

**Final Report: Family Friendly Housing Initiative**  
**January 31, 2004**

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**Executive Summary**

Quint Development Corporation is a Community Economic Development (CED) non-profit organization in Saskatoon's core neighbourhoods. The communities where Quint works are: Riversdale, Caswell, King George, Pleasant Hill and Westmount. As an organization, Quint has focused its efforts on community development in housing since its inception. The philosophy of Quint is to use affordable housing for broader economic and social development. Quint has been involved in mobilizing and participating in numerous partnerships with organizations and individuals throughout Saskatoon.

Quint's involvement in housing has been extensive and recognized as very successful. The focus has been on homeownership, but over the past year there has been concern both within and without the community about another realm of housing, rental housing. Quint is focused on working on the dynamics of rental housing and the need for an innovative approach to the challenges people face in renting in the Core Neighbourhoods. This new addition to the housing program is the Family Friendly Housing Initiative (FFHI) and has been implemented in the past 7 months.

This new approach primarily looks at rental accommodations in the Core Neighbourhoods of Saskatoon and attempt to initiate community participation. This plan incorporated three different phases: Phase I- research and database, Phase II- Tenant Landlord Cooperation and partnerships, and Phase III- Pilot Project. These three phases take on a broad and dynamic strategy to discover the issues, stimulate discussion and facilitate change. It provides a feasibility study to apply discoveries, principles and be an example to the community.

**Introduction**

The Core Neighbourhoods are a unique part of the city of Saskatoon. It is the oldest and most historic segment of the city. The context of the neighbourhoods is recognized as

unique and diverse. There is diversity in culture, income, ethnicity, family structure and living conditions. This brings along many issues for the community to handle. And like any other neighbourhood it has its issues. The focus of this report is the investigation of the issues surrounding renting in the core neighbourhoods and how FFHI can assist the community.

Research around housing in Saskatoon's Core Neighbourhoods, shows that a majority of the property is categorized as residential rental property. Rental property is identified as, where property owners rent out their property for people to reside in. This category includes a variety of types of residences. Examples of the types of residential homes that exist are row housing, apartment suites, duplexes, basements suites and single dwelling houses. Of all the residential property in the five core neighbourhoods, 52.5% of the property is rented out. Rented property in the Core Neighbourhoods ranges from 36.9% rented homes in King George area to 76.1% in Pleasant Hill area.

A majority of community members in the Core Neighbourhoods are renting. They play a significant and key part in these communities. They are providing their earnings towards paying rent to property owners and the community. They are major representatives of their communities, yet there is a serious issue around housing affordability, safety and cleanliness for renters.

Rental housing brings forth complex issues around relationships between tenants, landlords and property managers along with other people in the community. These issues encompass aspects such as economic factors, group dynamics and relations, and government social programs. All these make it a challenge to take on rental housing as one single issue. Instead it should be taken as a multi-lateral approach and this is the basis of FFHI.

This three-phase approach uses the tools of research, community development and execution to allow for a strategy that engages the aforementioned issues. The rationale behind this position is to use the resources in the community to create a process to ensure long term, community led solutions around rental housing. Some of these solutions can be implemented through the FFHI.

Quint chose to concentrate the FFHI on one particular area, the Pleasant Hill area. The basis for this is that taking on rental housing for all five neighbourhoods would take a significantly large amount of resources and time. To test the FFHI and its ability to create change, a single community would be more viable. Secondly, the Pleasant Hill Community Association (PHCA) requested that FFHI principles be adapted to Pleasant Hill. Another reason is that Pleasant Hill as a community has the highest number of rental properties to homeowners of all five Core Neighbourhoods.

The issue concerning rental housing is demonstrated in Pleasant Hill. This is emphasized in statistics over the past seven years. In the 1996 census data provided in the City of Saskatoon Neighbourhood Profile, the percentage of rental property is approximately 76.1% and home owned property represents 23.9%. The general population of Pleasant

Hill earns less than \$20,000 per year (compared to the average of \$48,927 for the city of Saskatoon). Furthermore, the average rent for people living in Pleasant Hill is \$428, which is \$32 less than the average in all of Saskatoon. The properties rented are considerably older and are a challenge for landlords to maintain. People in Pleasant Hill are attempting to spend much more of their income on older housing than the average Saskatoon citizen.

