

Drop-in Review Consultation Report (March 2010)

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1.0 Introduction

This report is about two consultations that were held with drop-in service providers on June 19 and September 16, 2009.¹ The consultations were held to discuss the City's review of Drop-in Services funding. Each included a presentation focussing on how drop-in centres help the people who come to them, how they help people to find and keep housing and gaps in the existing service system.

The City also presented its proposed policy direction for drop-in funding during the consultations. It includes a funding component, a programming component and a general time frame for implementation. Participants had the opportunity to discuss each of the components. The proposed policy direction and the sector discussions during the consultation comprise section four of this report.

Two issues provide context to the policy direction, and the discussions:

- how drop-in centres help people to find housing and help people to keep their housing, and
- challenges that drop-in centres face when providing services

During the Review, the strategy for investigating how drop-in centres help people changed. Although many agencies have opened drop-in centres in response to community need, the published evidence about how drop-in services help people is limited and evidence of how drop-in centres help with housing issues is almost non-existent. The Toronto Drop-In Network agreed to lead the measuring success project to look at how drop-in centres help people in the Toronto context. Section two of the report briefly discusses the project results. The full report *Measuring Success: Showing What We Know* is available at <http://www.toronto.ca/housing/pdf/measuringsuccessapril7.pdf>

While drop-in centres make a unique contribution to the housing and homelessness service sector, they also face significant challenges. Making sense of those challenges for the sector as a whole was critical when deciding on the City's proposed policy direction. Section three of this report discusses the challenges. There are two reports completed during the Review which support the discussion: *Report of Interviews and Focus Groups With People Who Use Drop-in Centres* and the *Review and Analysis of Funding and Staffing*. The full reports are available at <http://www.toronto.ca/housing/drop-in-review.htm>

The review process has been enriched by thoughtful and frank discussions. Before the 2009 consultations, people who come to drop-in centres, drop in front line staff, managers and executive directors contributed to the Review through interviews, focus groups, and an on line survey. Four sector wide consultations were held.² The

¹ Participants who registered at the consultation sessions are listed in Appendix A of this report.

² The Consultations discussed the findings of the Literature Review, the budget and staffing arrangements and the use outcomes measures in a drop-in setting. The Toronto Drop-In Network also hosted a consultation on the Measuring Success project.

Drop-in Review Reference Group, which guided the course of the Review, met more than 10 times. The Toronto Drop-In Network has been invaluable, facilitating communication between the City and the drop-in sector, co-sponsoring the London Toronto Learning Exchange, leading measuring success and in many other ways. This sector makes an important contribution, despite significant challenges. The policy directions are intended to support the sector as a whole and strengthen its contribution still further.

2.0 How drop-in centres help people

The drop-in sector places a high value on diversity. One challenge for the Review was to find ways to characterize what goes on in drop-in centres as a whole. The sector also places a high value on offering possibilities to *everyone* who comes to drop-in centres. Thus a second challenge for the Review was to articulate the contribution of the service approach that supports people to develop sustaining relationships.

The City focussed this review on helping people who were homeless to move to housing and helping people in precarious circumstances to stabilize or improve their housing situation. The focus helped the City and the sector to identify the unique contribution that drop-in centres make to the homeless service sector.

2.1 The Contribution of Measuring Success

Measuring Success³ had several significant findings that apply to all drop-in centres and to all of the people who come to drop-in centres.

Prior to the Measuring Success project, it was common to identify three distinct approaches to drop-in services: spiritual/missionary, social work, and community work. It was also commonly held that these approaches were exclusive: drop-in A followed a “social work” approach, while C followed “spiritual/missionary” and D followed “community work”. Measuring Success found that while drop-in centres may lean toward one approach over another, there are aspects of each drop-in centres services that are characteristic of the other two approaches.

Measuring Success also found that all drop-in centres in the City support the development of three core competencies: personal health and safety, identity and social connection.

2.2.1 Personal Health and Safety

Drop-in services provide a place where participants can obtain a sense of personal well being.

³ This is a partial discussion of the findings of Measuring Success. The full report is available on line at <http://www.toronto.ca/housing/pdf/measuringsuccessapril7.pdf> and an important resource to the Review, the drop-in sector and the City.

