



Halton Community Housing Corporation 2023-2026 Community Development Strategy

October 2023



Halton Community Housing Corporation at a glance

Halton Community Housing Corporation (HCHC) owns/operates 38 communities across Halton Region. It has a footprint in all four local municipalities (Burlington, Halton Hills, Milton and Oakville). There are 13 communities for seniors and 25 for families and single individuals under 65 years of age.

The majority of the units are in Oakville and Burlington. Two-thirds of residents are families or individuals under 65 years of age and the other one-third of residents are seniors over the age of 65. HCHC houses more females than males in almost every age category. The dashboard on page 6 provides an overview of notable HCHC demographics.

With more than 2,200 units and almost 4,000 residents, HCHC is the largest social housing landlord in Halton Region.

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Introduction

In 2018, the Halton Community Housing Corporation (HCHC) created a Community Development Strategy to give residents a say in the priorities of their communities. HCHC's aspirational goal is to be best in class and more than just a landlord. It aims to create safe and healthy communities where residents thrive. Directly engaging tenants in the development of community development programs ensures tenant identified health and social service needs are met.

Priorities and actions included in the 2018-2022 Community Development Strategy were tenant informed. HCHC worked to build new community partnerships to deliver upon identified health and social service needs.

Additional activities to support tenants' health and well-being during the COVID-19 pandemic were also implemented.

In 2021 staff provided the HCHC Board a comprehensive update on achievements under the first three years of the HCHC Community Development Strategy through Board Report No. HC-13-21 re: "HCHC Community Development Strategy Year Three Progress Report." The Board was advised that tenant consultation on an update to the Community Development Strategy had been initiated and would be available in Fall, 2023.

HCHC's updated Community Development Strategy incorporates input from tenants and community partners. It builds upon the priorities in the 2018 Community Development Strategy and progress made to date.

The 2023-2026 HCHC Community Development Strategy affirms that the five long-term outcomes of the original strategy remain relevant to tenants and will be continued. The Strategy includes 22 actions which are tenant informed and will continue to help sustain communities that are healthy, safe and provide tenants a high quality of life.



The Engagement Approach:

HCHC tenants and community partners were engaged between June, 2022 and January 2023 through numerous consultation channels, including: in-person meetings, virtual meetings, tenant building meetings, focus groups and surveys. Sheridan College was retained to support tenant consultations. The engagement approach asked participants to:

- validate if the five key long-term outcomes of the first Community Development Strategy remain relevant to them;
- identify any potential additions or revisions to actions that contribute to desired outcomes; and,
- identify potential gaps and any new areas of focus for HCHC's consideration.

What we Heard:

Participants shared their lived experiences on a wide array of topics with the research team providing valuable data. Key findings include:

- Tenants overwhelmingly agree that the five long-term outcomes of the Community Development Strategy remain relevant and should continue to guide the next three years of activity.
- While tenants reported feeling safe in their communities, security remains a priority.
- The health measures and virtual programming undertaken during the COVID -19 response were appreciated, but tenants want a return to more in-person programming and social events.
- Tenants feel programming can be more targeted to support specific groups such as age appropriate programs in both seniors and family communities. Programs that promote diversity and support newcomers in HCHC communities were also identified as a priority.
- Supports for Daily Living and Community Wellness Hub programming are beneficial and should be expanded upon over time.

- While tenants feel HCHC buildings are well-maintained overall, communication and response times related to maintenance work can be improved.
- HCHC should continue to improve communication options for tenants, including expanded digital communication options. Tenants would welcome more opportunities to engage in one-on-one discussions with staff directly in their communities.
- Partnerships with community service providers and tenant volunteers are crucial to successful community development and both must be scaled up over time.
- Availability of common space is paramount in order to run programming all year round. Tenants and community partners encouraged HCHC to explore ways to create more common space across the portfolio.

