

# **SUSTAINABLE PUBLIC HOUSING & COMMUNITY DEVELOPMENT OPPOSITE SIDES OF THE SAME COIN**

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EAROPH 42ND REGIONAL SEMINAR ON  
“AFFORDABLE HOUSING – FROM NOMADIC LIFE TO CITY LIFE”  
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## **WHAT IS SUSTAINABLE PUBLIC HOUSING (SPH)?**

- PUBLIC HOUSING MUST NOT BE JUST A ROOF OVER THE HEAD
- A HOUSING SETTLEMENT IS SUSTAINABLE ONLY WHEN IT IS DEVELOPING A LIVING ENVIRONMENT THAT ENABLES THE RESIDENTS TO PARTICIPATE IN THE SOCIO-ECONOMIC LIFE OF THE COMMUNITY
- THE LOWER THE INCOME, THE MORE THE RESIDENTS NEED SPH

## **WHAT IS A SUSTAINABLE COMMUNITY?**

- IT IS A COMMUNITY IN WHICH RELATIONSHIPS AND SUPPORTS EXIST THAT PROMOTE THE SOCIAL AND ECONOMIC PARTICIPATION BY ALL THE PEOPLE

## **SUSTAINABLE COMMUNITY**

- A SC HAS THE ABILITY TO TAKE RESPONSIBILITY FOR MEETING COMMUNITY NEEDS AND CHALLENGES
- FOR LOW INCOME GROUPS IN PUBLIC HOUSING, IT IS ALL THE MORE IMPORTANT TO LIVE IN A SUSTAINABLE COMMUNITY
  - ✓ WHERE THEY LIVE
  - ✓ THE STANDARD OF HOUSING
  - ✓ THE AFFORDABILITY OF HOUSING, &
  - ✓ MOST IMPORTANTLY, THE SUSTAINABILITY OF HOUSING

**SUSTAINABLE HOUSING &  
SUSTAINABLE COMMUNITY DEVELOPMENT  
MUST WORK TOGETHER**

## **IN THE FINAL ANALYSIS**

- **SUSTAINABLE HOUSING & COMMUNITY DEVELOPMENT ARE  
OPPOSITE SIDES OF THE SAME COIN**

**YES, WE ALL HAVE PUBLIC HOUSING  
ESTATES FOR LOW-INCOME GROUPS  
IN THE PUBLIC SECTOR**

**SO HOW & WHERE  
TO BEGIN?**

# STRENGTHENING THE COMMUNITY

## START AT AN EXISTING PUBLIC HOUSING ESTATE

1. AN AGENCY ESTABLISHES  
A COMMUNITY STRENGTHENING STRATEGY
2. SET UP A COMBINED HOUSING & COMMUNITY  
DEVELOPMENT PROGRAM
3. MODIFY THE EXISTING MANAGEMENT STRUCTURE
4. CREATE CONDITIONS IN THIS HOUSING ESTATE WHEREBY  
RESIDENTS ARE ABLE TO RESPOND TO SOCIAL, ECONOMIC &  
ENVIRONMENTAL NEEDS. **How?**
  - ✓ BUILD A SKILLS-BASE FOR RESIDENTS TO  
TAKE UP SOCIO-ECONOMIC PARTICIPATION
  - ✓ FOSTER COMMUNITY LEADERSHIP
  - ✓ ESTABLISH SELF-MANAGEMENT CAPACITY & CAPABILITY

