

## For Information Only

### Greater Sudbury Housing Corporation Community Development Policy

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#### Resolution

For Information Only

#### Relationship to the Strategic Plan / Health Impact Assessment

This report supports the Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health priorities of Housing, building resiliency, and investing in families. The Community Development Policy will allow tenants to work together in partnership to build stronger and healthier communities.

#### Report Summary

This report provides an update regarding the direction received from the May 10, 2018 Council Meeting as it relates to the development of a Greater Sudbury Housing Corporation Community Development Policy.

#### Financial Implications

There are no financial implications associated with this report.

#### Signed By

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## **BACKGROUND**

This report is based on Motion CC2018-142 /142A from the May 29, 2018 Council Meeting requesting that the Manager of Housing Services meet with the CEO and the Board Chair of the Greater Sudbury Housing Corporation (GSHC) to review and assist the GSHC with the development of a community development policy regarding volunteer organizations and groups emanating from GSHC locations to include processes for conflict resolution and mediation as well as training and mentorship for volunteers and GSHC staff with an update report to be presented to Council in August 2018.

A letter was sent on June 1, 2018 to GSHC Board Chair requesting a meeting regarding the motion.

On July 18, 2018 GSHC Board Chair and CEO met with the Manager of Housing Services and Manager of Community Initiatives & Performance Support regarding the request to meet. The goal of the meeting was to review existing policies and assist the GSHC staff with the development of a community development policy regarding volunteer organizations and groups emanating from GSHC locations to include processes for conflict resolution and mediation as well as training and mentorship for volunteers and GSHC staff with an update report to be presented to Council in August 2018.

Discussion took place regarding the motion and the following is an update:

- GSHC has an existing community development policy that is part of the Local Housing Authority Administration Manual – Section 6 (Appendix A). This manual was used to assist in the development of the Tenant Association Terms of Reference (Appendix B), and the Tenant Engagement Steering Committee (TESC) Terms of Reference (Appendix C), which were approved by the Greater Sudbury Housing Corporation Board of Directors in February 2018.
- The GSHC Board passed a Tenant Complaint Process Policy in January 2012 (Appendix D). GSHC CEO advised that with the passing of the Public Sector and MPP Accountability and Transparency Act, 2014 that the provincial Local Housing Corporation Association had undertaken a review of the Tenant Complaint Process and rulings have been received from a southern Ontario Law Firm in order to complete the review. The revised Tenant Complaint Process Policy should be completed by Fall 2018. The Manager of Housing Services asked if a separate policy was being designed for Tenant Associations. The GSHC CEO confirmed that Tenant Associations would be included in the revised policy. Discussion also took place regarding an Appeal/Mediation option which was not included in the January 2012 policy. The Manager of Housing Services recommended that an appeal/mediation process be included in the revision.
- Training and mentorship was discussed. The GSHC CEO indicated that the GSHC does not recruit, use or employ any volunteers. Tenant Association representatives are tenants who work for the interests and benefits of all tenants. GSHC CEO indicated that working with Tenant Association representatives was part of the job duties contained within the Community

Development Worker job description (CDW) position. (Appendix E). This position has assisted the Tenant Associations in terms of setting up meetings, assisting with financial questions as well as developing their own terms of reference. The Manager of Housing Services recommended that the Community Development Worker research options regarding training and mentoring opportunities for the Tenant Associations. The GSHC CEO indicated that the GSHC Staff are offered training opportunities as part of their employment.

- Funding of the GSHC Tenant Associations was an additional topic of discussion. As of July 18, 2018 there are nine (9) active associations: 1950 Lasalle (Place Hurtubise), 241 Second (Birkdale Village), 491 Camelot (Carmichael Village), 1052 Belfry, 720 Bruce (Balmoral Tenant Assoc.), 1960 A Paris, 1960 B Paris, 1920 Paris, and Louis Street Community Association and Tenant Group. Approximately \$2,700 from the 2018 budget has been allocated to each of the tenant associations. Access to the GSHC Social and Recreational Fund (Appendix F) by completing the GSHC Social Recreation Fund Application Form (Appendix G) allows the tenant associations to host events, programs and assists in offsetting some of the operational expenses incurred within a fiscal year.

### **NEXT STEPS**

A revised copy of the Tenant Complaint Process Policy was brought forward at the August 22, 2018 GSHC Board of Directors meeting. The GSHC Board reviewed and discussed the revised policy and deferred approval of the policy until such time as additional revisions could be made based on suggestions received at the meeting. A copy of the revised Tenant Complaint Process Policy will be provided to Council at a later date once it is approved by the GSHC Board of Directors.

### **REFERENCES**

City of Greater Sudbury Council Meeting, April 10, 2018,  
<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1239&lang=en>

City of Greater Sudbury Council Meeting, May 29, 2018,  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1242&itemid=15176>

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## Section 06-01-01

## WHAT IS COMMUNITY DEVELOPMENT?

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### BACKGROUND

Community development is a process by which people work together in partnership to build stronger and healthier communities.

Planning Together supports local community development throughout the Housing Authority system in order to meet the challenges facing public housing communities today. Communities must identify their own needs and develop local resources to address these challenges.

Community development is linked to the "Healthy Communities" strategic theme.

### OBJECTIVE

To assist tenants to achieve healthy communities with a sense of belonging, and in so doing, improve their quality of life.

### DIRECTIVE

Public housing communities must work together to develop a way for tenants, Housing Authority staff, boards and community service providers to meet regularly and discuss issues of concern and set priorities, *see Working with Tenant Associations and Committees, 06-01-05.*

Establish a fair and open process for tenants to select their own representatives on committees, councils and associations.

Encourage tenants to apply for positions on their Housing Authority board.

Ensure Housing Authority board meetings are open and accessible to tenants and staff while respecting privacy.

Establish a tenant inquiry process that is simple and well publicized. Tenants should be able to use this process to ask about or request services or to complain about inadequate services.

Ensure that tenants have access to information including board minutes and regular policy and program updates while respecting privacy, *see Offers and Refusals of Accommodation, 04-09-02.*

Involve tenants in budget planning and decision making, and share information about all items in the budget.

Establish an annual Housing Authority budget that supports such items as child care and transportation to make it easier for tenants to participate.

### GUIDELINE

Determine the additional education and training needs of staff who work with tenants with special needs and develop a strategy to acquire the training.

## Section 06-01-01

## WHAT IS COMMUNITY DEVELOPMENT?

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Community development should demonstrate a strong commitment to the following principles:

1. Respect and recognition for the diversity that exists within housing communities and acknowledgement that this plays a critical role in community development.
2. Activities that are initiated and based in the community should utilize the abilities and potential of all tenants.
3. Recognition that community development principles may challenge and attempt to transform the status quo, particularly with respect to power relationships between the community and structures with which it interacts. Such community development principles may result in conflict which is inevitable within and among groups; however, when addressed effectively, conflict can produce positive results.
4. Establishment of partnerships within the community as the basis for involvement by staff, tenants, service providers and others.
5. Recognition of tenants as principal stakeholders, and communication and consultation in a manner which respects the rights of tenants and all other stakeholders in the community.
6. A commitment among partners to secure and maintain ongoing financial resources.

Although the definition and focus of community development may differ according to needs:

Community development must address the issues under the Human Rights Code.

Education and development are fundamental in this area, if it is to succeed.

It is essential to focus on what is important to the community.

It is necessary to listen, to trust, and to respect each other to ensure personal and corporate credibility.

Community development means working in a field which aims for social change, which can mean "slow work" and more importantly, work which challenges front line staff and management which, in turn, can create discomfort, frustration and tension.

Corporate support is needed from the very top, whether it be in the form of staff, additional resources or financial expenditures, and not only in the initial stages.

Community development can be assessed and evaluated.

**Section 06-01-02****TENANT ADVOCACY**

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**BACKGROUND**

As a vital part of the community development process, the advocacy process is also evolutionary. At any point in time, a community could use different approaches according to its needs. Advocacy may be on behalf of tenants or tenants may be advocating their own issues.

**OBJECTIVE**

To facilitate and support tenants in achieving the goal of self determination.