Acknowledgements

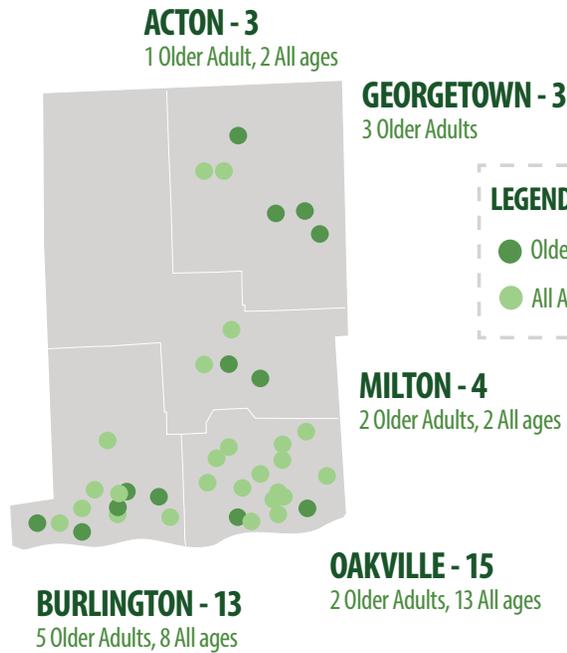
HCHC would like to thank HCHC tenants and community partners who took the time to participate and share their opinions with us.

Thank you to Mohamed Banda from Sheridan College and Sophia Makridis, Jacqueline Oakley-Nash and Natasha Worrell from HCHC for facilitating the tenant surveys and focus groups.



Halton Community Housing Corporation (HCHC)

— AT A GLANCE —

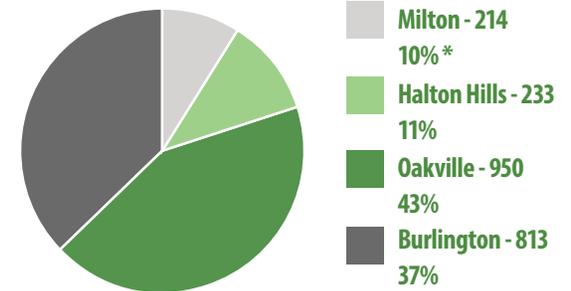


38 communities

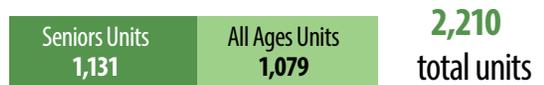


OUR COMMUNITIES

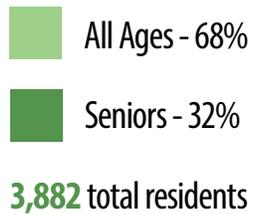
HCHC Units by Municipality



*percentages add to more than 100 due to rounding.



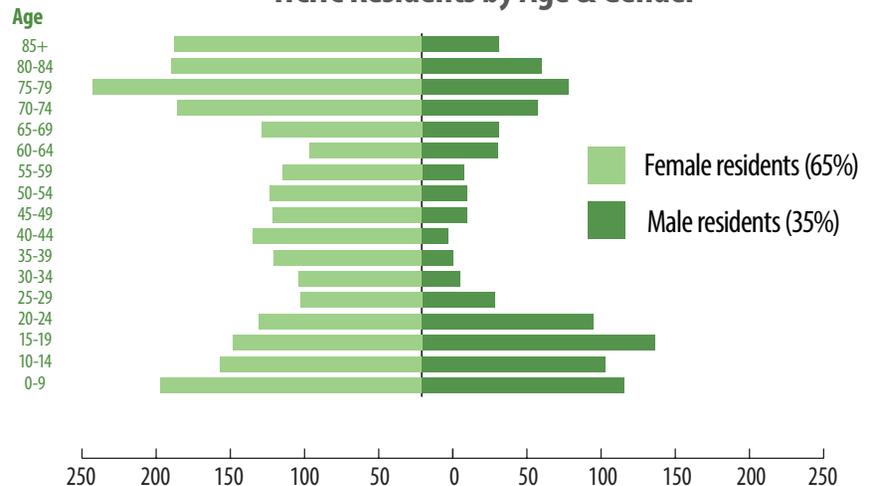
OUR RESIDENTS



HCHC Residents by Community Type



HCHC Residents by Age & Gender



*All age housing can include older adults. Older adult housing is for 65+ only.

Background

Following a 2016 Board request to increase tenant engagement on issues of community health, safety and well-being, HCHC staff embarked on a consultation process to better understand tenant priorities, views on programming and lived experience in HCHC communities. This consultation identified five key long-term outcomes that community development activities should strive for:

- well-built and well-maintained communities;
- safe and secure communities;
- residents are supported where required;
- programs provided reflect the needs of residents; and,
- effective communication with residents.

