistic, flexible supports, as well as education and training, forms the heart of creating successful tenancies. Which supports are offered to a tenant will be highly specific to the individual's needs and will reflect the capacity of the Service Providing Organization (and its partners). Commonly used and effective supports in wide use include:

- Day Programming / Drop-in Centres. These can be critical, because boredom can be dangerous. Many organizations argue for regular social activities and day programming to give tenants something to do and help them build their networks. Additionally, social isolation is an early indicator of distress. Day programming helps tenants mitigate social isolation and enhance integration.
- Tenancy Training (see move-in orientations, above). Tenants who are new to housing need some training in how to be a good tenant. Remember, becoming a good tenant is a learned experience.
- Support Groups. These can be very popular and effective at empowering tenants to help each other and themselves. They can bring hope that recovery from mental illness is possible and provide tenants with a sense of purpose.
- Conflict Resolution or Anger Management Training.
- Life-Skills Training. This may include training on personal budgeting, banking, accessing healthy food, cooking, etc.
- Employment Training and assistance with job-hunting, employment system navigation, and accessing volunteer opportunities.

Regular Visits to the Home

Housing First programs like the *At Home/Chez Soi* project typically bring services to tenants in their home. But these visits are also used by non-Housing First programs such as Mainstay Housing who advocate regular visits to a

For more information on supports, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 43, 67

For more information on the importance of seeing clients in their home see:

- *Beyond the Key to the Front Door: Participant's Guide*, p. 23-24

Indicators of threat to a tenancy are discussed in this Toolkit, p. 10, 20-21

For more information on the importance of seeing clients in their home see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 12,13, 22, 29, 31

A PowerPoint presentation by Mainstay Housing that discusses STAPs and Engaging a Client's Support Network:

- *Eviction Prevention*, p. 11-13

tenants home so that emerging problems can be identified. Problems that threaten a tenancy often develop over time. Whether it is challenges paying the rent, housekeeping or behavioural issues, these problems need to be identified early and solutions enacted. The first visit to a tenant's home by the housing agency or support-worker, should be in the first week the tenant moves in. Further visits should occur regularly depending on the needs of the client. Case workers who visit tenants need to be aware of *indicators that a tenant is in distress*. When designing home-visits, organizations also need to have policies in place regarding the safety of their employees, and the rights to privacy of the tenant. Privacy issues are often addressed in the tenant agreement—typically, the tenant agrees to receive some level of support, and in exchange agrees to meet regularly with an organization's tenant support worker.

Engaging a Client's Family and Friends

Tenants often need support from a wide circle. Agencies can help build a client's support network by engaging with the tenant's family, friends, and communities. The primary objective of assisting tenants to build their support network is to foster community integration and community building.

SUPPORTING STAFF

Staff—Selection, Training, and Support

Organizations consulted as part of this project stressed the importance of supporting staff. Finding the right staff is critical; not everyone can do the work, and staff burnout is a significant challenge for organizations. Tools to help care for staff include: appropriate time off, staff self-care, individualized de-briefings, and culturally appropriate counseling—such as speaking with an Elder or attending a sweat-lodge.

It is also important to provide staff with the knowledge to take on a new area of focus, such as preventing evictions. This includes investing in training and education through workshops and conferences or accessing such resources from on-line sources.

The Positive Role of Peers

An emerging area of importance in the field of homelessness service provision, is the inclusion of peer workers or people with lived experience in any eviction prevention work. People with lived experience can assist in providing a supportive environment and one that is capable of helping keep people housed. Organizations consulted as part of this project stressed that people who have been homeless for a period of time often initially do not trust service workers, or the system; and are “quick to spot bullshit.” Peers, through their experience and valuable insights, are often seen as more approachable by those who are homeless. For further information and guidelines on how to include peers, an excellent resource was developed by the Mental Health Commission of Canada.

*Mental Health Commission of Canada’s
Peer Project*

*Region of Waterloo Social Services:
Lived Experience as Expertise*

*Toronto Harm Reduction Task Force:
Peer Manual*

New Types of Positions

Shifting into a new area also requires new types of staff positions, such as landlord-relations managers and housing specialists. These two kinds of staff are particularly integral in housing models in which agencies helping the homeless use private market housing. They recruit landlords to provide housing, manage landlord-tenant-agency relationships, and can play a critical role in reducing eviction costs by exercising oversight of policies when paying for damaged suites. They may also handle the details of leases, condition reports, repairs, providing furniture, etc.