**DIRECTIVE**

Develop a plan to make housing and common areas accessible to persons who have physical disabilities.

**GUIDELINE**

Provide opportunities for tenants to learn more about different disability issues. This will create a greater understanding between tenants who have special needs and other tenants in the community.

**Approaches to Advocacy**

There is a spectrum of approaches to advocacy, ranging from speaking on behalf of a community to self-determination and community activism by the tenant group itself.

The fundamental philosophy and work style necessary for advocacy is one in which staff facilitate, enable, involve, mediate and coach, rather than help, fix, direct or take over.

Staff involvement should be determined after consultation and negotiation with tenants. During consultations, staff must convey the extent of their role to the community and negotiate their involvement in activities. Tenants may also ask for the assistance of outside advocates, usually a local service provider, at any time.

**Staff Non-Participation**

Local Housing Authority (LHA) staff should not participate directly in advocacy activities under the following circumstances:

- when tenants do not want LHA assistance;
- when tenants want to access the services of an outside advocate only; or
- when tenants believe that no further activity is required.

## Section 06-01-03

# COMMUNICATION OF COMMUNITY SERVICE INFORMATION

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## BACKGROUND

Local Housing Authorities (LHAs) use a variety of communication options to provide community service information to tenants.

## OBJECTIVE

To inform tenants and increase awareness of community services that are available to them.

## DIRECTIVE

Provide information on emergency services to tenant, *see Offers and Refusals of Accommodation, 04-09-02.*

Ensure that tenants are aware that they have the right to contact such groups as legal aid clinics, the Ombudsman and the Human Rights Commission, *see Multicultural and Race Relations, 06-01-06, and Move-in, 04-09-04.*

Provide information about general community services that are available, *see Offers and Refusals of Accommodation, 04-09-02.*

## GUIDELINE

Increase the tenant and staff awareness of community services that are available.

### Community Information Sheet

LHAs should prepare a community information sheet which contains the names, addresses and telephone numbers of key community services such as:

- police and fire departments;
- hospitals and health clinics;
- schools and day care centres;
- buses and other public transportation;
- local recreation facilities;
- family and child welfare offices;
- social service agencies;
- Legal Aid and Community Legal Services (paralegals); and
- budget and credit counselling agencies.

### Community Resources Directory

LHAs should have comprehensive directories and listings of services for reference. These are often available from:

- regional community information and referral centres;
- local libraries;



## Section 06-01-03

# COMMUNICATION OF COMMUNITY SERVICE INFORMATION

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the United Way;  
community planning agency; or  
Federal and Provincial Ministries.

### **Posters, Flyers and Pamphlets**

LHAs should be on the mailing lists of community agencies for notices of events, and display posters and flyers in common areas or other prominent locations.

Pamphlets from relevant community agencies should be available to tenants on request.

## Section 06-01-04

## WORKING WITH VOLUNTEERS

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### BACKGROUND

Working with volunteers is encouraged by the Ontario Housing Corporation (OHC) to support local community development throughout the Housing Authority system.

### OBJECTIVE

To promote a sense of community and the spirit of volunteer participation.

### GUIDELINE

#### Tenant Participation

Local Housing Authorities (LHAs) are required to involve tenants in a wide range of groups and activities. These include tenant associations and committees, and the development of community plans and recreation programs. The guidelines for working with volunteers apply in all these areas.

#### Volunteer Roles

Some of the tenant involvement or volunteer roles that staff may need are:

- advisory and planning positions;
- group leadership;
- non-leadership help with projects;
- areas of expertise, such as administrative, bookkeeping, arts, etc.

#### Recruiting Volunteers

When recruiting for volunteers, staff can use a variety of communication options, such as flyers, newsletters, bulletin boards and regular staff-tenant meetings.

When recruiting individuals, staff should consider the following approach:

- Listen to why the person wants to volunteer; their goals, aspirations and interests.
- Find ways to relate the program needs to their interests.
- Make small requests for limited time commitments.
- Point out past accomplishments and how enjoyable and rewarding the volunteer work can be.

#### Planning Considerations

Once volunteers have been recruited, consider the following planning items:

- place, time and length of the meeting or activity;
- topics of interest, or types of activities to accomplish;
- person to lead the meeting or activity;
- special assistance that might be required, e.g., setting up a display;
- minutes of the meeting or documentation that needs to be kept;
- materials and resources; and
- refreshments and social activities.

## Section 06-01-04

## WORKING WITH VOLUNTEERS

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### Team Work

Whenever possible, team up a new volunteer with either an experienced volunteer or staff member. Most volunteers prefer to work together in groups.

### Recognizing Volunteers

Staff can ensure that volunteers feel positive about their efforts by:

- Listening to their ideas, suggestions and criticisms.

- Following up with them to find out how they are doing and offering support.

- Giving them feedback on how they are doing, and emphasizing the positive.

- Recognizing their contributions in a variety of ways, such as announcements at meetings, notices on bulletin boards and certificates of appreciation.

## Section 06-01-05

## WORKING WITH TENANT ASSOCIATIONS AND COMMITTEES

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### BACKGROUND

All tenants should have the opportunity to participate in decisions that affect their community. One of the most direct ways tenants can become involved is through a tenant association or committee.

### OBJECTIVE

The primary objectives of a tenant association, committee or organization are self-determination, achievement of goals and group maintenance. Some of the benefits and goals are:

**To resolve local issues.** Joined together in an organization, tenants can work with Housing Authority staff to resolve local issues, discuss on-going concerns, and set priorities.

**To create healthy working relationships.** Tenant organizations can be a force to create healthy working relationships among tenants, management, neighbourhood residents, and community agencies.

**To serve as unifying agent.** Tenant organizations can bring together people with different ethnic, religious, and cultural backgrounds in a setting where they can work together to build healthier communities.

**To consult with management.** Tenant organizations can speak for the tenant community and provide valuable input to management. They can also be involved in budget planning and identifying priorities for spending.

**To develop new services and programs.** Tenant organizations can develop new services and programs with the support of local community colleges, community agencies and Housing Authority staff.

### DIRECTIVE

Have a way for tenants, Housing Authority staff, boards and community service providers to meet regularly to discuss issues of concern and set priorities, *see Community Development, Section 06.*

Follow an established fair and open process for tenants to select their own representatives on committees, councils and associations, *see Community Development, Section 06.*

Identify what safety and security issues are important to their communities and find ways to address these issues.

Work with local police and other community service providers to determine how they can appropriately respond to communities' safety and security issues, *see Working with Community Service Providers, 06-02-01.*



## Section 06-01-05

# WORKING WITH TENANT ASSOCIATIONS AND COMMITTEES

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Provide tenants with educational programs on safety and security in response to tenants concerns.

Set up links with ethno-specific community organizations that can provide tenants with interpretive, educational and support services, *see Working with Community Service Providers, 06-02-01, and Amenity Space, 06-03-02.*

Encourage tenant associations and groups to reflect the racial and ethnic composition of the housing community, *see Amenity Space, 06-03-02.*

Provide opportunities for tenants to learn more about different disability issues. This will create a greater understanding between tenants who have special needs and other tenants in the community, *see Working with Community Service Providers, 06-02-01.*

## GUIDELINE

### Ways to Assist Tenant Organizations

When tenants express an interest in organizing an association and request assistance, Local Housing Authority (LHA) staff can assist in any of the following ways:

- Helping with arrangements for a meeting place, and the printing and distribution of notices.
- Helping to develop a group purpose and goals; setting up and defining executive positions; helping to arrange programs and speakers.

- Orienting the group to Housing Authority policies and procedures.

- Providing information on sources of funding and bookkeeping practices.

- Giving assistance and advice regarding possible outreach approaches and resources that are available.

- Facilitating the development and delivery of information sessions for tenants, in conjunction with tenant groups and service agencies.

*Staff cannot accept membership or election to office, handle association money, or keep the books.*

**Section 06-01-06****MULTICULTURAL AND RACE RELATIONS**

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**BACKGROUND**

The nature of public housing communities has changed, as Ontario has become increasingly multi-racial and multi-ethnic. Ontario Housing Corporation (OHC) has recognized this diversity as a strength, contributing to the cultural, social and economic enrichment of Ontario residents. Local Housing Authorities (LHAs) have a responsibility to address incidents of discrimination, harassment and hate promotion, as well as to promote positive race and ethnic relations among tenants.