### **Family Friendly Principles (FFP)**

Family Friendly Housing Initiative (FFHI) is an idea and concept guided by certain values, standards and principles. These guidelines are the backbone and ideals of FFHI, with the goal of better housing for those who rent. They are: (1) *safe, clean and affordable rentals*, (2) *good relationship between landlords and tenants*, and (3) *building community through the community people share*. In this case, tenant and landlords can build their community through the property they share.

The first principles deal with the basics of living. FFHI is based on the belief that, no matter what the situation, all citizens of the City of Saskatoon and all people in general should be living in safe, clean and affordable homes. These are fundamental parts of housing that ensure that people are able to enjoy and be safe in their homes. Such fundamentals are locks on doors that work, new batteries in working smoke detectors, safe electrical wiring throughout the house. Safety standards have to be met and ensured for residents renting residential property. Houses and apartments ought to have clean sanitary carpets; and buildings are to be adequately maintained to ensure safety. Apartments, houses and basement suites should be clean. Both the outside and inside environments are supposed to be properly maintained.

Secondly rents are to be affordable. People should be charged according to a reasonable standard that coincides with the general rental market. The prices need to be in accord by space allotted, quality of housing and location of the building. Landlords should also put the money invested by the renter back into the building they own to maintain the quality of housing. The responsibility is on the landlord to ensure these standards. As part of FFHI this principle is a minimum standard for rental housing in general.

The second principle is a good relationship between tenants and landlords. This good relationship is seen as a way to ensure a family friendly building. The FFHI intends to facilitate and encourage a good and respectful rapport between tenant and landlord. Each should be mature enough to know their respective responsibilities in the relationship. This principle is based on the ideal that this relationship, between renter and property-owner, should hold each person accountable in a respectful way. Tenants should be responsible to pay their rent on time, maintain their suites and ensure that they treat the property with respect. Landlords should do their part as well by treating tenants with respect and making sure the safety, cleanliness and maintenance of the building is adequate. By following this principle, there is a basis for positive understanding and good relationships between landlords and tenants.

The third principle is building community. This is an extension of the second principle. This principle encourages a positive relationship with the entire neighbourhood that tenants and landlords share through the building they contribute to. Through FFHI, ties can be made with others in the community. Components of FFHI contribute to better rental housing, but they also create a sense of community and participation in the neighbourhood. It allows for the opportunity to do something positive. The positive relationships between landlord and tenant allow for a better building both in the physical structure and in the people who reside in the building. This improves the community, because through the approach of FFHI tenants, landlords and concerned community members can participate in improving rental housing. This principle allows for renters, property owners and stakeholders to take a role in their community.

## **Methodology**

FFHI as a model works in three phases. Each phase is interdependent where one phase could affect the results or conclusions of another. In this framework it is believed that the three phases in conjunction will aid in contributing solutions to the issue around affordable rental housing in the Pleasant Hill area.

### ***Phase I-Database***

Phase I is the quantitative research aspect of housing. This is a comprehensive listing of all the properties in the Pleasant Hill area. With assistance from the City of Saskatoon Planning Department, a collection of information about residential property was composed.

Some of the information that the database provides are the following: the registered owner of the property, the location of the property, contact information of the owner, the property manager's contact information, and also details regarding the quality of the property. With this information, a database for the Pleasant Hill area will be used as a research tool.

This can be an important tool in establishing who owns what property that is being rented out, how much they charge for rent and how to get in contact with landlords that provide clean, affordable and safe housing. A secondary use for the database is in the Tenant Landlord Co-operation (TLC). As an advocacy group, The TLC group can use the research from the database to get a better perspective of the community and the landscape of rental housing.

### ***Phase II-TLC & Partnership***

Phase II is the implementation of Family Friendly principles. In this phase, there is a development of partnerships within the rental industry. The partnerships are between tenants, landlords and other stakeholders. This partnership will be developed through a Tenant Landlord Co-operation (TLC) group.

The idea of TLC was taken from similar programs in the United States. The TLC model applied in Saskatoon is based on a similar program in the Core Neighbourhoods of Winnipeg, Manitoba. It is a group of individuals from different parts of the rental industry who manage and determine the goals and mission of the group. In Winnipeg, TLC is an advocacy group that supports rental housing that is safe, clean and affordable. As an organization they evaluate rental properties and the connection that landlords have with their tenants<sup>1</sup>. Standards of health and safety are evaluated and are determined by standards set by the group through their steering committee. If a building passes inspection and the property owner manages the building according to standards, the building will receive advocacy from the group<sup>1</sup>. The group then gives a TLC approval certificate and advertisement for a good building. This is an assurance to the community that the building is safe, clean, and affordable; and the landlord manages their rental property according to the standards set by the TLC. The result in the community has been positive and rental properties have improved in the Core Neighbourhoods of Winnipeg. Landlords and tenants have worked together with a viable plan to advocate good rental housing and improve the image of their neighbourhoods. The work done by TLC improved the rental housing industry for Winnipeg's Core Neighbourhoods. Because TLC is a recognized community organization, landlords in association with the TLC group have better and increased access to government funds or grants for improvements to their building<sup>1</sup>. The vacancy rate for rental housing has decreased over the years because in part of TLC advocacy and property owners taking initiative to improve their building.