While programming had been delivered in HCHC communities for many years prior to implementation of HCHC's Community Development Strategy, introduction of the strategy in 2018 provided a more formal and strategic approach to community development. It now allows HCHC to more effectively help support Regional priorities, address tenant informed needs and report on progress made.

Information received from the consultation was used to directly inform the strategy, deliverables and five key objectives. Actions were developed and implemented that advance these five key objectives. Over the first three years of the strategy these included:

- Improved communications with tenants on construction projects.
- Completion of Threat, Risk and Vulnerability Assessment (TRVA) security audits for all HCHC communities.
- Execution of a data sharing agreement with the Halton Regional Police Service (HRPS).
- Expansion of Community Development partnerships with community agencies to meet emerging tenant needs.

- Vulnerable residents were connected with specialized supports to maintain tenancies.
- Launch of a new Community Wellness Hub model pilot at 410 John Street, Burlington and expansion to 271 Kerr Street in Oakville. This has introduced coordinated health and social services for seniors in these communities.
- Improved availability of HCHC online information, creation of virtual videos of HCHC sites to support prospective tenants with remote building selection and, electronic tenant notice communications.

A comprehensive list of achievements from HCHC's first Community Development Strategy (2018-2022) are included in the Appendix.

Consultation Approach

HCHC has over 2,200 units, nearly 4,000 residents and a footprint in all four local municipalities across Halton Region. HCHC partnered with Sheridan College to undertake consultations with tenants and health/ social service agencies that provide programs and services directly at HCHC properties across the portfolio. Consultations ran throughout 2022 and early 2023 and consisted of four primary engagement approaches:

- Paper based surveys (mailed to each HCHC household);
- Online surveys;
- In-person and virtual tenant meetings; and,
- In-person and virtual facilitated focus groups.

Participants were asked to:

- Validate if the five key long-term outcomes of the Community Development Strategy remain relevant to them;
- Identify any potential additions or revisions to actions that contribute to desired outcomes; and,
- Identify potential gaps and any new areas of focus for HCHC's consideration and inclusion in the 2023-2026 Community Development Strategy.

Eighteen focus groups were held with a total of 165 tenant participants. An additional 275 surveys were received from tenants. Feedback was also received at thirteen tenant building meetings. Any tenant unable to participate in these activities had the option to call or e-mail staff directly to provide their input.

Special attention was provided to ensure that any barriers to participation were removed by:

- making in-person engagement available at different communities;
- holding sessions at different times;
- assisting tenants with any transportation needs;
- ensuring accessible venues; and,
- making content available in different languages for tenants with limited English proficiency.

Surveys were utilized to determine if the five key long-term outcomes identified in the Strategy were still important to tenants. They were asked to identify any additional recreational, health and social service programs and services they would like to see in their communities. Surveys were also distributed at Community Development events that ran throughout the consultation period.

HCHC also requested input from community partners who provided programs and services to tenants over the last three years.



Survey Results

A total of 275 surveys were completed. Survey results show on average, 98.8% of respondents felt that the five key outcomes were still important to them.

Tenants reported the following when asked if the five outcomes still reflected their needs:



Well-built and well-maintained communities



Safe and secure communities



Residents are supported where required



Programs provided reflect the needs of residents



Effective communication with residents

The survey allowed respondents to relay what aspects of living in HCHC they enjoyed most, and what improvements they would like to see. The majority of responses identified community programming at the sites as something they most enjoyed. Other responses included the building amenities and events hosted/organized at the sites by HCHC.

Most suggestions for improvements related to maintenance response times, followed by suggestions for additional community programming. While tenants appreciated the on-line community development programming made available during the pandemic, they want to see a return to more in-person programs and services. They also identified that more targeted programming would be beneficial for specific groups.

Tenant Focus Group

In addition to the survey, tenant focus groups were held to better understand the tenant experience in HCHC communities and the issues that concern them the most.

Focus groups were held between November 2022 and January 2023. There were eighteen focus groups in total with twelve completed at senior's sites, and six at family sites, including two virtual focus groups. A total of 165 tenants participated.

The seniors groups were facilitated by HCHC staff, while the family site groups were facilitated by partners from Sheridan College.