ASSESSING PROGRAM IMPACTS

Thinking about a Time-frame for Stability

As discussed *above*, housing organizations are in general consensus about a typical time-frame for achieving housing stability for a person who has been homeless. This consistency on time-frame offers particularly valuable insight for program design, duration of service delivery, and expectations for determining success in housing.

For more information on typical time-frames for stability, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 73-76

(Non) Graduation

For the most part, people are homeless for a reason, whether the reason is addiction, or mental health challenges, or extreme poverty. Most housing organizations

The spectrum of housing and services is discussed in this Toolkit, p. 4-5

suggested that supports for a person who was homeless or is at an increased risk of homelessness, would need to continue for life, though usually the level of supports required would decline with time. A few organizations do transition a tenant to another program along the *spectrum of services*. Be aware that a common experience for people ready to move on from their program is panic, which means transition planning is important. Recognizing that many, if not most, people who receive supports will need them long-term also has important implications for program design, case-loads, and sustainability of programs.

Data collection is discussed in this Toolkit, p. 17

Program Monitoring

It is important to conduct research on tenancy failure and successes to identify areas for improvement. Programming can then be adjusted accordingly and continually monitored thereafter, to improve results. Program monitoring is linked to the collection of data (*see above*). The use of tenant feedback surveys can be particularly informative on program effectiveness. Most large housing organizations collect data about their programs in order to improve service delivery.

For more information on indicators of housing stability, see:

- *Holding On!: Supporting Successful Tenancies for the Hard to House*, p. 63-71

Developing and Using Indicators of Housing Stability

Housing stability is the presumptive goal of housing programs, but what is ‘stability’ and how does one measure it? Housing stability is a dynamic relationship between the person housed, the housing, and the support services. Stability measures an individual’s ability to access housing that promotes their well-being. There is no perfect way to measure this. Organizations housing the homeless discussed a wide range of measures they used to gauge a person’s stability in their home. These indicators can be a useful start for an organization beginning to work on supporting tenancies. The indicators range in complexity with respect to both their collection and administration. Starting off with a goal to collect the most basic information will help establish an organizational culture that will then allow for more comprehensive measures to be developed over time. The report, *Supporting Successful Tenancies* reviews indicators in depth.

THE IMPORTANCE OF GOVERNMENT SUPPORT

Government support is critical for program success when housing the homeless or those at risk of homelessness; and it is important in two different ways:

- **Funding:** Stable, long-term funding is critical to program success and sustainability. Programs making a significant impact on homelessness cite the importance of government support at all levels—municipal, regional, provincial, and federal. The provincial governments of British Columbia, Alberta and Ontario have all dedicated significant resources to ending homelessness in their provinces.
 - Under *Housing Matters*, approximately \$2.5 billion has been invested to end homelessness and provide affordable housing in British Columbia.
 - With *A Plan for Alberta*, the Alberta provincial government is investing \$3.3 billion in dedicated funding over 10 years in seven cities for ending homelessness.
 - In 2015 Ontario announced \$587 million over two years to end homelessness.
- **Support:** Equally important to funding is government support. For organizations working on the ground, provincial commitment is primarily about problem solving, supports, and coordination of services. Effective tools being used by governments include reducing silos, system coordination, effective funding decisions, and cross-ministry initiatives.

It is important to remember that some offsets can be realized by providing supports. Simply keeping someone housed over the longer term can cost less than evictions and residential instability. Cost-benefit analyses on housing the homeless have been conducted by many regions. The Regional Municipality of Waterloo Social Services has undertaken several *Cost Benefit Analyses*, including making a business case for proactive engagement versus reactive responses to homelessness.

EMBRACING CHALLENGES

System-level challenges when designing programs to support tenancies have been identified by many housing organizations. Of note are silos and the difficulty of forming partnerships with some organizations, especially police services, some health services, and government departments that do not address homelessness in their core mandate.

Also important for organizations beginning to think about providing tenancy support services, some housing providers spoke specifically about the steep learning curve in developing the programs. The speed of implementation, particularly at the initial intake round, is a crucial hurdle. Be aware that program development and initial intake challenges have resulted in lowered initial success rates for some programs.

An important challenge for programs housing the homeless is unexpected visitors to suites. Visitors can bring the tenant into conflict with other tenants and landlords. This is a very common and challenging

problem for organizations. Creating policies to address the problem was the most common response. Organizations beginning to provide supports also need to be aware of cultural preferences, in that some people prefer communal or familial living.