They do this by providing basic tools to health and safety, such as food and clothing. They may also provide access to a higher level of comfort, in the form of showers and laundry.

They also provide strategies that to assist personal health and safety on an ongoing basis: harm reduction equipment, and assisting participants to access services that will improve their physical health (e.g. obtaining nursing services on site through CCAC) and their mental health (e.g. healing circles, access to psychiatric assessments).

Measuring Success also found that although these services are helpful, it is only part of the story of supporting personal health and safety. Drop-in centres actively prevent harm and abuse. In so doing drop-in centres also provide a space where participants can think and reflect safely. This is very important for drop-in participants. It provides a place where they can contemplate making changes in their lives.

2.2.2 Personal Identity

This means having a positive personal identity, instead of one derived or imposed through negative encounters. Drop-in centres support the participants to develop a positive personal identify using three strategies.

First, the drop-in is a non-judgemental setting with flexible and accommodating norms. In this environment, people who are generally excluded are made to feel welcome. This is done within the context of actively preventing ham and abuse. Tolerance and flexibility are intended to support personal development and change.

Second drop-in centres support autonomy. Participants at drop-in centres are supported to make choices where the outcome will be a positive one for them. By doing this, participants develop self confidence, improve decision making skills and are motivated to continue.

Third, drop-in centres also provide a place where participants can contribute and feel valued. Participants can engage in activities that are valued by their peers and by the broader society. This helps to build self esteem and enhance useful skills.

2.2.3 Social Connection:

This means means the ability to form and maintain social relationships. Drop-in centres do this by

- being sufficiently flexible to accommodate a broad range of behaviours,
- mandating staff to make supportive and positive interactions among clients a priority, and

- supporting participants to learn and develop their social skills, including conflict resolution

Through this work, participants are supported to build trusting relationships.

Third, it identified that *all* drop-in centres play key roles in supporting the capacities of personal health and safety, identity and social connection. The extent of the support may vary according to the size, structure and range of services available at different drop-in centres.

Fourth Measuring Success found that comprehensive support is better support. When there is a balance between the three core capacities (personal health and safety, identity and social connection), there are better outcomes for the participants than there are when one of the core capacities is emphasized over the other two.

Measuring Success also found that outcomes can be measured at all drop-in centres. It demonstrated some methods to measure and report results. It advocated that the outcomes that are finally developed should be both meaningful and practical.

The drop-in sector has supported the findings of Measuring Success while cautioning that implementation depends upon resources.

2.2 How drop-in centres help people to find housing

Drop-in centres help homeless people to move into housing in five ways:

- Referrals to housing access services at housing help centres⁴
- Hosting housing access services at the drop-in centre
- Directly providing housing access services⁵
- Providing basic services: a place to shower and obtain clean clothing before visiting a unit
- Providing a place for street outreach workers to meet up with their clients while completing their housing search

This assistance is consistent with the values of the drop-in sector and City interests.

2.3 How drop-in centres help people to keep their housing

Drop-in centres help people to keep their housing in four ways:

⁴ More than 12,700 referrals from drop-in centres were made for housing assistance in 2008, based on information from the 27 drop-in sites that receive City funding for drop-in services.

⁵ In 2008 housing help workers based at drop-in centres assisted 1,150 homeless clients: 23 were assisted to move from the street to temporary accommodation and 20 were assisted to move from the street to permanent accommodation. This is based on information from the seven drop-in centres that receive City funding for housing help programs on site.

- Providing practical assistance including meals, laundry facilities, a telephone, and internet access. The assistance stretches limited budgets and helps people who come to drop-in centres to keep paying for housing.
- Providing services to avoid eviction: housing help workers at 7 drop-in centres assisted over 1,600 clients who were at risk of losing their housing in 2008.
- Assisting people who come to drop-in centres to develop skills to stay housed. Clients who volunteer at drop-in centres feel valued and learn new skills that help to maintain a tenancy such as cleaning, cooking and working together.
- Alleviating loneliness that contributes to tenancy breakdown. Drop-in centres provide opportunities for social connection.⁶

This assistance is consistent with the values of the drop-in sector and City interests.