Seniors and family groups both received the same consultation materials. Focus groups were one hour long and included background on HCHC's Community Development Strategy and achievements to date. The following definition was shared with participants:

"Community development is a process where community members are supported by agencies to identify and take collective action on issues which are important to them. Community development empowers community members and creates stronger and more connected communities".¹

¹ Australian Institute of Family Studies, Child Family Community Australia Project, January 2017

Tenants were asked four questions to determine their needs in relation to the updated strategy. Highlights of their responses are as follows:

Question 1

- Have you or any of your family members participated in any Community Development activities in HCHC sites over the last year?
- If yes, which ones did you like, which ones didn't you like? Why?
- If no, what were the reasons why you didn't participate? Were there/are there barriers to your participation?

Response summary

The majority of focus group participants had participated in one or more community activity over the last year. In total, HCHC residents identified 20 different activities they had participated in. The Food for Life food security program was identified by most respondents, with art classes, exercise classes, community gardens and yoga classes rounding out the top five most utilized programs.

Feedback regarding the programs was generally positive. Tenant comments included:

- "I do like Food for Life - it definitely helps a lot with inflation and everything else that's going on."*
- "They [programs] are offered at a good time of day, and I enjoy the social interaction."*
- "The programs are helpful, fun and convenient. Good instructors."*
- "My children really enjoy the art class. They come home every week and tell me how much they like it. So that's been a really big one for me and my family!"*

While there were no programs identified by participants that they didn't enjoy, there were some general concerns raised coming out of the pandemic. While seniors and families both appreciated proactive steps taken by HCHC during the pandemic to provide virtual activities, they missed in-person social interaction with their neighbours. They were excited about the return of in-person programs.

Individuals that participated in virtual programming thought that online services were adequate out of necessity, but felt that virtual programs do not compete with in-person offerings. Some tenants indicated that they lacked technology or computer proficiency to participate in virtual programming on their own. These individuals appreciated support provided by HCHC staff and community partners to assist them in this regard and identified a need for more education on technology as a go-forward priority of the Community Development Strategy.

Participants welcomed the return to market style food security programs which provide more variety and choice than the door-to-door food security programming put in place during the pandemic. Others commented that while they enjoyed art programs, they found them sometimes “too prescriptive”, and would enjoy having more flexibility to meet with neighbours and create art with less direction.

In addition to the technological challenges presented earlier, reasons for not participating included a lack of awareness of programming, a perceived lack of common space to have programming on site, and language barriers.

Question 2

- What are the things you like most about living in an HCHC community?
- What are the key issues that need to be improved in your community?
- What are the activities/services that you think are missing and would like to see added to your community?

Response summary

When asked what they most liked about living in HCHC communities, the most common responses were good neighbours, building amenities and location. Other responses included available programs and supports; clean, safe, well-maintained buildings, and, pet-friendly environments. Overall, participants described their HCHC tenant experience as very positive. They were generally appreciative of the supports and services provided by staff. Many of the participants in the senior’s sessions expressed the positive impact that co-located Personal Support Workers (PSW), Supports for Daily Living and Community Wellness Hub services has had on their lives and encouraged HCHC to explore ways to introduce these into more HCHC senior’s buildings going forward.

Some comments included:

- “This is a good location, has good neighbours, and the building is well-kept with lots of local amenities.”
- “Lots of supports and activities through the Wellness Hub”

When asked about areas for improvement, by far the most common responses related to building security and maintenance response times. Most participants reported feeling safe in their buildings, but added that they would also like to see more programs implemented to increase safety and security going forward. Suggestions included the addition of surveillance cameras in building hallways and in common areas. Another concern raised related to tenants sharing their keys with friends and/or relatives. It was suggested that this has led to concerns regarding door access and strangers entering HCHC properties. Tenant education to curb this trend was recommended.

Tenants were pleased that HCHC has entered into a data sharing agreement with the Halton Regional Police Services (HRPS) to pre-emptively share information to support safer communities. They also appreciated HRPS officers providing advice and training to them on community safety and how to avoid falling victim to cyber-crime. Tenants appreciated that HCHC had completed Threat Risk and Vulnerability Assessment (TRVA) security audits for all HCHC sites and welcomed some of the new security investments made by HCHC in recent years. They encouraged HCHC to continue to build upon this work.

Regarding maintenance concerns, participants acknowledged that, while buildings were well-maintained overall, they felt that improved communication and faster response times to maintenance issues was needed.