Several jurisdictions reminded the present authors of the reality of housing the homeless: that not every attempt is successful, there are repeated failed tenancies, and there is a subset of homeless individuals who are very resistant to change. Even the Housing First goal of 85% of clients permanently housed, is a goal not often achieved.

BRINGING IT ALL TOGETHER : SUCCESS-BASED HOUSING

The intent of this toolkit is to draw attention to how Canadian organizations support successful tenancies for individuals struggling with histories of instable housing. This work weaves together a complex set of tools, drawn from many Canadian examples. It remains our hope that in bringing these resources together a picture emerges of the potential benefit gained from staving off traditional evictions through the provision of specific programs and supports (such as those offered in this toolkit).

The concept of Success-Based Housing is offered as a framework that places individuals at the centre of a concerted effort to find ways to maintain housing over the long term by intervening early and during difficult periods, armed with a range of tools demonstrated for their effectiveness in helping stabilize a tenancy. Undertaking this type of approach was noted as difficult, requiring a fundamental shift in the “DNA” of an organization. There must exist the will to take on a challenge that will require a fundamental and philosophical transformation of operations and governance. There is no easy way to support individuals who face challenging tenancies. However, there is a growing body of knowledge that clearly asserts that great things can be accomplished when we find the right fit of housing and services for a person in need. Being proactive and offering such supports, comes at a cost. However, as is evidenced in this work, not intervening has an equally great societal impact. In the final analysis, this work unlocks the door to a greater understanding of what is possible but recognizes more must be achieved. For some, the revolving door of homelessness will continue to spin, often uncontrollably, but by working together the spin can be slowed and lives changed.

APPENDIX 1: PROGRAMS INTERVIEWED, BY CITY

The Institute of Urban studies would like to extend its thanks to all of the organizations who shared their knowledge with us. This toolkit, the report, webinar and video, would not have been possible without the assistance of this community of knowledge. Thank you.

VANCOUVER:

- BC Housing (Regional Operations Branch)
- BC Housing (Supportive Housing Programs Branch)
- BC Housing: Orange Hall
- MPA Society
- Atira Women's Resource Centre
- Lookout Emergency Aid Society
- BC Non-Profit Housing Association (short Interview)
- CMHC BC (short Interview)

CALGARY:

- Pathways to Housing: The Alex

EDMONTON:

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

WINNIPEG:

- Community Wellness Initiative (Manitoba Housing)
- At Home / Chez Soi Winnipeg Site:
 - Housing Coordinator
 - Manitoba Green Retrofit (Housing Services)
 - Main Street Project (Support Services)

WATERLOO REGION (WATERLOO, KITCHENER, CAMBRIDGE):

- Region of Waterloo Social Services:
 - Social Planning – Homeless to Housing Unit (short Interview)
- Region of Waterloo Social Services partners:
 - 'Whatever it Takes'
 - STEP Home
 - Lincoln House
 - The Bridges
 - Cambridge Self-Help
 - The Argus Residence for Young People
 - The Working Centre
 - Charles Village, House of Friendship

TORONTO:

- MainStay Housing

OTTAWA:

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

APPENDIX 2: LIST OF RESOURCES WITH URLS (WEB ADDRESSES)

Those reading this document on paper will not have access to the links embedded within the text. The following list contains all resources referred to in the text including: webpages with standalone information, webpages with links to documents or other resources, direct links to documents, and links to program or government webpages.

Aboriginal Health and Wellness Centre, Winnipeg
<http://www.ahwc.ca/>

A Plan for Alberta: Ending Homelessness in 10 Years, Government of Alberta
<http://humanservices.alberta.ca/homelessness.html>

Assessment Tools for Allocating Homelessness Assistance: State of the Evidence
<http://www.homelesshub.ca/resource/assessment-tools-allocating-homelessness-assistance-state-evidence>

Beyond the Key to the Front Door: Participant's Guide, Mainstay Housing, Toronto
<http://www.mainstayhousing.ca/PDF/Participant%27sGuide%20REVISEDv1.pdf>

Community-Based Organizations Creating Effective Partnerships, Tamarack Institute
http://tamarackcommunity.ca/downloads/clife/mcabaj/mc_cef.pdf

Communities Collaborating, Tamarack Institute
<http://tamarackcci.ca/>

Comprehensive Assessment Tool, National Alliance to End Homelessness
<http://www.endhomelessness.org/library/entry/alliance-coordinated-assessment-tool-set>