The promotion of race relations in housing communities is linked to the "Healthy Communities" strategic theme of the OHC Board.

**OBJECTIVE**

To develop policies and programs that acknowledge and reflect the diversity of needs, values and views of the tenant population.

**POLICY**

In 1987, OHC issued a *Race and Ethnic Relations Policy* based on the Ontario Human Rights Code and the Government of Ontario's Race and Ethnic Relations Policy.

**DIRECTIVE**

Formally adopt, support and enforce the Ontario Housing Corporation's Statement of Race and Ethnic Relations policy.

Have a process for addressing complaints of discrimination and harassment. This plan should include educational opportunities for tenants.

Have links with ethno-specific community organizations that can provide tenants with interpretive, educational and support services, *see Working with Community Service Providers, 06-02-01*.

Encourage public housing committees, tenant associations and groups to reflect the racial and ethnic composition of the housing community.

Ensure tenants are aware that they have the right to contact groups such as legal aid clinics, the Ontario Ombudsman and the Human Rights Commission.

Inform applicants and tenants of the Race and Ethnic Relations Policy when they apply and when they sign the Lease.

LHAs can play a key role in improving multicultural and racial relations by:

- developing a process to deal with complaints of discrimination and harassment;
- ensuring that tenants are aware of their right to contact such groups as legal aid clinics, the

## Section 06-01-06

## MULTICULTURAL AND RACE RELATIONS

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Ontario Ombudsman and the Ontario Human Rights Commission;

- setting up links with ethno-specific community organizations to provide tenants with interpretive, educational and support services;
- encouraging housing committees, tenant associations and groups to fully represent the racial and ethnic composition of the housing community; informing applicants and tenants of the policy through an orientation session or booklet;
- posting the policy statement in prominent locations within Housing Authority communities;
- including information about the LHA policy, process for handling complaints of racism and harassment and resources available to tenant requiring assistance in tenant orientation materials;
- providing advise and assistance to groups to help with outreach and recruitment strategies for tenant group development and activities; and
- holding group information/learning sessions on multicultural and race relations issues; inviting guest speakers from ethno-cultural organizations to share information.



**Section 06-01-07****TENANT DISCRIMINATION  
AND HARASSMENT COMPLAINTS RESOLUTION****BACKGROUND**

That complaints resolution process fulfills the Ontario Housing Corporation's (OHC's) commitment to meet its obligations under the Ontario Human Rights Code and to address all tenants complaints of discrimination and harassment involving tenants, staff or service providers doing business on the heart of the Local Housing Authority (LHA).

**OBJECTIVE**

To provide a discrimination and harassment free environment by the prevention and effective resolution of complaints.

**POLICY**

In 1995, the OHC Race and Ethnic Relations Policy Statement was to be written in plain language and renamed Ontario Housing Corporation's Equity Policy (*see 06-01-06*).

**DIRECTIVE**

The Complaints Resolution process serves the purpose of meeting to legal obligation of providing for practice initiatives to create a discrimination and harassment free environment.

The Complaints Resolution process must:

address all forms of Harassment and Discrimination as set out in Part 1 of the Ontario Human Rights Code and the OHC equity Policy;

*The alleged incident should have occurred within the previous six (6) months.*

address the role of the Housing Manager or designate, in the resolution process for all tenants/applicant complaints, in conjunction with laws pertaining to Landlord and Tenant matters;

clearly state the role of the complainant is part of the resolution process;

include if available, external conflict mediation services;

communicate options outside of the LHA for addressing complaints, such as:

- Ontario Ombudsman (1-800-263-1830, English) (1-800-387-2620, French)
- Ontario Human Rights Commission (1-800-268-6585)
- Local Police Services, or
- civil action.

include a requirement as set time lines for the point of receiving the initial complaint through the resolution of the complaint by the LHA or by referral to outside agency, a no more than twenty (20) working days;

ensure ongoing communication with the complainant and respondent throughout the resolution process within requirements of the Freedom of Information an Protection of Privacy Act, while ensuring sensitivity to all participants;

clarify that the Ontario Labour Laws cover them LHA as the employer and cases of complaints against members of staff by tenants, acquired actions are treated as a confidential matter;

**Section 06-01-07**

**TENANT DISCRIMINATION  
AND HARASSMENT COMPLAINTS RESOLUTION**

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ensure that staff are aware their of responsibilities for receiving, investigating and resolving complaints;

contain a requirement that a record be kept as part of the applicant/tenant file.

*The record will include all complaints made, actions taken or the reason why actions will not taken.*

widely publicize to staff, applicants, and current tenants the OHC Equity Policy and the Complaints Resolution Process, including how the process functions;

*The information should be provided reviewed with tenants at the lease to the last word fairly signing and should include details of how to file a complaint. This information should be included in all tenant orientation materials.*

provide for COMPLAINANT/VICTIMS SUPPORT, OFF such as; referrals, transfers or other appropriate options;

establish time lines not in excess of two (2) working days for clean up or removal of offensive material and situations involving graffiti or damage to units;

provide for an appeal component relevant to each LHA should complainant or the respondent not be satisfied that the stated process has been followed.

**Section 06-01-08****DUTY TO  
ACCOMMODATE TENANTS WITH DISABILITIES****GUIDELINE**

The Ontario Human Rights Commission issued some guidelines for addressing tenant requests for modifying their units to accommodate their needs, such as mobility. Listed below is a summary of key observations from legal on the Duty to Accommodate Tenants.

Tenant has right to equal treatment with respect to occupancy of accommodation without discrimination because of handicap

Ontario Human Rights Code (HRC) places duty on a landlord to accommodate her or his tenants, so long as to do so does not cause undue hardship on the landlord

HRC states that costs, outside sources of funding and health and safety requirements are to be considered

Duty to accommodate is prescribed by the HRC to be "with respect and dignity" in order to foster a climate of understanding and community

The needs of persons with disabilities are to be accommodated in a manner which most respects their dignity, if to do so does not create undue hardship

Tenants who request accommodation has a responsibility to communicate her or his needs in sufficient detail and to co-operate in consultations to enable the LHA to respond to the request and to properly assess the costs and risks

Hardship based solely on the proof of inadequate funds will not satisfy the test of undue hardship in most cases

Guidelines impose an added responsibility on large enterprises and government to act as role models and set positive examples in accommodating persons with disabilities

Common thread found in two Board of Inquiry Cases - *Quesnal v London Educational Health Centre and Barber v Sears Canada Inc. (No.3)* is the respect for the dignity of persons with disabilities must be foremost when making decisions with respect to accommodation short of undue hardship ( and not simply cost)

Asking the tenant to participate in the decision-making process may be a good way to respect a tenant's dignity

**Section 06-02-01****WORKING WITH  
COMMUNITY SERVICE PROVIDERS**

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**GUIDELINE**

Partnerships with community service providers are of great importance to both tenant communities and Housing Authorities. Many of the programs and services available to tenants are made possible through partnerships.

Planning together with tenants is linked to the "Healthy Communities" strategic theme of the OHC Board.

**OBJECTIVE**

To develop new partnerships and enhance existing arrangements with community service providers in response to identified community needs.

**DIRECTIVE**

Work with local police and other community service providers to determine how they can appropriately respond to communities' safety and security priorities.

Set up links with ethno-specific community organizations that can provide tenants with interpretative, educational and support services, *see Working with Tenant Associations and Committees, 06-01-05, and Amenity Space, 06-03-02.*

Inform community service providers about barriers that prevent tenants from using their services.

Access support of specialized service providers to assist with staff development for work with tenants with special needs.

**GUIDELINE****Types of Community Service Providers**

Types of community service providers are:

- federal, provincial and municipal government agencies;
- private agencies;
- schools and churches;
- community groups, such as B'Nai Brith, Kiwanis Club, Lions Club, and Rotary Club, etc.