Tenants shared that their communities could be improved by the introduction of a broader variety in programming. They recommended that HCHC target programming to specific populations going forward to address current gaps. It was noted by numerous tenants that many of the programs and activities currently offered were geared towards younger children and adolescents. A gap in targeted programming for teens and young adults was identified.

Targeted programming for New Canadians was also recommended given HCHC is home to many newcomers to Canada. Establishing Region-wide Tenant Advisory Groups with representation from both of these groups was recommended to help inform programming needs and priorities.

Specific tenant program requests included, but were not limited to the following:

- On site tax filing support given housing subsidy is now tied to Income Tax filing;
- Technology training for seniors;
- Age appropriate programming for teens and young adults;
- Access to indoor common space at sites that do not already have it;
- Wellness checks for older and/or vulnerable residents;
- Enhanced health sector programming to support mental health;
- More in-person social events and activities;
- Bus transportation to local grocery stores; and,
- English as a second language programming, including movie nights in other languages and English as a second language classes.

Question 3

A key characteristic of community development is that it is aspirational:

- a. What goal(s) do you have for yourself, your family, your children, and your community?
- b. What programs/supports do you feel are needed to support achievement of these goals?

Response summary

Participants offered a range of responses regarding their own goals, those of their families and their communities. Common responses included wanting to live in safe, supportive, fun, respectful and well-maintained communities.

Participants shared goals of returning to school, achieving home ownership, improving the quality of life for their children and transitioning back into the workforce. Participants were grateful for the stability that HCHC has provided them. Providing safe, secure and affordable housing has enabled them to pursue achievement of their goals. Without this they would be “forever in survival mode” and could not focus on these longer-term goals.

Some comments included:

- *“I’ve done pretty good at setting goals for myself and executing them. I went back to school, got my degree, and now work in the field. My next goal is wanting to be a homeowner.”*
- *“My goal was to maybe meet some of the neighbors and become friends with them.”*
- *“My kids got the support they needed otherwise I was going to move back to where my parents live in a small town, and I would not have gotten the support I need. [I want to] provide better for my family. ...I like where I live.”*

When asked what programming was required to help them achieve their goals, participants offered a number of suggestions. To support the goal of safe communities, participants suggested additional investments in capital security upgrades and improved monitoring and enforcement of security policies across HCHC’s portfolio. To improve health outcomes and quality of life, participants suggested that partnerships with other service providers be expanded and more community development programming made available. Seniors praised the Community Wellness Hub model and current supports for daily living offered in some senior’s buildings. They recommended that they both be scaled-up and made available at additional seniors buildings.

More social events were requested to allow residents to meet each other and build trusting relationships. Tenants also wanted more opportunities to meet with HCHC staff directly in their communities. Education and training opportunities were seen as priorities. Homework support for children after school, tenant improvement of employment potential and financial literacy support were all seen as priority areas of focus.

Question 4

The HCHC Community Development Strategy has the following five key outcomes:

- Well-built and well-maintained communities;
 - Safe and secure communities;
 - Residents are supported where required;
 - Programs provided reflect the needs of residents; and,
 - Effective communication with residents.
- a. How do you feel HCHC is doing with these?
 - b. Are these five key outcomes still relevant?
 - c. What is going well? What can be improved? What gaps in programming exist? Are there any new priorities that should be included in the updated strategy?

The last question asked participants for their perspectives on how HCHC is making progress towards achievement of the five key desired outcomes guiding the Community Development Strategy. Each outcome was discussed individually. A short summary of each is provided below:

Well-built and well-maintained communities

Overall residents appreciated that buildings were well-maintained. However, participants felt that communication regarding the status of work orders and completion times for repairs could be improved upon. Participants recognized that COVID restrictions over the last two years had impacted the ability of maintenance staff to enter units and complete repairs. A number of staff were identified by name as being very helpful and hard working.

Safe and secure communities

Community safety was identified as an aspect of HCHC that tenants liked the most. Respondents indicated that they felt safe in their communities, but added that additional investments in security cameras and access controls to buildings would improve the security of sites and support investigations when incidents occur.

Overall, respondents were pleased with progress towards this outcome and urged HCHC to continue to make targeted investments related to building security.