3.0 What are the challenges?

Analysis of the information gathered during the Review found that drop-in centres face nine challenges:

Staffing

Staff to client ratios and sector pay levels are low. There is high staff turnover, the work is demanding, and a big component of the work is helping people who are in crisis. For managers, supporting front line staff about the value of their work can be a challenge. For front line staff and managers, it can be hard to know if what you are doing is having an impact.

Service gaps

There are few services on weekends, fewer services on statutory holidays, and the service outside the central core of the city is very limited. The Review has established the need for service: it has not established if there are areas where there is more than enough service.

Food

It is challenging to provide nutritionally balanced meals with limited budgets and heavy reliance on donations. Knowing how important the meals and snacks are for clients puts extra stress on this aspect of service.

⁶ The Literature review, which reported on research done in England, found that the most frequent reason for tenancy breakdown is loneliness. While poverty is a large factor in tenancy breakdown in Toronto, changing the poverty situation is not within the control of the drop-in centres. The drop-in has more control over social connection and the development of other skills that take place in the drop-in than it does over poverty.

The English study is valuable because it is looking at reasons for tenancy breakdown, with (in effect) controls for affordability and support services, as they are more available there than they are here. The study validates the drop-in service approach. It pinpoints a service (social connection) that is the core of drop-in programs and connects it with keeping housing. It presents drop-in centres a common service that might be a starting point for evaluating their services.

Training

There are very limited budgets for training or for backup to allow front line staff to attend training. Management staff have limited opportunities to coach and support front line staff.

Reporting outcomes

It is challenging to measure results in a way that can work across a diverse sector and in a way that provides valuable feedback about the program that is provided.

Community relations

During the Review, agencies that have been in a location for many years, working co-operatively with neighbours, suddenly find that the community no longer supports them, as the neighbourhood changes. Responding swiftly and constructively can test the patience and skill of clients, staff and the board of directors.

Supporting peers

Drop-in centres provide a space where clients want to try out new roles or skills. Supporting clients in peer roles is often time consuming and challenging.

Volunteer Co-ordination

Volunteers make a positive contribution, but it doesn't happen unless staff and peers have the time to make the contribution work.

Stability

Despite its value, the drop-in sector is a precarious system. Stable continuous funding is elusive.

These challenges limit the capacity of the sector to provide service that is consistent with sector values and City interests. While they are inter-related, organizing them in this way was helpful when developing the City's proposed policy direction.

4.0 The City's Proposed Strategy for Supporting the Drop-in Sector

The City proposed a policy direction and a process for implementation. Participants discussed both during the consultations.

4.1 Proposed Policy Direction

The goals of the City's proposed policy are to support a strong foundation for the sector and improve its capacity to assist people who come to drop-in centres to find and keep housing.

Supporting a Strong Foundation

The first step is recognizing that providing a safe and welcoming space is the base that supports drop-in service. The City proposed that the foundation could also be strengthened by creating service standards for safe space and co-ordinating services.

Helping homeless people to find and move to housing

The City proposed two strategies. The first is to establish formal service agreements with street outreach services, shelters and housing help centres. The second is to look at service approaches to first time clients.

The second strategy is proposed because staff and clients reported that service approaches to first time clients should be reviewed. Both thought it was an area for improvement. When considering approaches to first time clients, it is important to accept that some people will not welcome a direct approach. It is also important to accept that due to competing demands, for instance supporting another client who is in crisis, staff and clients may be aware of new clients and not be able to welcome them.

Helping people to keep their housing

The City proposals build on the current methods used by drop-in centres to help their clients: access to eviction prevention services through formal service agreements, adding or strengthening low and/or no cost programs that assist in meeting basic needs, informal housing status check-ins and access to employment support programs through formal service agreements.

The informal housing status check-ins are proposed as an early warning system that will enable drop-in centres to support clients to maintain their tenancies. They are proposed because day centres in England had experimented with using them and found them to be effective.

At each consultation, participants were invited to comment on the proposed policy direction.