**Strategy for Developing Effective Partnerships**

The following strategy recommends a five step approach to developing effective partnerships.

1. **Define your needs**

Be very clear on the goals and objectives to assist in defining what type of partnerships and

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## WORKING WITH COMMUNITY SERVICE PROVIDERS

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resources are needed to carry out your mandate.

2. **Define values and benefits**

Prospective partners will not only want to know what benefits the community will receive from the partnership, but what benefits they will receive for their participation.

3. **Seek partners**

Actively seek partners. Approach - Explain - Request Commitment.

4. **Establish commitment and involvement**

Involve the new partners immediately in current operations, planning, and developing strategies in particular where new partners must become involved.

5. **Maintain commitment**

It is important to maintain the partnership through effective feedback and ongoing renewal of commitment. Recognize - Measure - Promote - Continue.

**Section 06-03-01****PROGRAM PLANNING APPROACH**

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**BACKGROUND**

Program planning is deciding what needs to be done, who does what, when and where. The two key elements in successful program planning are the program or project itself and the interest and involvement of group members.

**OBJECTIVE**

To enable a community to define itself and establish its own goals and priorities, thereby determining what supports and systems the community needs to achieve its goals.

**GUIDELINE****General Program Planning Approach**

The following general program planning approach<sup>1</sup> can be used by community planning groups to initiate and develop programs.

1. **Analyse the situation**

Take a look at your group. Who are the members and what has been their involvement in community development? What projects have been done or are currently underway? What finances and other resources are available?

2. **Identify your purpose, needs and problems**

It is important to establish or confirm your basic purpose so everyone inside and outside your group can understand it. A statement of purpose is a general statement that describes your group's primary function and its aim or mission.

Agreement of the basic goals should be reached among members. Goals are a series of statements which describe your group's unique functions or primary interests.

If your group is working from an existing tenant organization, members may already be familiar with some of the formalization steps.

3. **State program objectives and solutions**

Once the concerns of your group are identified and the broad goals have been stated, it is important to set specific, realistic objectives, and develop possible solutions to achieve them. At this stage, it is important to be creative and "let the juices flow". The best program plans are developed when many members share in the planning by expressing their needs and interests, and therefore take responsibility for the program.

4. **Take stock of your resources and select methods**

The resulting list of program ideas should be examined carefully, considering the pros and

**Section 06-03-01****PROGRAM PLANNING APPROACH**

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cons of each. Required time, money, physical and human resources should be considered.

Successful program planning takes time to make sure people have had a chance to speak, to explore alternatives and to understand the varied points of view.

**5. Plan the details**

With your program objectives firmly in place, the details and tasks need to be outlined. Individual responsibilities must be assigned to accomplish these tasks. This is an opportunity to recruit others to help with specific tasks to both reduce the burden on some individuals and also to enlarge the number of people involved and committed to the program.

Regular progress reports to those who have been involved and others who know about the program will help to keep momentum and interest in the project.

**6. Implement the program**

Now that the program has been planned and jobs have been assigned, do it! Remember though that plans made don't always match plans used. The plan should only serve to guide activity, not reduce flexibility. As the plan proceeds, keep everyone informed of progress, by phone, mail or meetings.

**7. Evaluate**

The final step is to find out what people thought about the program. Periodically, through a long-term program, progress towards goals, tasks left to be done, relevance of goals to the group's interest and concerns should be reviewed.

Set a time at the end of the program to evaluate the accomplishment of goals and involvement of members.

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<sup>1</sup> *Extracted from the article "Program Planning for Organizations", written by Ruth Friendship-Keller for the Ministry of Agriculture.*

**Section 06-03-02****AMENITY SPACE**

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**BACKGROUND**

Providing amenity space, either through existing space or by taking a unit out of stock, can be an effective way to support housing community initiatives. Requests for amenity space may come from tenants, agencies or the Local Housing Authority (LHA) itself.

**OBJECTIVE**

To support the establishment and use of community space for tenants and service agencies to provide community services within public housing.

To involve tenants in the social development of their community and ensure access to social support services through partnerships with community and government agencies and the Non-Profit sector.

**POLICY**

To allow the use of amenity space within Ontario Housing Corporation (OHC) buildings by tenants and service agencies.

Changes to the status of existing amenity space units (i.e.; leased to a different party, returned to stock, management take-over by LHA) must be reported immediately to the Regional Office by the LHA.

**DIRECTIVE****Obtaining Approval to Take a Unit Out of Stock**

The decision to remove a unit from rental stock for amenity space rests with the LHA Board.

With the help and support of the LHA, the tenant group or outside agency must prepare a detailed proposal to present to the Board.

The LHA Board or committee will review and formally approve the proposal, and forward the appropriate documentation to the Regional Office and Canada Mortgage and Housing Corporation (CMHC).

**If Request Denied**

If a proposal is denied, the applicant can ask for the reason and have the decision reconsidered, by resubmitting the proposal and/or presenting the details of the proposal to the Board.

**Insurance Requirements**

Liability insurance for space leased to tenant groups or outside agencies should be in the amount of \$1 million, at a minimum. Damage insurance that covers the current value of the property is also required.



**Section 06-03-02****AMENITY SPACE**

The cost of insurance can be funded through tenant association funding.

**Renovations/Repairs**

Renovation costs to units taken out of stock and repairs are a shared responsibility and form part of the contractual agreement. If the cost exceeds \$10,000.00 in any given case, approval must be granted by CMHC before proceeding.

**GUIDELINE****Rental Rate Criteria**

Renovation costs to units taken out of stock and repairs are a shared responsibility and form part of the contractual agreement. If the cost exceeds \$10,000.00 in any given case, approval must be granted by CMHC before proceeding.

**Tenant Organizations**

If the lease or agreement is held by the tenant group and the tenant organizations manage the space on their own or in partnership with an outside organization, rent should remain nominal.

Partnerships between tenants' groups and outside agencies are desirable, but are not a requirement for placing a unit under tenant control. It is expected that the partner will contribute in other ways such as; to the programming, to insurance costs, staffing, equipment, etc.

Providing a space to tenants for needed services or programs should be considered by the LHA as its contribution to enhancing the quality of life for the LHA community.

**Outside non-profit organizations/services agencies**

Outside non-profit organizations/service agencies should be charged an economic (cost recovery) or lower rent determined on a negotiated basis.

LHAs are encouraged to seek economic rents from service agencies and outside organizations. However, the amount of rent should not be a deterrent to obtaining the service/program. This can only be assessed on a local level in negotiation between the LHA and the prospective tenant. If necessary, a lower rent can be negotiated.

**Licensed Day Care**

Licensed day care operations should be charged amounts ranging from cost recovery to low-end-of-market rent established on a negotiated basis.

Leasing space to day care operations should be contemplated only on the basis of at least recovering usual unit operational costs. An incentive to the day care operation to provide optimal service to LHA tenants may be to negotiate a formula for rent based on ensuring a certain portion of spaces to LHA tenants. An assessment of the need for day care among tenants should be undertaken first.

## Section 06-03-02

## AMENITY SPACE

Government organizations/agencies funded directly by provincial ministries or federal departments should be treated in a manner similar to non-profit licensed day care operations. The criteria for establishing a rent level should begin at the least cost recovery and then additional negotiated rate benefits applied where services are guaranteed to tenants.

### Supporting Tenant Interest in Amenity Space

In general, tenants should be involved in the request for and administering of amenity space, regardless of where the initial interest comes from.

LHAs can encourage tenant requests for space by ensuring tenants receive information about leasing space and assisting tenants to develop a proposal to the LHA Board.

### Tenant Involvement in Management of Amenity Space

A variety of options exist for tenant involvement in the management of amenity space. For example, an outside agency could involve tenants either as board members or on an advisory committee, or leases could be signed directly with a tenants' group or an LHA-wide tenants' committee.

Tenant involvement in the management of amenity space, once provided, can help to promote the growth of tenant organization and development of leadership skills.

### Use of Amenity Space

Appropriate uses of amenity space are those which address tenants' needs and grow out of concerns identified by them. Before a unit can be taken from stock, tenants and staff must conduct a needs assessment. This may take the form of a brief survey, a public meeting, or an inventory of existing services.