Residents are supported where required

Respondents agreed that HCHC was supportive of tenants' needs. The majority of responses highlighted the types of programming available at the sites and why they like them. The Supports for Daily Living program at some of the senior's sites was profiled as important as was the Community Wellness Hub model. COVID-19 vaccinations for senior tenants directly in their units over the past two years was referenced in many responses as a thoughtful and caring act. Participants welcomed more opportunities to engage with staff and bring more voices to the table to add or enhance programming. Since HCHC is home to many new Canadians, there was a request that key communications to tenants be made available in different languages over time. By way of example, some tenants mentioned how "Welcome to HCHC" banners now available in all HCHC multi-unit communities in 19 of the most spoken languages in Halton made them feel truly welcome and at home.



Programs provided reflect the needs of residents

Overall, participants were happy with current programming options, but would welcome the opportunity for more input into new programs. The bulk of responses focused on the desire to return to social events and in-person programming. Many tenants mentioned how they missed seeing their neighbours on a day-to-day basis and were looking forward to seeing them again and rebuilding friendly relationships. In addition, respondents indicated that some activities can be self-directed by tenants and don't always need to be run by community agencies - these tenant volunteers would need support with initial start-up items (e.g., karaoke machine, craft supplies, gardening equipment, BBQs) but could deliver programming directly. Respondents also encouraged HCHC to develop a mechanism to more formally recognize tenants that volunteer their time to support programming in their communities.

Effective communication with residents

Respondents generally felt that HCHC has communicated effectively since implementation of the Community Development Strategy in 2018. They appreciated being notified of upcoming capital projects and given sufficient notice of how they needed to prepare. They also appreciated receiving timely notices related to tenant meetings and community development activities.

Respondents felt that HCHC could communicate more effectively regarding timelines associated with maintenance requests and felt that increased communication mediums could be used, including email and other digital channels to convey this information. Participants were excited about the recent implementation of new digital signage which is replacing paper based memos in multi-residential environments. They particularly felt that these screens provide for an ability to display a range of content in different formats and languages. A number of participants mentioned that they check the screens daily and find them "much more effective than paper-based door-to-door correspondence."

Respondents indicated they would like more opportunities to meet with staff in-person and provide greater tenant input going forward. They

welcomed a return to in-person building meetings and also liked the focus group approach. They were pleased to hear that HCHC is creating office space within HCHC buildings from which staff will operate. This will provide tenants with greater access to staff.

It was further suggested that continuing to grow the use of Tenant Advisory Groups would be advantageous. Currently there are Seniors and Family Tenant Advisory Groups. Additional Tenant Advisory Groups focused on specific populations were recommended. Teens/young adults and New Canadians were seen as two groups that were underserved. Establishment of Region-wide Tenant Advisory Groups with representation from these two populations was recommended. Expanding the number of advisory groups will reduce barriers and provide more support to these groups.

Partner Survey Results

HCHC engaged community partners who have provided programs and services across the portfolio over the last three years. The objectives of the survey was to: obtain partner perspectives on which of the programs they offered were most popular with tenants and why? Identify which HCHC supports were the most impactful?

Identify what new programs could benefit the tenants? and, Assess how HCHC could better support agency partnerships.

1. Which of your programs are best attended, why do you believe this is?

Partners offered a range of programs that were well-attended including BBQs, arts programs and food security supports. Partners felt these programs were popular due to their social aspect. Participants enjoyed interacting with neighbours during programming. Programs also offered food and refreshments which incentivizes participation. The availability of a common room to accommodate the activity was also identified as important.



2. What HCHC amenities/supports enable you to best deliver your programs?

Partners agreed that HCHC supplying infrastructure, supplies and materials to support program delivery – such as BBQs, gardening materials, refrigerators and freezers – were critical to success. Other important HCHC contributions included connections with HCHC staff to set up program space and discuss program options with providers and participants. Finally, the availability of indoor common space was identified as important to allow programming to be delivered year round. Agency partners shared challenges associated with running seasonal programming only where common space is not available.

3. What new programs do you want to offer and why do you feel they will meet the needs of HCHC residents?

Partner responses included expanded food security supports such as as community fridges, community gardens, and breakfast programs. Other suggestions included entrepreneurship programs, mental health training, supports specific to single parents and more after school programs for youth and teens.

4. What could HCHC do to better support you to deliver your programs?

Partner responses included increased recognition of volunteers and community champions. Partners also suggested increased HCHC support in promoting programs and services to tenants, and ensuring this promotion is in different languages. Collaboration with partners around satisfaction surveys and program suggestions was recommended, as was the request for common space to deliver on site programming.