# STRENGTHENING THE COMMUNITY

## START AT AN EXISTING PUBLIC HOUSING ESTATE (CONT'D)

- ✓ STRATEGIZE SOCIAL PROGRAMS TO OVERCOME PUBLIC ANNOYANCE, VANDALISM, CRIME, PUBLIC SAFETY, RENT & SERVICE CHARGE ARREARS, FAMILY DYSFUNCTION ...
- ✓ CREATE DYNAMIC COMMUNITY-BUSINESS-GOVERNMENT PARTNERSHIPS
- ✓ IMPROVE THE TRANSPORT INFRASTRUCTURE TO GAIN ACCESS TO EMPLOYMENT & SERVICES.
- ✓ ENSURE THAT SOCIO-ECONOMIC PARTICIPATION POSITIVELY IMPACTS THE WELL-BEING OF THE HOUSING COMMUNITY.
- ✓ DEVELOP CONTROL, TRUST AND COMPETENCE IN THE WAY THIS COMMUNITY MANAGES ESTATE FINANCIALLY, TO ATTAIN SOCIAL PRIDE AND SECURITY.

5. FOR SUSTAINABILITY IN A NEW PUBLIC HOUSING DEVELOPMENT, THE GOVT AGENCY MUST INCORPORATE THE ABOVE STRATEGIES WHICH ARE INTRINSIC IN A SYSTEMIC ASSET MANAGEMENT (SAM) PROGRAM

# SETTING UP A COMMUNITY JOBS PROGRAM

## CREATING SUSTAINABILITY – EXISTING PUBLIC HOUSING ESTATE

WHEN THE TENANT RESIDENTS HAVE RECEIVED EFFECTIVE CAPACITY BUILDING IN SKILLS DEVELOPMENT, THEY ARE THEN EMPLOYED IN THIS PUBLIC HOUSING ESTATE BY THE MANAGEMENT:

- ✓ HOUSING ESTATE ADMIN OFFICE STAFF
- ✓ CLEANING & NON-SPECIALIST MAINTENANCE WORK FOR COMMON AREAS
- ✓ EXTERNAL COMPOUND MAINTENANCE, CARE OF PLANTINGS & GRASS CUTTING
- ✓ SECURITY CONTRACTOR TO EMPLOY TRAINED RESIDENTS TO PROVIDE 24-HOUR SECURITY SERVICE IN 8-HUOUR-SHIFTS
- ✓ REFUSE CONTRACTOR TO EMPLOY RESIDENTS TO CARRY OUT REFUSE SORTING FOR RECYCLING BEFORE DISPOSAL BY CONTRACTOR’S MEN
- ✓ PAINTING CONTRACTOR TO EMPLOY TRAINED RESIDENTS TO WORK AS PAINTERS, INCLUDING “MAKING GOOD” BEFORE PAINTING
- ✓ VEGETABLE FARMING PLOTS FOR TRAINED RESIDENTS TO GROW PRODUCE FOR OWN NEEDS & SELL SURPLUS TO SHOPS IN THE ESTATE

# **ESTATE MANAGEMENT**

## **SET UP JOB NETWORK WITH A CAPACITY BUILDING PROGRAM TO ENABLE RESIDENTS TO BE EMPLOYED**

1. WITH COMMUNITY DEVELOPMENT SUPPORT, THE HOUSING MANAGEMENT CAN HELP RESIDENTS TO GET JOBS IN THE EMPLOYMENT MARKET.
2. IN AUSTRALIA, THE FOLLOWING ARE INCLUDED IN THE SOCIAL HOUSING PROGRAM:
  - ☑ WORK ORIENTATION
  - ☑ JOB NETWORK WEEKLY BULLETIN
  - ☑ PUBLIC HOUSING MANAGEMENT WITH GOOD TRACK RECORDS OF SUSTAINABLE COMMUNITY DEVELOPMENT PROVIDES INFORMAL & FORMAL REFERENCES TO SUPPORT RESIDENTS' JOB APPLICATIONS
  - ☑ THE ROLE OF PUBLIC HOUSING MANAGERS IS EXPANDED TO BECOME SOCIAL HOUSING MANAGERS.
  - ☑ THEY ARE RECOGNISED AS EFFECTIVE LEAD AGENTS IN COMMUNITY DEVELOPMENT ACTIVITIES – TO LIFT THE SOCIAL STATUS OF OTHERWISE DISADVANTAGED COMMUNITIES