Some examples of amenity space use are:

- meetings of tenant associations or committees;
- licensed day care operations;
- planned programs for youth groups;
- life skills and leadership programs directed by community agencies;
- recreational and social programming for tenants;
- religious services open to any denomination.

### Lease Evaluation and Renewal

Tenant groups and outside agencies who manage their amenity space should maintain their own documentation. The documentation should include:

- project name;
- address of the amenity space;
- date unit taken off market, if out of stock unit;
- name of group managing the space;

**Section 06-03-02****AMENITY SPACE**

month/year for which information is being provided;  
 name of organization or group putting on event;  
 specific event, service or activity;  
 frequency of activity or service (daily, weekly, monthly, special);  
 number attending (can be check-off estimate, e.g., 1-10, 11-20, etc.);  
 signature of individual responsible for unit/space access and lock-up; and  
 verification of sufficient insurance coverage.

Such documentation should be submitted to the LHA on a regular basis, as agreed to by both parties. It will be used to evaluate lease renewal and to identify any problems with space use or management.

*If the tenant organization or outside agency is new to the LHA, the initial lease term should be a pilot of one year. During that time, documentation should be submitted to the LHA on a regular basis. Once the LHA is satisfied that the space is being properly managed and that the tenants are being well-served, the lease can be renewed for a longer term, up to three years.*

**Licensed Formal Day Care Use**

The decision to lease amenity space to licensed formal day care operations requires a local assessment of the benefits and costs to the LHA and tenants involved. Renovations may be costly and the space may not be easily returned to rental stock.

The conditions for providing space to formal day care operations include:

- the day care organization must carry insurance;
- the arrangement must be based on a lease;
- the lease should specify spaces available to LHA tenants;
- a three-year probationary period be implemented with agreed on criteria for evaluation;
- after a systematic evaluation favourable to continuing the service, a five-year lease should be extended with evaluation at the end of this period;
- the lease should stipulate the conditions for termination by either party; that being by written notice 60 days before the annual term expires; and
- the day care organization should pay for restoration of unit(s) to residential use at the end of the lease period, subject to negotiation with the LHA.

## Section 06-03-03

## USE OF SPACE FOR RECREATION

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### BACKGROUND

Many communities have a common room, or recreation room, for use by tenants who reside in the community.

### OBJECTIVE

To facilitate usage of recreational and social space, and to encourage tenant involvement in the social/recreational development of programs in their own communities.

### POLICY

To allow the use of amenity space within Ontario Housing Corporation (OHC) buildings by tenants and service agencies.

### GUIDELINE

#### Tenant Volunteers

Local Housing Authorities (LHAs) should facilitate tenant involvement in the planning and development of community recreational programs. Provision of space will assist them in these activities.

#### Scheduling of Space

Space should be scheduled so that all interested groups can be accommodated.

Staff or tenant groups who act in a co-ordinating role can schedule space on behalf of the LHA.

#### Outdoor Space

LHAs can help to create space for outdoor recreational activities by using on-site outdoor space, such as an unused parking area, for ball hockey, curling or skating.

Space outside senior citizen buildings can be found for activities such as gardening, horseshoe pitching, shuffleboard, croquet, barbecue pits and picnic tables.

#### Private Functions

Normally, recreation space cannot be used for private functions such as wedding receptions, anniversaries or birthday parties, or sales promotion parties. However, in some senior citizens buildings space can be reserved for private functions if authorized by the LHA, under the following conditions:

The request must be made in sufficient time to permit other tenants two weeks notice of the event.

The event must not conflict with a previously scheduled program open to all tenants.

A family member should be at the front entrance to admit guests.

Children are welcome, but should not wander outside the room.

## Section 06-03-03

## USE OF SPACE FOR RECREATION

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### Use During Elections

Recreation space can be used during municipal, provincial and federal elections for candidates' meetings provided that:  
time and space is equally available to all parties  
all meetings are open to all tenants of the building.

**Section 06-04-01****FUNDING FOR TENANT ASSOCIATIONS****BACKGROUND**

Tenant associations can receive funding for the following three phases of development:

- Phase I, Start-up Funding;
- Phase II, Organization Funding; and
- Phase III, On-going Funding.

Only one tenant association or group can be funded per housing community.

**OBJECTIVE**

To assist tenant groups to work independently in their communities.

**POLICY**

The following levels of funding are effective as at January, 1992.

<b>Phase I Start-Up Funding</b>	When a tenant association or group is non-existent, or is in the process of being organized, start-up funds can be granted from the operating budget. Start-up funding can only be granted once in two calendar years for the same housing community.
\$5.00 per unit with a minimum of \$250.00 and maximum of \$500.00	
<b>Phase II Organizational Funding</b>	Organizational funds are granted in the development stage of an organization. Phase II funding is non-renewable.
\$15.00 per unit up to a maximum of \$2,000.00. No minimum.	
<b>Phase III On-Going Funding</b>	Matching grants are awarded for the on-going funding of an established association. For amounts over \$1,000.00 funds are available on a semi-annual basis. For amounts under \$1,000.00 funds are available immediately.
An association that raises its own funding to a maximum of \$4.00 per unit may receive a maximum grant of \$24.00 per unit to a maximum of \$5000.00. No minimum.	

*Any organization currently receiving more than the maximum amounts under Phase II or III can maintain their current level of funding.*

**DIRECTIVE****Applying for Funding**

When the tenant association is ready to apply for funding, the following steps occur.

**Section 06-04-01****FUNDING FOR TENANT ASSOCIATIONS**

1. The tenant association submits an application for funding to the Local Housing Authority (LHA), providing information with respect to the funding criteria.
2. The LHA and the Regional Office review the application.
3. The LHA Manager advises the association, in writing, whether or not the application is approved.
4. The LHA pays an approved grant and charges it to the housing community's social and recreation account.
5. Before the next phase of a subsequent application can be approved, the group or association must submit evidence of performance. Refer to the "Funding Criteria" sections in this document for detailed requirements, and the attached sample checklist.
6. The LHA Manager conducts an annual evaluation by reviewing the program and financial records. Future funding is based on the outcome of the annual review.

When a decision is made to discontinue funding, tenants may request the decision be reconsidered, as outlined below.

**If Funding Denied**

When an application does not conform to the requirements for funding in any phase, the following steps occur.

1. The Property Manager informs the association or group, within five (5) days, and the Regional Manager.
2. To resolve any dispute arising from the decision, a tenant meeting should be held within thirty (30) days.
3. If no resolution can be reached, the tenant group should submit a report, within thirty (30) days, to the Regional Manager. The report must state the circumstances surrounding the situation and make recommendations to the OHC Board of Directors.

**Phase I Start-Up Funding Criteria**

The following criteria applies:

A group of three to eight tenants may qualify for funding.

The group must submit a report to the LHA which includes:

- an outline of the group's plans and objectives,
- a description of the project including size of the population,
- history of the tenant association, if one exists,
- an estimate of planned expenses, and
- a statement of particular concerns to be addressed by the new organization, (e.g., recreational facilities, tenant management dialogue, vandalism, etc.).

**Phase I Start-Up Funding Allocation**

Start-up funds can be allocated for:

- printing newsletters and flyers;
- convening not less than two general meetings;
- electing a temporary slate of officers; or

## Section 06-04-01

## FUNDING FOR TENANT ASSOCIATIONS

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conducting preliminary programming.

### Phase II Organizational Funding Criteria

The following criteria must be met:

A proposed slate of officers must be announced at a general meeting, which is held for all tenants not less than three weeks prior to the election.

A proposed program outline of activities must be provided.

A proposed budget outline geared to the initial period of operation must be included.

The short-term objectives and organizational structure must be included (for example, a written constitution).

### Phase II Organizational Funding Allocation

Organizational funds can be allocated for:

office supplies and mailing expenses;

secretarial assistance, when required;

printing newsletters, flyers, and other materials;

convening a minimum of three general meetings and ten executive meetings within the year (one of which could be the start-up meeting);

selecting delegates to attend related meetings for tenants in the area;

conducting preliminary programming; or

purchasing other services.