This process provides the opportunity for the community to organize and generate advocacy for good tenant and landlord relationships and improve building maintenance. TLC as a concept is promoted through Quint in the Pleasant Hill area. This is being done by educating the public about the issues around renting in Pleasant Hill, forming partnerships with organizations, landlords and tenants. Quint's role is to facilitate discussion groups that determine and identify issues and create dialogue between people in the rental industry and community members. Through these discussion groups, a plan will be implemented to organize an actual TLC group and begin a process in determining its future.

### ***Phase III- Feasibility Study***

Phase III is the feasibility study of FFHI. The study will take place in an apartment building that Quint purchased, where Family Friendly principles will be applied. This building is a family friendly environment with features that accommodates the basic needs of housing, a good relationship between landlord (Quint) and tenants and the building of community. The point to this project is to test whether the FFHI and its principles are adaptable for the Pleasant Hill area and whether it makes a difference in rental housing. This project will evaluate what can be done, identify what needs to be done in rental housing in general and the challenges that arise for tenants and landlords in affordable rental housing. The pilot project will attempt to facilitate all the principles of FFHI. This will be done through the actual structure of the building, the selection

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<sup>1</sup> Tenant and Landlord Cooperation: Guide to Good Management of Inner City Buildings for Landlords and Tenants (<http://www.winnipegcommitteeofsafety.org/wcfs2003pdfs/guidev15c.pdf>)

process, and the management of the property. In addition, plans to form partnerships with other organizations that are interested in FFHI and the apartment.

The actual structure of the building contributes to a family friendly environment. This meets the requirement of safety, health and affordability. This type of housing is not subsidized, but rent is affordable. Twenty-one of the apartment suites have two bedrooms. The rents are at a reasonable rate of \$420 per month for basement suites and \$430 for suites with balconies. There is one single bedroom basement suite that is being rented out for \$385 per month. Extensive renovations of the building occurred before its opening in October. These renovations entailed an overhaul of the entire building. New plumbing, flooring, carpeting, doors, paint, counter tops and lighting are just a sample. The end product was a revamped building that included doors that locked, newly renovated suites and hallways, and brighter lighting. When the first tenants moved in they had a brand new apartment suite and building that they could call home. The actual physical structure exemplifies what Quint as an organization envisions for all people, a safe, clean place to live.

Another quality is that the building has two facilities to help support tenants. The first facility is a private subsidized daycare in the apartment building that tenants can use when space is available. The daycare is fully operational and open to the public. There is a common "Family Room" that can be used as a meeting place and a resource room. The Family Room will have a sitting area for people to meet, organize, talk and have workshops.

The Family Room will also be an office for a Community Support Worker staff person. This staff member will ensure a close link between the landlord (Quint) and the tenants. The staff member will aid tenants in finding resources in the community, establish workshops and other programs that could benefit tenants. There will also be an office for tenants to use, which will be managed by the Community Support Worker. This office will have a computer, with access to the Internet, and a common phone available to tenants.

Management of the apartment building is in harmony with the Family Friendly principles. Quint, as landlord, has taken the initiative to administer Family Friendly standards to both policy and property management. Apartment property management and policy adheres to the Residential Tenancy Act of Saskatchewan. This ensures that the legislated laws around renting property are adhered to. Lease Agreements, procedures with disputes and general management of the building are in accordance with the laws of the province of Saskatchewan. Management is mandated to adhere to the policy created by the committee. Apartment policy is always being re-evaluated and necessary changes are being made to accommodate management and tenant's input.

An apartment committee has been arranged to create family friendly policy and management. The role of the committee is to create policy, oversee tenant selection and advise on management. Currently, this team consists of certain members from Quint's Housing Committee and a community representative from outside the Quint organization.