# **SYSTEMIC ASSET MANAGEMENT (SAM)**

## **USE SAM FRAMEWORK & PROCESSES TO HELP COMBINE SUSTAINABLE HOUSING & SUSTAINABLE COMMUNITY DEVELOPMENT IN AN EXISTING PUBLIC HOUSING ESTATE**

1. WITH SAM, THE COMBINATION BECOMES A DYNAMIC SYSTEM
2. HOUSING NOW HAS AN EFFECTIVE SERVICE OUTCOME – ENHANCING THE COMMUNITY
3. COMMUNITY DEVELOPMENT NOW HAS A SERVICE OUTCOME – ENHANCING A HUMAN SETTLEMENT FOR THE ULTIMATE IMPROVEMENT OF RESIDENTS' QUALITY OF LIFE
4. **SAM PROGRAM 1** – GOVT OFFICERS ARE TRAINED IN PLANNING, DEVELOPMENT, OPERATION & MAINTENANCE, AND RENEWAL OF SUSTAINABLE PUBLIC HOUSING; THEY IN TURN TRAIN THE RESIDENTS
5. **SAM PROGRAM 2** – TENANT RESIDENTS ARE TRAINED IN SUSTAINABLE COMMUNITY DEVELOPMENT AS ESSENTIAL FOR ACHIEVING THE 3-E SUSTAINABILITY IN THIS PUBLIC HOUSING ESTATE
6. TRAINEES WILL HAVE LEARNED ALL THE MODULES IN ORDER TO REACH GOALS OF OPTIMAL SERVICE DELIVERY FROM THE ASSETS.

# **SYSTEMIC ASSET MANAGEMENT (SAM)**

**UNDER SAM,**

**BOTH GOVT AGENCY OFFICERS & RESIDENTS LEARN HOW TO:**

- 1. INCREASE TENANT RESIDENTS' PRIDE AS ACTIVE COMMUNITY PARTICIPANTS**
- 2. ENHANCE HOUSING STANDARDS & ENVIRONMENT THROUGH PARTICIPATION**
- 3. BECOME INVOLVED IN TRAINING & CONTINUING EDUCATION,  
LEADING TO INCREASING EMPLOYMENT OPPORTUNITIES**
- 4. IMPROVE PERSONAL SAFETY & REDUCE CRIME IN THE ESTATE**
- 5. PROMOTE HEALTH & WELL-BEING OF THE COMMUNITY**
- 6. IMPROVE ACCESS TO SERVICES IN THE ESTATE THROUGH  
IMPROVING GOVT RESPONSIVENESS UNDER A PPP PROGRAM**