Coordinated Assessment, National Alliance to End Homelessness
<http://www.endhomelessness.org/pages/front-door-strategies>

Coordinated Assessment Toolkit, National Alliance to End Homelessness
<http://www.endhomelessness.org/library/entry/Coordinated-Assessment-Toolkit-assessment-and-referrals>

Coordinated Intake, Homeless Hub
<http://www.homelesshub.ca/solutions/emergency-response/coordinated-intake>

Cost Effectiveness of Eviction Prevention Programs (full report), CMHC
<http://publications.gc.ca/pub?id=391226&sl=0>

Cost Effectiveness of Eviction Prevention Programs (research highlight), CMHC
<http://www.homelesshub.ca/resource/cost-effectiveness-eviction-prevention-programs>

Creating and Maintaining Partnerships
<http://ctb.ku.edu/en/creating-and-maintaining-partnerships>

Cycles of Homelessness: Understanding Eviction Prevention and Its Relationship to Homelessness
<http://www.homelesshub.ca/resource/cycles-homelessness-understanding-eviction-prevention-and-its-relationship-homelessness>

Data Driven Systems of Ending Homelessness (Webinar), CAEH
<http://www.caeh.ca/webcasts/>

Eligibility Criteria and Rating Tool for Hennepin County Family Homelessness Prevention, National Alliance to End Homelessness
<http://www.endhomelessness.org/library/entry/eligibility-criteria-and-rating-tool-for-hennepin-county-family-homelessness>

Eviction Prevention, (PowerPoint Presentation), Mainstay Housing, Toronto
<http://www.nlhcn.org/PowerPointFiles/Eviction%20Prevention.ppt>

Eviction Prevention Policy, Toronto Community Housing
 mail request to: help@torontohousing.ca

Holding On! Supporting Successful Tenancies for the Hard to House (full report), Institute of Urban Studies, Winnipeg
<http://www.uwinnipeg.ca/ius/homelessness.html>

Homelessness to Housing Stability Strategy, Region of Waterloo Social Services
<http://communityservices.regionofwaterloo.ca/en/communityPlanningPartnerships/homelessnessstohousing.asp>

Homeward Trust, Edmonton
<http://www.homewardtrust.ca/home.php>

Housing and Homelessness Services, City of Toronto
<http://www1.toronto.ca/wps/portal/contentonly?vnextoid=cfa2d62869211410VgnVCM10000071d60f89RCRD>

Housing Matters, Government of British Columbia
<http://www.housingmattersbc.ca/>

Language Guide, Region of Waterloo Social Services
http://communityservices.regionofwaterloo.ca/en/communityProgramsSupports/resources/DOCS_ADMIN-1161467-v1-HHSU_LANGUAGE_GUIDE_UPDATED_APRIL_2012.pdf

Lived Experience as Expertise, Region of Waterloo Social Services
<http://communityservices.regionofwaterloo.ca/en/communityPlanningPartnerships/Homelessness-to-Housing-Stability.asp>

Mental Health Framework, Toronto Community Housing
 mail request to: help@torontohousing.ca

Pathways Out of Homelessness, BC Housing
https://www.bchousing.org/resources/About%20BC%20Housing/Research_Reports/PathwaysOutofHomelessness110503.pdf

Partnership Toolkit: Tools for Building and Sustaining Partnerships, BC Ministry of Community Development, Cooperatives and Volunteers; and the BC Ministry Responsible for Multiculturalism and Immigration
<http://www.sparc.bc.ca/the-partnership-toolkit>

Peer Manual, Toronto Harm Reduction Taskforce
http://www.canadianharmreduction.com/readmore/ichip_peerManual.pdf

Peer Project, Mental Health Commission of Canada
<http://www.mentalhealthcommission.ca/English/initiatives-and-projects/peer-project>

Perspectives on the Housing First Program with Indigenous Participants, Homeward Trust, Edmonton
<http://homewardtrust.ca/images/resources/2012-07-05-10-26BlueQuillsWEB3.pdf>

Preventing Eviction and Managing for Successful Tenancies, Institute of Urban Studies, Winnipeg (short review of practices)
<http://www.uwinnipeg.ca/ius/project-archive-by-topic/eviction-prevention.html>

Service Prioritization Decision Assistance Tool, Orgcode
<http://www.orgcode.com/product/spdat/>

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