Recommendations/Actions

The consultation process has provided valuable tenant perspectives and feedback. The actions below will guide HCHC’s Community Development Strategy priorities for the next three years (2023-2026). Actions reflect the priorities of HCHC tenants and community service providers. The updated Strategy will build on progress made during the first three years of the Strategy and will continue to help sustain communities that are healthy, safe and provide tenants a high quality of life.

Key Outcome	Action
Well-built and well-maintained communities	HCHC will respond to maintenance requests in a more effective and efficient manner.
	HCHC will more effectively communicate with tenants about the status of maintenance requests.
Safe and secure communities	HCHC will expand upon its current partnership with Halton Regional Police Service (HRPS) to better understand and pro-emptively address safety/security issues in HCHC communities.
	HCHC will develop a formal security plan that identifies specific activities and milestones to improve safety in HCHC communities.
	HCHC will continue to complete security audits of all HCHC communities and make targeted investments in security and access control systems.
	HCHC will establish baseline information related to safety and security, and monitor indicators to measure and report on progress.
Residents are supported where required	HCHC will work with community partners to increase the amount of age appropriate programming in both senior and family communities including: <ul style="list-style-type: none"> • programming for adults and adolescents; and, • multicultural programming.
	HCHC will build upon existing partnerships with local municipalities to expand program offerings and partnership opportunities.
	HCHC will seek out new health and social service partnerships to respond to tenant informed needs and enter into Community Partnership Agreements with these service providers.
	HCHC will work with health and social service partners to explore expansion of integrated supports for tenants such as the Community Wellness Hub Model and Supports for Daily Living.
	HCHC will return to pre-COVID building meeting schedules and introduce regular office hours within HCHC sites for tenants to directly meet with staff.

Key Outcome	Action
Programs provided reflect the needs of residents	HCHC will facilitate technology education and skills-building opportunities for tenants.
	HCHC will select and support Community Champions to facilitate ongoing feedback at HCHC sites.
	HCHC will implement a way to more formally recognize the work of volunteers and partners on an annual basis.
	HCHC will enhance data collection and analysis to inform evidence-based decision-making.
	HCHC will establish region wide Youth, Seniors, Newcomers and Family Advisory Groups, to provide strategic advice on population-specific programming needs in HCHC communities.
	HCHC will apply an Equity, Diversity and Inclusion (EDI) lens to HCHC programs and policy making.
Effective communications with residents	HCHC will operationalize digital signage across multi-residential sites to provide community notices and communicate with tenants in a timelier manner.
	HCHC will support ongoing changes related to the Digital Strategy and implement the components that are relevant to HCHC, improving channels for communication with residents.
	HCHC will complete a comprehensive review and update of HCHC policies, ensuring they are clear to tenants and written in plain language.
	HCHC will complete a tenant-informed rebranding of HCHC to improve visibility and recognition.
	HCHC will look for opportunities to issue important communications to tenants in different languages.

Reporting on Progress and Achievements

HCHC will continue to inform tenants and the Board of Directors of progress made delivering upon these priorities through an annual Community Development Strategy progress report. This progress report will highlight achievements made towards the key outcomes confirmed through the consultations. HCHC will also expand ongoing tenant engagement activities to continue to gather feedback on programs and supports.

Conclusion

HCHC remains committed to providing tenants healthy, safe and enjoyable communities where they can enjoy a high quality of life. The HCHC Community Development Strategy is a formal, approach to achieve health and social service outcomes that tenants have identified as priorities. Through consultation with tenants and community partners, HCHC has developed 22 tenant-informed actions that will be implemented over the next three years (2023 to 2026). We would like to again thank everyone that has contributed to the update of the Strategy and the continued success of HCHC's community development work.