### Phase III Ongoing Funding Criteria

To qualify for on-going funding, a group must:

Have registration of tenants representing thirty percent of the units in the project.

Indicate a history of sustained activity for a period of not less than one year.

Provide evidence of earned funds so that the matching grant formula can be applied.

Provide a written constitution, adopted by the association and its membership.

Elect a slate of officers at a general meeting.

Prepare a budget and open a bank account.

Draw up a program of activities within agreed guidelines.

Draw up a list of objectives which are to be evaluated by the association executive body at the end of each year of operation to see which were achieved.

Provide annual financial statements for review by the LHA.

### Phase III On-Going Fund Allocation

Continuing funds for on-going projects can be used for:

providing office supplies and mailing expenses;

providing secretarial assistance, when required;

printing newsletters and flyers;

undertaking surveys to determine tenant needs, including questionnaires related to programming; or

contributing toward the cost of recreational and social programs, within agreed guidelines set



**Section 06-04-01****FUNDING FOR TENANT ASSOCIATIONS**

up by the association.

**GUIDELINE****Checklist of Application Requirements****Audits Require:**

1. Tenant Funding Audit form
2. Balance sheet for Tenant Funds
3. Auditor's audit of full books for Phase III funding recipients. (Financial audit may be conducted by financial office of the Local Housing Authority.)

**Phase I Applications Require: (\$5.00 per unit)**

1. Brief
2. Application form

**Phase II Applications Require: (\$15.00 per unit)**

1. Application form
2. Slate of officers
3. Program of activities
4. Budget for Tenant Funds
5. Objectives
6. Resources in the community
7. Constitution as an objective

**Phase III Applications Require: (\$24.00 per unit)**

1. Application form
2. Membership list with 30% signed up (names written out)
3. History of club
4. Evidence of earned funds totalling \$24.00 per unit (cannot include grants or election money)
5. Constitution and evidence of it being adopted
6. Elected slate of officers
7. Budget for Tenant Funds
8. Program of activities
9. List of objectives

## **Section 06-04-02**

## **OBTAINING OTHER GRANTS**

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### **BACKGROUND**

Other sources of funding are available to tenant groups who wish to expand their services and programs beyond the provisions of the OHC. Grants may come from other ministries, such as Employment and Immigration or Canada Mortgage and Housing Corporation, or from provincial or municipal agencies. Charitable organizations, church groups and service clubs also sponsor programs that may be of interest to housing communities.

### **OBJECTIVE**

To assist tenant groups to expand their services and programs through access to other funding sources.

### **GUIDELINE**

Similar to the advocacy process, Local Housing Authority (LHA) staff should facilitate and support the tenant group in achieving its goals.

The Regional Co-ordinators at the Regional Office can provide resource information on funding sources to the LHAs.

## Section 06-04-03

## BURSARY GRANT PROGRAM

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### BACKGROUND

Graduating students who are tenants of Ontario Housing Corporation (OHC) subsidized housing may be eligible for bursary grants.

Application would be made either at the end of Grade 12 or Grade 13. Application would be made at the end of Grade 12 for students pursuing post-secondary training and education at that time, and at the end of Grade 13 for students pursuing post-secondary training and education at that time.

### OBJECTIVE

To assist public housing tenants to pursue post secondary training and educational opportunities.

### DIRECTIVE

#### General Requirements

To be eligible for a \$1,000 bursary, candidates must:

Be either a Grade 12 graduate pursuing post-secondary training and education, or a Grade 13 graduate pursuing post-secondary training and education.

Meet academic requirements for Grade 12 or 13, whichever is applicable.

Have attended a secondary school for at least one complete school year prior to graduation.

Intend to follow a full program of studies at a recognized community college, university or other appropriate post-secondary school institution in the years following graduation.

Be a tenant of OHC public housing.

Be a Rent Supplement tenant.

To be eligible for Short-Term Awards, candidates must:

Be planning to enrol in short-term academic, trade or skills-based training.

Be a tenant of OHC public housing.

Be a Rent Supplement tenant.

### Documentary Evidence

When submitting the name of a candidate, school officials must include documentation substantiating the qualifications.

### Personal Qualities

Recommended candidates must have demonstrated qualities of leadership and a willingness to be of service to others.

### GUIDELINE

Regional Offices administer the Bursary Program on behalf of the Ontario Housing Corporation and the Local Housing Authority.

## Section 06-04-03

## BURSARY GRANT PROGRAM

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Each spring, a memorandum and applications are forwarded to each Housing Authority Chair. The memorandum advises them of the particulars of the bursary and award program for public housing tenants.

The memorandum outlines the amount of bursary funds allocated to each Region, who would be eligible for the bursary, how to apply for the bursary, and the deadline for receipt of completed applications.

The memorandum also provides information on the establishment of a selection committee within the Region.

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## Tenant Association Terms of Reference January 2018

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### **Vision and Purpose**

The GSHC believes in empowering our tenants (residents) to take responsibility for their social housing community in which they live. We believe in neighbourhoods that are healthy and diverse.

These terms of reference will provide GSHC Tenant Associations with general policy and guidelines to follow in terms of structure, roles and responsibilities, purpose, expectations, and funding.

Tenant associations are volunteer based organizations that focus on the interests and needs of their own social housing community. They consist of individuals who live in the same social housing property or building that come together to initiate, maintain and participate in a wide range of programming and activities for the benefit and enjoyment of all tenants. Tenant association committee members will also work together to take control of their housing environment by initiating and planning community activities or events, property improvements, community clean-ups and beautification, and neighbourhood safety initiatives. Tenant associations will also serve as a conduit for discussion and sharing of information with GSHC management and will be a united voice of tenants to provide input and feedback on GSHC policy.

### **Structure of Committee**

The structure of tenant associations may vary for a number of reasons such as demographics, size of social housing property, the stage of development of the association committee or the number of tenant volunteers. The structure of an established tenant association committee must include at least a President and a Treasurer, each with clear and distinctive roles and responsibilities. There must be a fair and open process for tenants to select their own representatives on the association committee.

In general, the role of the President is to provide leadership and direction for the association committee while ensuring all committee members are fulfilling their responsibilities. The President is generally the spokesperson for the tenant association and should make an effort to maintain key relationships within and outside the tenant association.

The Treasurer is responsible for the financial supervision of the tenant association committee. Their main role and duties include monitoring the revenue and expenditures; manage a bank account and the planning for the association's financial future.

The President and Treasurer are required to provide a Police Vulnerable Check to GSHC. GSHC will cover the related costs.

## **Partners, Roles and Responsibilities**

The tenant association's main priority will be to help organize and deliver a variety of recreational, educational and cultural programs/activities through their own initiatives, or in partnership with the GSHC and local agencies, with a goal of contributing towards the well-being of all individuals residing in the social housing community. For that reason, it is important for the tenant associations to maintain positive relationships with the GSHC, community agencies and service providers.

It is a priority for the GSHC to engage our residents and build upon successful partnerships with community agencies and the City of Greater Sudbury. The goal is to build stronger and more resilient social housing communities and empower tenants through collaboration with tenant lead associations and other community agencies to effect change in their social housing community. Strengthening GSHC's relationship with tenants and supporting tenant associations is integral to building safe, healthy, sustainable and inclusive neighbourhoods where tenants are engaged, empowered and have a sense of community pride.

The GSHC recognizes the following benefits in establishing and supporting tenant associations:

- Tenant associations will encourage all tenants of the social housing community to participate, and will promote inclusion to bring together people living in the same social housing community
- Tenant associations will provide opportunity for tenants to connect with the services offered by local community organizations and service providers
- Tenant association lead projects and initiatives will have a positive impact on quality of life and health.
- Tenant associations will help to identify the unique needs in their social housing community and establish a co-operative working relationship with the GSHC to achieve common goals

## **Resources and Budget:**

Funding from the GSHC Social and Recreational Fund is available to all tenant associations established within the GSHC portfolio. It is a requirement to complete an application form to request funding which must be reviewed and approved by GSHC in advance of any purchase or planned activity.