The committee has created space for future tenants involvement. If and when a tenant association is established in the building, there would be room on the committee for tenant association representatives to participate in the committee. The tenant association would be influential in policy making and selection process. At present there is no tenant association, but the tenant selection process is a part of the FFHI to ensure proper screening and fairness in choosing who lives in the building.

The selection process ensures that all low-income families have an opportunity to apply for the apartment. The Apartment Committee has developed the qualification and procedure for selection. The only strict requirements is that applicants must be at least 17 years of age earning an annual income of under \$30,000 and have good landlord and personal references. The selection procedure consists of filling out an application, having a home interview by housing co-ordinators at the applicant's current residence and landlord/character reference checks. After this procedure, the committee reviews the application and receives an evaluation from housing co-ordinators.

These three phases attempt to deal with the dynamics in the community and improve the relationships between community members, property owners and tenants. The research tools of a database and collecting data on the conditions of rental housing can assist both Phase II and III of the FFHI. The second phase can facilitate a positive outpour of community resources. The TLC program is flexible enough to accommodate different conditions and goals needed to establish an advocacy group. The inner workings of this organization allow for people to collaborate with each other. The feasibility study provides an example off FFHI principles to the community. These principles come into view in the appearance of the apartment building, the structure and layout, the facilities available and the apartment management.

## **Findings and Results**

### ***Phase I***

Database findings brought an interesting aspect to the FFHI. It has allowed for Quint to view a broader perspective in understanding the landscape of the rental housing market and issues that renters and landlords face. The number of actual apartment suites in low/high rise apartments that are available has not been obtained in the database. The number of actual houses compared to apartment suites available to rent has also not yet been calculated.

In the Pleasant Hill area, a large amount of the residential housing is rental. In a comparison of the number of properties that are apartment complexes to houses, the majority of properties or residential lots being rented out to tenants are houses and single-family dwellings. Row housing, basements suites, duplexes and single-family dwellings taken altogether outnumber the number of apartment complexes.

The database research revealed two groups of leading influence on the rental property market and rental housing conditions. These two groups are landlords and property owners. The landlords acquire the majority of the responsibility in regards to ensuring

that tenants pay rent, meeting financial responsibilities and maintaining the conditions of the building. The second group, property managers, are a key force in determining the conditions that renters live in. They shoulder the responsibilities around business, relationships with tenants, and maintenance of rental property. Property managers operate according to the mandate of the landlord. The landlord dictates how a building is run, how involved managers become with tenants and in what capacity the landlord desires to be involved in the building that (s)he owns. Property managers are in a unique position of power in the relationship between tenant, landlord and the building they share. They act as an intermediary or middle person. This is an interesting observation for Phase II of the FFHI.

### ***Phase II***

In Phase II community members have the opportunity to participate in mobilizing people to create change. At first, there was a strategy to start community discussion. These groups would discuss the issues around renting in Pleasant Hill and starting a TLC group. Two small community meetings occurred in July and August.

At these meetings several issues were discussed. These issues covered tenants concerns around the health and safety of the homes they rent. These include the safety of houses, the cleanliness of properties when moving in and negative experiences with property managers. Property managers manage a number of buildings in the Pleasant Hill community. The issues around health, safety and cleanliness stemmed from the experience with property managers.

Both discussion groups welcomed TLC, as a concept. They saw it as a potential positive addition to the community. They decided that a cooperative approach could allow tenants who want to work on rental property to fix up their home. To summarize, the two discussion groups highlighted both the negative experiences tenants had with landlords and property managers and the possibility for positive change through a TLC advocacy group.

Starting a discussion group and TLC program in the summer was a challenge. Such factors as people on summer vacation and competition with other events in the community had an affect on participation levels. These challenges and the need for different strategies was incorporated. There is at present no TLC group established for the Pleasant Hill. Nonetheless, progress has been made in increasing awareness and starting partnerships. During the months of October to January relationships were established with community members and community organizations. Interest has surfaced from two groups.

Massey Place Community Association has shown interest in the concept of FFHI. There has been discussion around TLC as an effective way to handle the issues around renting and the deteriorating conditions of residential property in their neighbourhood. The Massey Place Community Association has conducted several meetings with property managers and they wish to know more about how TLC works.

Talks with an individual landlord in the community along with a priest from St. Mary's Church identified their concerns and interest in housing in Pleasant Hill. Their interests reflect the general concern of unsafe housing, absentee landlords and the current disparity in rental housing in their community. There has been significant progress. These two individuals have enthusiastically taken a lead in trying to bring people to the table to discuss the issues. In February, the strategy is to use their networking skills and community connections to establish a group that will try to formulate a plan. A social awareness discussion group from St. Mary's Church has shown interest to learn more about TLC. TLC education meetings are being scheduled with the group to promote the idea and encourage prospective participation in forming a TLC group.