Sector Response: Proposed Policy Direction

Participants generally support the proposed policy direction and discussed three more that could be added, based on the findings of the Review: the drop-in centre's role in creating community, alleviating poverty and the diversity of the sector.

To address the role of drop-in centres in building community, participants suggested adding supporting front line staff to help people find and keep community. Tasks of front line staff that support creating community were identified:

- Creating a safe space that is owned by the people who use the service
- Providing opportunities to heal
- Engaging clients with community
- Working with individuals in a group setting
- Supporting peer leaders
- Supporting peer leadership development
- Providing opportunities to express identity in positive way

Participants identified a number of ways that the role of the sector in alleviating poverty could be expressed.

Drop-in centres are a response to a community need, the result of the systemic poverty of social assistance benefits and minimum wage levels that fall well short of the cost of living in Toronto. Food programs, laundry, clothing and showers help to stretch the budgets of people who are struggling to make ends meet.

Clients who work in low wage jobs and/or receive social assistance look to drop-in centres for support to increase their incomes find work, when the economy is running well. A program that connects clients with casual work opportunities is an example of a drop-in response.

With the downturn in the economy, drop-in centres are being challenged to assist clients who are no longer part of the industrial work force and looking for work. Drop-in centres are also welcoming back people who have received support from the drop-in centre to get on their feet in the past.

For some clients employment is a distant goal, one that in the long run may not be achievable. Drop-in centres offer these clients opportunities to participate in the daily activities of the drop-in centre.

Drop-in centres provide opportunities to volunteer in day to day activities and to develop and test new skills in a supportive environment. Drop-in centres have been able to assist clients and their programs by accessing the volunteer allowances provided by Toronto Employment and Social Services.

Participants hope to improve access for the clients to this as well as employment and pre-employment support programs.

Participants proposed recognizing the diversity of the sector by acknowledging the value of the diverse response. A cookie cutter approach to program development and service delivery does not work well in the drop-in environment. Youth, for example, are more likely to be interested in employment opportunities that people who are older, yet both groups come to drop-in centres daily. Participants also noted that while the sector is diverse, it shares a holistic approach to service provision by focusing on the individuals in a group setting. From a policy and planning point of view, drop-in centres illuminate gaps in the existing service system. Participants hope to be acknowledged for this role by funders and decision makers.

City Response

The findings of the Review have highlighted many policy directions in addition to those proposed, which respond to the focus of the Shelter Support and Housing Administration Division. Through the direction of supporting the strong foundation, the City is acknowledging the service approach of the drop-in

sector. The proposal for implementation (section 4.2 of this report) includes program and funding responses intended to strengthen the sector's approach.

4.2 Proposal for Implementation

The proposal for implementing the policy direction includes funding and programming. These tackle the challenges identified during the Review and support the proposed policy direction.

4.2.1 Funding

The City's changes to funding were targeted to address six of the challenges identified through the Review.⁷

- *Staffing*: Beginning in May 2009, staffing levels were increased at four drop-in centres. This was intended to improve their ability to provide safe space and basic services.
- *Service Gaps*: Beginning in January 2009, 4,800 additional hours of service were provided by nine drop-in centres in the sector, mainly on weekends and statutory holidays. This replaced the seasonal extended hours services that had been in place during the Review.
- *Food*: The city contributed \$200,000 to the nutritious food to drop-ins program, and continued the partnership with George Brown college to provide training. These opportunities are offered to drop-in centres whether they receive City funding or not.
- *Training*: The City funded the Toronto Drop-in Network to review the existing training curriculum, and to cover tuition costs and provide wages so that back up staff could be hired on days when front line staff attended training. The funding will allow up to 500 person days of training and back up. This is available to drop-in centres regardless of whether they receive city funding.
- *Reporting outcomes*: the Toronto Drop-In Network will be leading a second phase of Measuring Success, to continue developing outcomes that are meaningful and practical to the sector and to the City.

4.2.2 Programming

Three initiatives are proposed: a drop-in implementation group, service standards and service co-ordination. In this section, there is a brief summary of the proposed response, the sector's reaction and the City's response.