The application would identify the reason for the funding request, the amount being requested and in the case of a social housing community event, the date on which it is scheduled. In order to access the GSHC Social and Recreational Fund, the tenant association must have a bank account with a recognized financial institution. A process must be followed to reconcile funding requests with actual expenses. The GSHC Social and Recreational Fund Policy provide more details on the rules governing administration of the fund.



February 2018

## Tenant Engagement Steering Committee (TESC) Terms of Reference

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### Vision

The vision of the committee is to build a partnership between Greater Sudbury Housing Corporation, tenant group/association leaders, Greater Sudbury Police Service, NOAH Community Hub (sponsored by Social Planning Council of Sudbury) and local service providers who share a mutual vision of promoting community development and tenant engagement. The committee aspires to building safe, healthy, sustainable and inclusive neighbourhoods where the residents are engaged, empowered and have a sense of community pride.

### Mission

The mission of the TESC is to develop safe and healthy neighbourhoods through collaborative planning, community action and policy advocacy.

### Purpose and Goals

The purpose of the TESC is to provide a forum whereby GSHC tenant groups/associations and local service providers can come together and collaborate, share ideas, experiences and resources to create a coordinated approach to promoting community development and tenant engagement across the entire GSHC portfolio. It will also serve as a forum for tenant input and feedback on GSHC policy.

### Composition, Roles and Responsibilities

The committee will consist of tenant group/association leaders who reside within the GSHC portfolio, representatives of Greater Sudbury Police Services (GSPS), Social Planning Council of Sudbury (SPC), Greater Sudbury Housing Corporation (GSHC) and other community agencies.

Tenant group/association leaders who sit on the committee are generally the spokesperson for the GSHC building/neighbourhood they reside in. By attending the TESC meetings, members have



a safe space to share resources, ideas and experiences focusing on community development, activities and events. It will also serve as a link for the tenant groups/associations to the broader community.

The GSPS ensures community safety and well-being through collaborative partnerships, innovation and community engagement. They firmly believe that policing is not just about enforcement, it also comprises prevention and intervention as a shared responsibility with the community. The GSPS strives to build and maintain strong relationships with the residents of Greater Sudbury by responding to identified needs and working closely with the public. GSPS' involvement as a member of the TESC committee will help close the gap in communication between residents and GSPS.

NOAH Community Hub (NCH), sponsored by SPC Sudbury, is a "pop up" team of organizations and community members who collaborate, advocate for and directly engage people to work together to address the impact of poverty and isolation in our community. Hub partners, volunteers, and staff (all in-kind from partner organizations) work with community members and partners throughout the city at the neighbourhood level – particularly in social housing neighbourhoods to build community capacity and resiliency. NCH works for anyone impacted by poverty and is not restricted to any one population. Responses are shaped to fit their needs and any gaps in services and supports.

The GSHC aspires to be a leader and valued community partner in building safe, healthy, sustainable and inclusive neighbourhoods where residents are engaged, empowered and have a sense of community pride. By initiating TESC and facilitating the meetings, GSHC hopes the residents will realize their vision of success in their communities by connecting TESC members to community agencies who can provide different services. This forum will help build a positive relationship between GSHC, residents and local service providers.

## **Meetings**

Meetings will be held every third Thursday of the month in the GSHC boardroom, or other accommodable locations approved by the committee, and will be a maximum of 90 minutes in length. Quorum is required for meetings and is defined as at least five (5) members in total including at least three (3) tenant group/association leaders and one (1) member representing GSHC. One (1) member representing GSPS and NCH is desirable. Each community may have a maximum of three (3) representatives per meeting.

The agenda will be prepared and forwarded in advance of each meeting. The GSHC Chief Executive Officer or designate will facilitate meetings and minutes will be taken of discussion and action items.





# Operational Policy and Procedure

**POLICY:** Tenant Complaint Process Policy

**DATE:** January 2012

As part of a commitment to delivering quality services to tenants, the Greater Sudbury Housing Corporation has developed and implemented a transparent, accessible tenant complaint process.

## **INTRODUCTION:**

The Greater Sudbury Housing Corporation (GSHC) expects that in the normal course of business, there will be occasions where tenants do not feel that they have received adequate services, or that there are other issues that should be further addressed by GSHC. These circumstances are to be expected in a service delivery business. GSHC will endeavour to meet and exceed the standards of service delivery, and to respond to tenants promptly where concerns have been raised.

The tenant complaint process is not intended to replace the normal interactions that will occur between tenants and staff, and is not intended to be used prior to an issue first being raised with staff responsible for the particular area.

## **PURPOSE:**

GSHC expects that in the course of delivering services to tenants there will be complaints made about these services or about the manner in which the services were delivered. GSHC is committed to establishing processes to ensure that these complaints are heard, the facts of the complaint established, and where required, that remedial actions are undertaken.

## **OBJECTIVES:**

The objectives of the tenant complaint process are to:

- Provide a simple process which is accessible to all;
- Provide a method of resolution of complaints about GSHC services, harassment, or perceived inequity of treatment of tenants by the housing provider;

- Provide a formal mechanism for review of management decisions that tenants do not feel are reasonable. The process is not intended to replace, review or override final decisions of the Internal Review Committee with respect to the decision requirements of the Social Housing Reform Act, 2000 (SHRA);
- Ensure that all complaints are resolved in a timely fashion;
- Track and resolve complaints;
- Use the resolution of complaints as learning in the development of future policies, practices, and;
- Create a process that supports the normal management structures of GSHC and respects the authority and accountability of the GSHC.

### **DEFINITION:**

Defining a tenant complaint is not difficult. Any event or action that leads to tenant dissatisfaction is the basis for complaints. More complicated is defining when a routine matter becomes a complaint for the purposes of the tenant complaint process. For the purposes of this process, complaints are generally defined as:

- Requests for maintenance to which GSHC staff has not responded in a timely fashion
- Actions on tenancy-related matters to which GSHC staff has not responded in a timely fashion
- Events and/or issues that may be an infringement of tenant rights under legislation or GSHC policies governing the conduct of staff and tenants, tenant representatives, human rights and harassment

### **APPLICATION OF THIS PROCESS:**

The tenant complaint process applies to all GSHC tenants. GSHC Management will ensure that the principles and practices of this process are followed. In all cases, however, tenants should seek to resolve issues directly with appropriate GSHC staff. Tenants can seek remedies as outlined in this process only when all attempts to resolve issues directly with GSHC staff are exhausted.

### **PRINCIPLES:**

The Tenant Complaint Process has been developed based on the following principles:

- The GSHC is responsible for ensuring that tenants have the ability to raise a complaint through an open and accessible process and to have it addressed in a timely manner.
- Tenants have the right to quality property management services in a discrimination-free environment.

- Staff should have the opportunity to address a complaint about a service or decision they have applied.
- Tenants have the right to appeal a decision made by GSHC staff.
- Tenants have the right to timely resolution of their complaint.
- Tenants and staff will be informed of the process and the outcome of the complaint.
- Complaints and complaint resolution will be tracked and made available to the tenant community when such complaint involves a policy, procedure, or practice which affects the entire tenant community.
- A communication and education program will be implemented to ensure that all tenants and all staff are informed of their rights and responsibilities under this process.

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# Tenant Complaint Process

## Service Delivery Issues

1. Tenant informs GSHC staff of the specific complaint. All complaints will only be initiated for a review and investigation once the complaint is received in writing.
2. GSHC staff upon receiving a written complaint will begin investigating the complaint within one day.
3. In the event a complaint cannot be satisfactorily resolved, the tenant will have the ability to address the matter to Senior Management or Department head of GSHC.
4. GSHC staff responsible for responding to the complaint will respond within 10 working days of receipt in writing. In the event that the complaint cannot be resolved, GSHC staff will inform the tenant of the anticipated time it will take to resolve the complaint. In all cases, the tenant will be informed of the outcome within 10 working days of the decision being made.

## Human Rights or Harassment Complaints that Involve GSHC Staff

1. Where a tenant has a complaint related to human rights or harassment that involves a GSHC staff person, this complaint can be made in writing directly to the Chair of the Board.
2. The GSHC Board Chair will respond to the tenant complaint within 10 working days of receiving the complaint.