The last several months produced partnerships with the potential to create a TLC group. The next strategic step is to establish a discussion group that is made of committed tenants, landlords and concerned community members. Establishing interest on a community level can be a foundation to further progress the possibility of developing a TLC. The partnership with the church and landlords has also established a network within the community with landlords who own property in the neighbourhoods, with tenants and concerned community members. The strategy for the next two months is to build on these partnerships. Future meetings will focus on the issues of rental housing for tenants and landlords; and a plan in making TLC a reality.

Connections and partnerships have been created in the community. It is the hope that these relationships could be the beginning of a TLC group. The reality of community development is that the community must take the initiative to create change. Quint's role is to facilitate discussion and educate the public about rental housing conditions in the Core Neighbourhoods. The strategy is to build onto these partnerships and aid in promoting the idea of improving rental housing. This process may take additional time and effort than the requirements allotted for the FFHI. More resources from both within and without the community are necessary to create true change.

### ***Phase III***

The pilot project or feasibility study represents an expression of the FFHI. It demonstrates the capacity of FFHI and its principles as concepts, and how it can manifest in a real apartment building. The feasibility study reflects all three Family Friendly Principles.

It is the mandate of the FFHI that new tenants have safe, clean and affordable housing. The building itself is a newly renovated 22 suite apartment. A provincial health inspector (SHC) inspected the building and the building met all the requirements of health and safety. Each tenant received a newly renovated apartment suite.

Extensive renovations of the building occurred before its opening in October. These renovations entailed an overhaul of the entire buildings. New plumbing, flooring, carpeting, doors, counter tops, newly painted walls and proper lighting are just a few examples of all the renovations. An apartment caretaker is constantly maintaining the

halls and common areas. The live-in caretaker responds to tenant requests and concerns, when it relates to regular maintenance of the apartment.

The rents for the suites are not subsidized, but rent is affordable. The reason that rent is non-subsidized was to provide an example of how affordable housing is sustainable in the market place without the aid of government programs. Rent was determined according to cost and sustainability for the building, the rental market rate for the Pleasant Hill area and also affordability for low-income families.

It has been a challenge to take on the finer points of FFHI in the pilot project, because this is the first time that Quint Development Corporation has taken on the role of landlord. The dynamics and details that go on within an apartment are continually changing and challenging. The main focus has been in providing a building that covers the two principles, positive relationships between tenant and landlord (Quint) and building community.

A means to building community is through developing partnerships. Quint sought interest from organizations and people in the community. At this time, there are some partnerships in existence. These partnerships are with the Child Hunger Educational Program (CHEP), Kids First, and the operator of the subsidized daycare in the apartment.

CHEP partnered with the landlord (Quint) to offer workshops in the Family room and provide services such as a Good Food Box drop off in the apartment and community kitchen workshops in the Family Room. They agreed to work together with tenants to offer programming in the apartment.

Kids First has shown interest in the apartment because of the affordable rent, subsidized daycare and Quint's reputation. Their interest manifested before the apartment began to operate. Kids First works with and provides support for single parents. Kids First recommends the apartment to the families they work with and attempts to keep close ties with the apartment management. This is a progressive step, because single parents are getting support both from the work done by Kids First and provision of affordable housing by the landlord.

A partnership formed with the daycare operator, resulting in daycare opportunities for the building's tenants. The operator set aside spots for tenant's children who require daycare. As part of the FFHI, the landlord implemented a strategy to support the tenants within the building and at the same time support a local business that services the general public.

These partnerships have developed over time and are an asset in providing support for tenants. It provided a venue for tenants to create connections to their community and also participate in what is happening in the building. The landlord made connections through local and citywide partnerships to ensure a connection to the community and the tenants.

A second aspect of building community comes from within the building. It is building a positive relationship between tenant and landlord. This was done through Family Room

meetings held once a month and the management's open door policy for tenants to contact the landlord. In this situation Quint is both property manager and landlord. This can be an example for landlords working through property management companies.