# **SYSTEMIC ASSET MANAGEMENT**

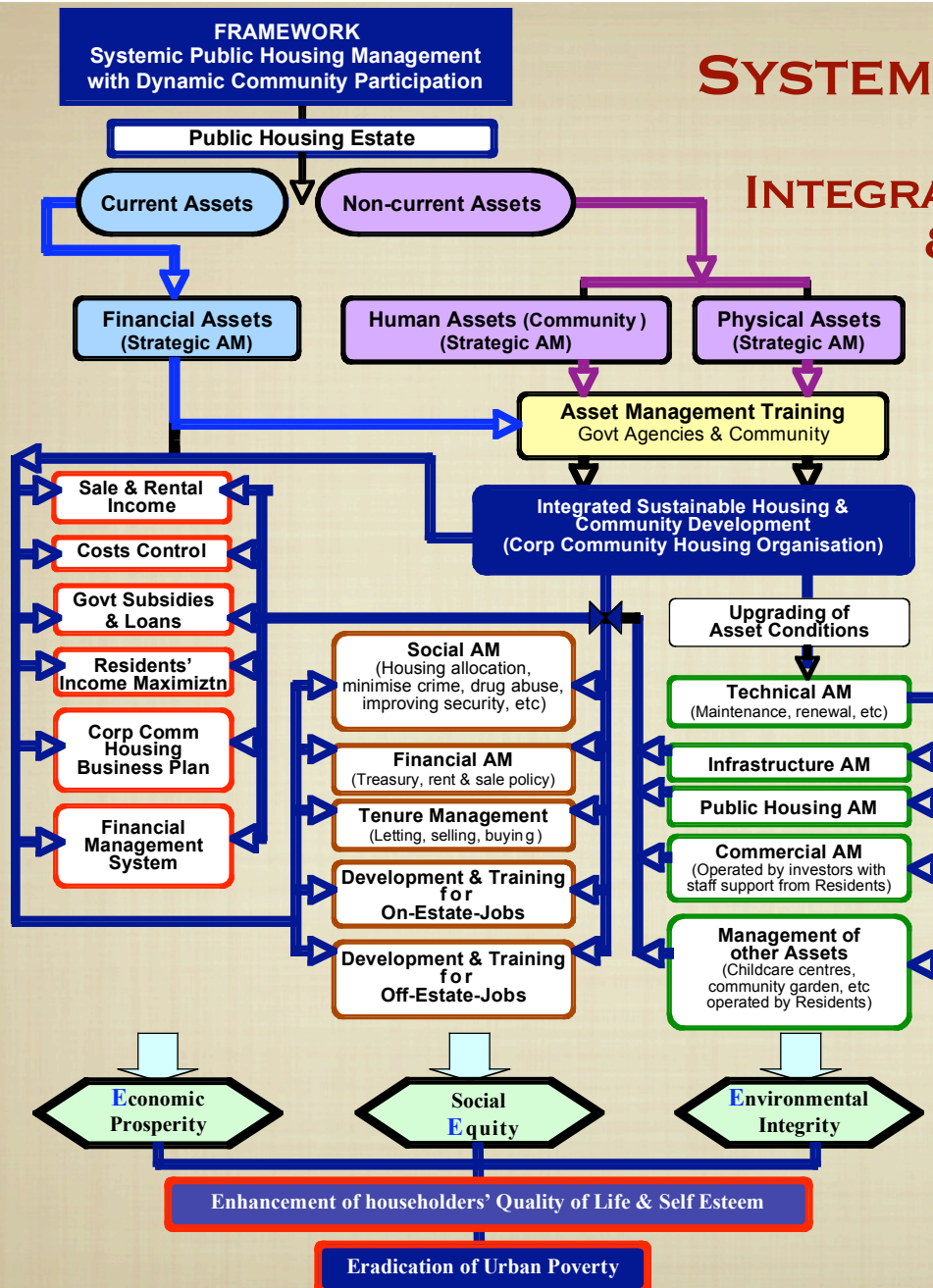
## **UNDER SAM, BOTH GROUPS ALSO LEARN HOW TO:**

- 1. ENGAGE TENANT RESIDENTS IN PUBLIC HOUSING MANAGEMENT & MAINTENANCE UNDER A PAID PROGRAM**
- 2. INVOLVE TENANT RESIDENTS IN LEARNING HOW THE IMPACT OF WORK AND LEARNING WILL IMPROVE COMMUNITY HEALTH & SOCIO-ECONOMIC WELL-BEING**
- 3. ENABLE RESIDENTS TO CONVERT WELFARE TO WORK THROUGH GOVT'S CROSS-SECTORIAL SUPPORT PROGRAMS ON LOCAL EMPLOYMENT CONNECTED TO EDUCATION & TRAINING**
- 4. IMPROVE PERSONAL SAFETY & REDUCE CRIME IN THE ESTATE**
- 5. SET UP EMPLOYMENT AND LEARNING CO-ORDINATING PROGRAM**