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## Job Description Community Development Worker Temporary Position

Department: Tenant Services  
Classification: AG – 11 (Under Review)  
Date: January 2018

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### Purpose of Position:

Reporting to the Manager of Tenant Services the Community Development Worker (CDW) will work with tenant associations to build upon and strengthen the interrelationships between the GSHC, GSHC tenants and other community partners to achieve the key objectives of health and well-being, engagement, safety, inclusiveness and access to community services. The CDW will co-ordinate and align GSHC tenant engagement strategies and initiatives with the broader community by providing support, advice, advocacy and guidance to GSHC tenant associations.

### Duties and Related Tasks: Under the direction of the Manager of Tenant Services:

- Develop and promote corporate community development strategies and initiatives, and implement key activities to engage GSHC tenants and promote community development in GSHC housing properties throughout the GSHC housing portfolio;
- Work with tenant associations to build upon and strengthen the interrelationships between the GSHC, GSHC tenants, community partners and the community network of health and social service providers to achieve the key objectives of health and well-being, engagement, safety, and inclusiveness;
- Co-ordinate and align GSHC tenant engagement and community development strategies and initiatives with the broader community and the CGS community development initiatives and programs;
- Provide support, advice, advocacy and guidance to GSHC tenant associations on tenant association structure, governance, membership, promotions, communications and community events;
- Work collaboratively to create an environment where GSHC tenants will become engaged and empowered to take ownership and control of their housing community and build safe, healthy neighbourhoods;
- Implement community development programs and key activities to achieve corporate community development goals and objectives;
- Facilitate a coordinated approach for tenant associations to access the broader community of health and social service agencies for education, prevention and promotion;

- Explore, develop and promote new opportunities to establish tenant associations within the GSHC portfolio and provide the tenant associations support and guidance;
- Work with community partners and service agencies to facilitate programing, prevention initiatives and education programs;
- Co-ordinate tenant association events and promotions;
- Co-ordinate and align GSHC community development programs and initiatives with CGS community development programs;
- Coordinate with enrollment and distribution of the good food box program;
- Support the development and sustainability of tenant associations by linking tenant associations to support from community agencies;
- Facilitate Positive Connection meetings for all tenant associations throughout the housing portfolio;
- Support the community gardens functions lead by tenant associations;
- Interact with community partners in order to enhance and support tenant participation in the various tenant associations;
- Assist with the content in communications with GSHC tenants and tenant associations concerning community development via meetings, the GSHC newsletter and website;
- Facilitate, host and attend various community functions and activities;
- Assist tenant associations with research and completion of grant proposals for funding and in-kind contributions;
- Assist tenant associations in completion of applications for funding from GSHC;
- Work closely with existing community partners to facilitate and foster community engagement and collaboration.

#### Skills and Knowledge:

- Diploma or a degree in community development or social work from an accredited Canadian college or university with 3-5 years related experience in community development or community engagement;
- Excellent understanding of rent-geared-to-income housing issues and challenges relate to tenant well-being and social determinants of health;
- Knowledge and experience with promotion methods to a diverse client group
- Knowledge and experience in principles and practices relating to community development and engagement;
- Knowledge of community agencies and their mandate;
- Well-developed communication, interpersonal, and organizational skills;
- Ability to lead and facilitate large groups;
- Demonstrated ability to resolve complaints/problems and reach consensus
- Ability to work as a team member and independently with minimal supervision;
- Demonstrated ability to communicate clearly and tactfully with a variety of client groups, tenants, government officials, other agencies, and the general public;
- Ability to use a computer and related software.

**Class Allocation:** \_\_\_\_\_

Knowledge	Skills		Judgement	Accountability	Group Leadership	Point Total
Level	Core	Technical	Level	Level	Level	
Points	Level	Block 1   2   3a   3b   4				

Blocks: 1 – Fully programmable word processing; 2 – Touch Typing; 3a – Shorthand; 3b – Dicta; 4 - Linguistic

GREATER SUDBURY  
HOUSING CORPORATION



SOCIÉTÉ DE LOGEMENT  
DU GRAND SUDBURY

## Corporate Policy and Procedure

**POLICY:** GSHC Social and Recreational Fund Policy

**DATE:** January, 2018

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### **BACKGROUND:**

The Greater Sudbury Housing Corporation (GSHC) recognizes the value and importance of an active and engaged tenant/community group in our housing communities. A successful group is instrumental in building the interrelationships between GSHC tenants and community partners to achieve the key objectives of health and well-being, engagement, safety, successful tenancies and access to services. The Social and Recreational Fund is available to all tenant/community groups to support community events/activities, promotions, administration and overall operational expenses to achieve these key goals. This policy has been developed to govern the allocation of funding to tenant/community groups through a formal request and application process which must be reconciled.

### **Application Process**

All applications for funding will be reviewed by GSHC to ensure they meet the following requirements.

- Applications must clearly identify:
  - the reason for the funding request;
    - All funding requests for community events must be approved in advance by the tenant/community group
  - how the funds are being spent in areas that are most beneficial to the community/residents;
  - an itemized list and the total amount for the funding requested.
- Applications must be submitted formerly by email, fax or hard copy delivered in person. All verbal applications will not be considered.
- Applications will be processed on a first come, first served basis from the date they are received by GSHC.



- The Community Development Worker will be available to assist with the application process by contacting [igov@sudburyhousing.org](mailto:igov@sudburyhousing.org).
- Applicants will receive confirmation on the status of their request within 14 days via phone or email. If no response has been provided by the 14th day after submission, the applicants can then submit an inquiry regarding the allocation of funds. Inquiries in regards to funding must be submitted in writing (email, fax or hard copy). GSHC reserves the right to deny any funding request if proper justification outlining community benefit is not inclusive within the submission.

### **Use of Funds**

Funding will be allocated by GSHC to all tenant/community groups as equitably as possible. Funding for events, programming and other expenses include, but are not necessarily limited to the following:

- Events
  - Community clean-up
  - BBQ
  - Tree planting
  - Holiday festivities
  - Bike Rodeo
  - Back-to-school
- Program
  - Children
  - Youths
  - Adults
  - Healthy snacks
  - Gardening
  - Tutoring
  - Arts and crafts
  - Sewing
  - Physical education
- Operational expenses
  - Administration
  - Promotion
  - Transportation
  - Repairing/Replacing equipment
  - Internet services

On the application form, clearly identify the reason for the funding request and how the funds will be spent in areas listed below:

- Human Health and Well-Being
- Environmental Sustainability
- Civic Engagement and Volunteerism

All funding recipients must complete a reconciliation process by submitting all the receipts of all purchases and document how the funding was allocated. This must be completed within 14 days after the event. If the tenant/community group fails to submit all receipts required within 14 days, the GSHC may require repayment of the funding and the tenant/community group may also be ineligible for future funding. Surplus of funds from an allocation must return within 14 days after an event.

All tenant/community groups are required to sign an Acknowledgment indicating they understand their responsibilities and agree to adhere to the policies and procedures established for the Social and Recreational Fund.

Tenant/Community Group : \_\_\_\_\_

\_\_\_\_\_  
President

\_\_\_\_\_  
Treasurer / Witness

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**GSHC Social/Recreation Fund**  
**Application Form**

Applications must meet the following criteria:

- Must not be a for profit group;
- Must clearly identify how the funds are being spent in areas that are most beneficial to the community/residents;
- The event/activity supported by a funding request must be available to the residents at nominal or no cost.

1) Date of application: \_\_\_\_\_

2) Date of event/activity: \_\_\_\_\_

3) Name of the tenant/community group: \_\_\_\_\_

4) Mailing Address: \_\_\_\_\_

5) Main contact person: \_\_\_\_\_

6) Main contact phone #: \_\_\_\_\_

7) Main contact email: \_\_\_\_\_

8) Please clearly identify the reason for the funding request and how the funds will be spent in areas that are most beneficial to the community/residents: (attached more sheets if required)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9) Total amount requested: \_\_\_\_\_

President Signature: \_\_\_\_\_

Treasurer / Witness Signature: \_\_\_\_\_

Please ensure to include an itemized list with this application.