Appendix – HCHC Community Development Strategy (2018 – 2021) Example Key Achievements

Key Outcome	Action	Accomplishments
Well-built and well-maintained communities	<ul style="list-style-type: none"> HCHC will respond to maintenance requests in a more effective and efficient manner. HCHC will more effectively inform residents about capital work being done in HCHC communities. 	<ul style="list-style-type: none"> A new Accommodation Committee was established and has completed 48 accessibility modifications to units. HCHC has updated a Service Level Agreement that outlines response times for maintenance requests and is available to tenants. HCHC has invested close to \$17M in capital repairs and upgrades between 2018 – 2021. Staff completed consultation with residents ahead of large scale capital projects at HCHC sites. Communications with residents on capital improvements were communicated in a timely fashion and tenants were provided sufficient time to take any necessary steps in preparation.
Safe and secure communities	<ul style="list-style-type: none"> HCHC will create more opportunities for residents to provide feedback to staff about community safety concerns. HCHC will evaluate community security on an ongoing basis and implement necessary recommendations. HCHC will work with community partners, residents and other stakeholders to enhance and promote community safety. 	<ul style="list-style-type: none"> HCHC and the HRPS have executed a data sharing Memorandum of Understanding (MOU), to enhance how information is shared. HCHC completed presentations to platoons in the Burlington and Oakville Districts, the Community Mobilization Bureau (CMB) and the Criminal Investigations Bureau (CIB) to share information regarding HCHC sites. Threat, Risk and Vulnerability Assessment (TRVA) security audits were completed for all HCHC communities. HCHC completed upgrades to exterior lighting at multiple sites; introduced closed circuit video equipment at 2300 Walkers Line and 1150 Dorval Drive and upgraded door security at 708/710 Brant Street.

Key Outcome	Action	Accomplishments
Residents are supported where required	<ul style="list-style-type: none"> • HCHC will support vulnerable residents to have successful tenancies. • HCHC will provide opportunities for residents to enhance employability and financial literacy. • HCHC will give residents opportunities to provide direct input into how they would like to be supported. • HCHC will work with residents to promote healthy living. 	<ul style="list-style-type: none"> • Vulnerable tenants were connected with Community Supports Specialists and Integrated System Navigators to access services. • A new Community Wellness Hub model was piloted at 410 John Street, Burlington and expanded to 271 Kerr Street in Oakville, which has introduced coordinated health and social services for seniors in these communities. • In partnership with Food for Life, food security programming was made available door-to-door during COVID-19. Between October 2020 and July 2021, a total of 36,692 bags of food were delivered to HCHC residents that were food insecure. • Between March 5 and June 28, 2021, HCHC worked closely with Public Health, Services for Seniors, and Paramedics to administer over 790 vaccinations to residents of 13 HCHC seniors communities. • In September 2020, HCHC implemented a resident survey across the portfolio to identify internet access issues as well as tenant internet affordability concerns. As a result of the survey findings, HCHC expanded free Wi-Fi to the common areas of all multi-unit dwellings.

Key Outcome	Action	Accomplishments
Programs provided reflect the needs of residents	<ul style="list-style-type: none"> • HCHC will create environments and expand partnerships that support sustained community development programming. • HCHC will explore opportunities for new strategic partnerships with support service agencies to help residents achieve their goals. • HCHC will promote greater awareness of Regional and community programs and services for residents. 	<ul style="list-style-type: none"> • HCHC entered into agreements with five additional community partners in response to emerging tenant needs. • HCHC introduced two new Community Wellness Hubs to support seniors at 410 John Street, Burlington and 271 Kerr Street, Oakville. Close to \$1M was invested by HCHC to create hub space for programming. • HCHC expanded the community garden program from six to nine sites and made garden boxes available for individual tenants that expressed interest in one. • In response to the COVID-19 pandemic, a redesign of the community garden program was completed that incorporated containers that were either appropriate for balconies or countertops. In total, 77 containers were provided with organic potting soil and pre-planted with seeds selected by residents • HCHC staff worked with service providers to introduce life enrichment activities using digital channels.
Effective communication with residents	<ul style="list-style-type: none"> • HCHC will increase opportunities for digital communication channels with residents. • HCHC will provide residents with regular opportunities to provide feedback to HCHC. • HCHC will provide residents with clear and concise messaging in all communications. 	<ul style="list-style-type: none"> • HCHC improved the availability of information on the web and created virtual videos of HCHC sites to support prospective tenants with building selection. • Through Halton Region's COVID-19 response, HCHC provided ongoing communication related to the closure of common rooms, a process for emergency maintenance requests and enhanced cleaning procedures/protocols. • Key resident notice templates were reviewed, simplified and written in plain language. • Digital signage has been installed at most multi-unit residential properties to provide accurate, information to residents in real time.

For more information about the community development strategy, visit:
halton.ca/hchc