⁷ At the start of the drop-in review in 2005, ongoing funding to the sector was \$1,935,971. In 2009, annual ongoing funding was \$2,040,523.00. Including one time funding, the City disbursed \$3,142,531.00 to the sector in 2009. Approved ongoing funding to the sector in 2010 is \$2,881,240.00

4.2.2.1 Drop-in Implementation Group

Proposed Program

The Implementation Group is proposed as a structure for the sector and the City to continue to work together. The tasks would include guiding the implementation of the recommendations from the drop-in review, and strengthening the City's role in supporting drop-in centres. It is proposed to function also as a communication link with other funders. Draft terms of reference for the Implementation Group were circulated and discussed in small groups.

Sector Discussion: Drop-in Implementation Group

Participants generally supported the idea of a Drop-in Implementation Group. The link to other funders needs careful consideration as the relationship is essential to the success of this sector with the City's proposed policy direction. It was noted that the social determinants of health are a useful framework for considering drop-in work.

There were specific comments about the Terms of Reference:

- The Purpose should say implementing the recommendations of the Review.
- The Objectives should specify who is being advised.
- The Guiding Principles need to be put in plain language. Poverty should be added. The principles should make reference to the role of the Toronto Drop-In Network and the Network's mission statement.
- It may be hard to maintain the diversity balance over a two year period. Having half the membership rotate out every year may be a solution.
- There may not be enough meetings to get the job done.
- As an Activity, reporting is very important.
- On the proposal for Membership, participants agree that it should be representative and variable size and LHIN funding should be added to the proposed criteria. Participants asked what process would be used selecting drop-in sector members. They also wanted to know more about the expectations of the co-chair before considering having the sector appoint the co-chair.

City Response

There will be a further revision to the terms of reference, in response to the comments. The City is pleased with the opportunity to continue work with the sector during the implementation phase.

4.2.2.2 Service Standards

Proposed Program

With the sector, the City wants to begin a process to create service standards for drop-in services. Two objectives are proposed for the service standards:

- safe space for people who come to drop-in centres the Review has highlighted that safe and welcoming space is the foundation of the service and common to all drop-in centres.
- access to services that help people to find and keep housing⁸

Nine elements are proposed for the service standards to achieve the objectives

- sanctuary
- access to basic services
- posting of available services
- talking and listening to clients
- referrals
- code of conduct
- complaints procedure
- assistance during extreme weather
- accessibility

The objective of accessing services to find and keep housing could be included in be included in three of the proposed elements for service standards⁹.

Some guidelines for developing and implementing service standards were proposed:

- The Drop-in Implementation Group would guide the process where the City and the drop-in sector would work together to create the standards
- Respect variation in sector: this means that every drop-in would have a standard which could vary depending on the way that the service is offered at individual drop-in centres – this is an approach has been used successfully in other contexts
- Make use of the drop-in Good Practices Toolkit, developed by the Toronto Drop-In Network.

⁸ The second objective strengthens the rationale for city funding and is one way to ensure that the interests of clients are first and foremost in the delivery of services.

⁹ **Access to basic services** includes the provision of meals or refreshment. This and other forms of practical assistance provide services at no cost and help clients to keep their housing.

Referrals would apply when there are no housing help services on site

Posting of available services would apply where the service is offered at a specific time
The housing objective could also include the element of **talking and listening to clients**.

- Complying with the standards will be a requirement for agencies that receive City funding and open to any drop-in that chooses to be part of the process
- Continue to add principles and standards in consultation with the sector.

This proposal was discussed in small groups.

Sector Discussion: Service Standards

Participants generally supported the proposal for service standards. It was noted that drop-in centres are already required to comply with standards (e.g. workplace safety, public health and protection of privacy). Having service standards could help in making the case for the importance of unstructured programs. Standards could also express common values held in the sector.

There were no objections to the two objectives. Participants proposed a third objective: to encourage volunteering and peer leadership.

Participants noted that most drop-in centres have policy or practice relating to each of the proposed service elements. Participants recommended further discussion on the order and naming of the elements and suggested grouping related elements.