Once a month tenants meet and discuss issues in the apartment. At the first meeting in December, 75% of the tenant residents attended. It was a productive meeting, where tenants expressed their interest in attending meetings once a month and starting a Tenant Association. This helped create a sense of community in the building. The meetings provide an opportunity for tenants to establish positive relationships with each other and the landlord. This positive relationship can be illustrated in the fact that tenants took it upon themselves to have social gatherings that stemmed from the meeting. A Christmas potluck was held and was well attended by both tenants and Quint staff. The result of these meeting and organizing the tenants has created positive relationships within the building. The staff at Quint established a good rapport with tenants, because of the monthly meeting and social gatherings.

The outcome of all this work and building community has been positive. Tenants are more willing to participate in the building, because they are comfortable with each other and with the landlord. Tenants are also more willing to speak to the landlord around what is going on in the buildings. This has ranged from informing the landlord about suspicious people in the building to giving warning that rent will be late. The support for tenants in the apartment has also had an effect within the community. Most applicants are from the Core Neighbourhoods and participate in the community. The status of the apartment and what goes on in the building has improved the reputation of neighbourhood. Currently 19 of the 22 apartment suites are occupied (86% capacity) and by March 20, 2004, 21 of the 22 available suites will be occupied and rented.

### **Analysis**

Phase I of the FFHI was successful in drawing out the links in the community and providing a broader perspective of the rental market. The database contains 85% of all possible rental properties. As a result, it influenced the direction and strategy of Phase II and III. Instead of the TLC focusing just on landlords and tenants it takes into consideration the idea of enabling property managers to establish positive means to better the rental housing situation. Property managers play a significant role in Pleasant Hill when it comes to the rental markets and upkeep of rental property.

Further research needs to be done around rental market trends and movements in Pleasant Hill. The issues become much more serious and critical as time progresses, because of the deteriorating rental housing conditions witnessed in the five communities. Future endeavours should be initiated and researched to investigate the cause behind the deteriorating rental housing conditions. The economic and social impact of poor housing conditions in the rental market should be assessed and a strategy ought to be applied to the areas that need the most resources.

Another area of research should focus on a stronger case for alternative means for people in the rental industry to improve housing in the community. A suggestion for further work could look at a sound economic and community development strategy that could appeal to the efforts of property management companies and landlords. If this research is done quickly and is sound, it could strengthen the case for a Tenant Landlord Cooperation, further Family Friendly projects and innovative holistic projects to help transform the rental housing market for the better.

Phase II had some progress and challenges. The initial attempt to start discussion groups did not result in TLC advocacy group. But the information gained from the discussion groups allowed for insight in the power issues that occur within rental housing and how situations are played out for both tenants and landlords. Future strategies will establish relationships with already formed groups in the rental industry. TLC as a concept will continue as discussion in the community and hopefully it will manifest in the near future. Quint's focus will still be on the rental housing issues in Pleasant Hill. Partnerships, education and support to organize TLC groups will extend to all of the Core Neighbourhoods.

Phase III was successful in fulfilling the principles of FFP. The apartment is near capacity and the suites and building are up to health and safety standards set by the Saskatchewan Government. Interest in the apartment has been high and positive.

The tenants utilize the facilities within the building. The Family Room is now a part of the building community process in the apartment building. This has been encouraged through the partnership with CHEP. A tenant has taken an initiative to start a Good Food Box drop off point in the family room for tenants who are interested.

The partnership with this Kids First has been productive and reciprocal. There are five tenants in the building that work with Kids First. We have encouraged single parent tenants to get in touch with Kids First for their services and Kids First has encouraged their families to come to our apartment for good rental housing.

## **Conclusion**

As a whole, the Family Friendly Housing Initiative is a success and has a positive outcome on the neighbourhood of Pleasant Hill. The research aspect of Phase I allowed for new ideas and alternatives for providing better rental housing. Although a TLC was not created, FFHI helped to spark interest and initiative for the community to start discussion in their community. It allowed for community members to bring rental housing to the forefront of the community's consciousness.

The most successful part of the FFHI is the apartment project in Phase III. It made a significant difference in people's lives and in the community. The application of the FFP to the apartment is an example of how housing can improve for all people who rent. The pilot project may be the most convincing and effective part of the FFHI endeavour. Due to the tangibility and the visible changes, the pilot project brought to the community

interest and understanding on how rental housing can be improved. People see the difference and therefore can better identify with solutions and want to be a part of that solution. This project brought about better discussion and an interest in incorporating these concepts on a larger scale.

Quint as an organization plans to work with the community in the very near future to implement the FFHI concept throughout the Core Neighbourhoods. Quint will continue to take on the role of facilitator in addressing housing issues and assist in the creation of community led and innovative solutions.