## **EMPLOYMENT IN PUBLIC LOW-INCOME HOUSING**

- 1. IN PUBLIC HOUSING ESTATE, EACH TENANT HOUSEHOLD USUALLY HAS ONE MEMBER EMPLOYED BY THE GOVT**
- 2. THE SPOUSE & LIVE-IN GRANDPARENTS MAY NOT HAVE EMPLOYMENT**
- 3. GROWN-UP CHILDREN MAY NOT BE EMPLOYED**
- 4. A LARGE NUMBER OF HOUSEHOLD MEMBERS HAVE NO EMPLOYMENT**
- 5. HOUSING MANAGEMENT CAN SET UP PROGRAMS TO TRAIN TENANT MOTHERS IN CHILDCARE, SO THEY CAN BE EMPLOYED IN AN ESTATE CHILDCARE CENTRE**
- 6. IF OTHER MOTHERS CAN LEAVE THEIR YOUNG CHILDREN AT THE CHILDCARE FOR 1/2 A DAY, THEY TOO CAN SEEK EMPLOYMENT**
- 7. MANY RETIRED GRANDPARENTS ARE FIT TO WORK IN THE HOUSING ESTATE IF THEY GO THROUGH THE ESTATE'S ENABLING PROGRAM**
- 8. IF THE ESTATE IS MANAGED AND MAINTENANCE IS DONE BY THE TENANTS, ESP. GRANDPARENTS, COMMUNITY PRIDE WILL REDUCE VANDALISM, CRIME & OTHER SOCIAL EVILS**

# SYSTEMIC ASSET MANAGEMENT FRAMEWORK FOR INTEGRATED SUSTAINABLE HOUSING & SUSTAINABLE COMMUNITY DEVELOPMENT



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# SECURITY OF LAND TENURE

1. SUSTAINABLE HOUSING WITH SUSTAINABLE COMMUNITY DEVELOPMENT RESULTS IN TENANT CONFIDENCE
2. THE TENANTS FEEL GOOD, HEALTHY AND SECURE, THEY WANT TO LIVE IN SUCH A HOUSING SETTLEMENT, THEY FEEL PROUD TO BE LIVING WITH SUCH A COMMUNITY
3. THUS WHEN THE GOVT OFFERS THEM AN OPPORTUNITY TO CONVERT THEIR TENANCIES INTO STRATA-TITLED OWNERSHIP, THEY WOULD DO SO WITH JOY
4. WITH A STRONG RECORD OF SUSTAINABLE HOUSING MANAGEMENT COMBINED WITH SUSTAINABLE COMMUNITY DEVELOPMENT, OTHER LOW-INCOME GOVT WOULD WANT TO LIVE THERE
5. CONSEQUENTLY, THE RENTAL VALUE WILL GO UP AND MORE EXISTING TENANTS WOULD WANT TO TAKE UP OWNERSHIP

**PUBLIC HOUSING SUCCESS IS NOT  
ABOUT NUMBER CRUNCHING**

**IT IS ABOUT HOW IT CAN  
MAKE LIFE BETTER FOR  
LOW-INCOME PEOPLE**

# CONCLUSION

1. PUBLIC HOUSING BY ITSELF IS JUST BUILDING FOR THE SAKE OF BUILDING
2. UNDER THE PRINCIPLES & PRACTICE OF SAM, CONVENTIONAL PUBLIC HOUSING CANNOT BE CONSIDERED AN ASSET
3. WHEN PUBLIC HOUSING IS NEGLECTED, IT CAN TURN INTO A SERIOUS PUBLIC LIABILITY
4. HOWEVER, WHEN COMBINED WITH COMMUNITY DEVELOPMENT, PUBLIC HOUSING BECOMES A PUBLIC ASSET
5. PUBLIC HOUSING & COMMUNITY DEVELOPMENT ARE BOTH COMPLEX SYSTEMS
6. WE NEED SAM TO ENSURE THE COMBINED SYSTEM LEADS TO **SUSTAINABILITY** –  
THUS ENHANCING THE PEOPLE'S QUALITY OF LIFE THROUGH SOCIO-ECONOMIC PARTICIPATION

# FIND OUT MORE

■ PLEASE READ MY PAPER

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## THANK YOU

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