Participants support a collaborative process to develop the standards. A process with milestones that include creating awareness, setting standards and reaching standards was recommended along. Training and professional development are also recommended to support the process.

Participants support a flexible approach, noting that it will be necessary both order to work in the diverse range of drop-in spaces and to support people who come to drop-in centres.

Participants also expressed concerns about the proposal for service standards, wondering whether introducing standards would mean that drop-in centres would lose their funding, what level of resource support would be provided, and whether the standards could be flexible enough to encompass the diversity of spaces and programs that are part of the drop-in sector.

City Response

By working through this process together, it should be possible to address the concerns that have been raised through this discussion.

4.2.2.3 Service Coordination

Proposed Program

With the sector, the City wants to begin a process of service co-ordination. The city is recommending that service co-ordination discussions focus on four issues:

- Detailed mapping of existing services
- Hours of service
- Connections to housing help and street outreach services
- New service opportunities through collaboration between drop-in centres

Some guidelines for the service co-ordination process were proposed:

- The Drop-in Implementation Group would guide the process where the City and the drop-in sector would work together to co-ordinate service
- Start with services that are geographically related and move on to services that share a specific client group.
- Participation in the service co-ordination activities will be a requirement for agencies that receive City funding and open to any drop-in that chooses to be part of the process
- Make use of the drop-in Good Practices Toolkit, developed by the Toronto Drop-In Network.

This proposal was discussed in small groups.

Sector Discussion: Service Coordination

The proposal for service co-ordination is approached more cautiously. Participants had a lot of questions and concerns. The sector needs to consider whether being part of a process of service co-ordination is preferable to leaving it in the hands of others. Is it possible to do this without being required to by the funder? Are agencies prepared to consider who does what, who serves who, where we want to go and how other program changes are affecting drop-in programs?

The question to the City is what role it would play? Would it be encouraging and supporting a co-ordination process or would it leading it. Would it use the funding stick to require co-ordination?

For both the City and the sector, what is the role of the Toronto Drop-In Network?

Participants are prepared to consider that new opportunities might be identified through collaboration between drop-in centres. Participants identified three levels of collaboration: between drop-

in centres, with other service providers and with local businesses and community groups.

Between drop-in centres some specific areas for collaboration included

- identifying a niche and develop expertise
- collaborating to share expertise, experience and resources in areas where there are service gaps
- strengthening current referral processes to access specialized services offered at other drop-in centres, while noting that a process will be needed to avoid overwhelming these specialized services
- providing education about the role of drop-in centres with local businesses, community groups and other service providers.

Between drop-in centres and local businesses and community groups, service co-ordination may be helpful when confronted with negative community reactions.

Participants are cautious about participating in a process that could lead to service rationalization. They are not prepared to engage in a discussion that reduces mapping to a duplication of service exercise. They had ideas about approaches that could make the discussion worthwhile:

- Pay attention to the variety of programs, different populations and policy approaches and look at how offering choice contributes to program effectiveness.
- Look at organizing Human Resources, Governance and financial management at the level of several organizations instead of at the individual agency level.
- Address co-ordination of multiple demands on agencies from different funders and co-ordination with other funders

Participants are prepared to consider mapping of services. They suggested that the mapping should include the services offered, the clientele and service restrictions.

Participants are prepared to consider links to housing help, emergency shelter and street outreach services.

Participants support a geographic mapping and a client focussed mapping. Geographic boundaries might best be drawn based on the centres that clients access. It was also pointed out that a geographic focus would not work well outside the central core of the city where there are very few services.

City Response

The Review found that drop-in services operate with very precarious funding arrangements and that the City's funding is one of the few sources of ongoing stable funding that drop-in services receive. To support stability in the sector, the Review is recommending that existing funding be maintained.

the Review was also successful in identifying service gaps in the suburban areas and priority neighbourhoods, but not so successful in the central core of the city, where there are more drop-in centres. The information that was collected during the Review did not allow making recommendations about service levels in the central core of the City. This means that more work is needed to support recommendations to increase funding in the central core of the City.

The service co-ordination proposal is intended to get at this question which the Review could not answer.

The proposed approach is to start by establishing some principles for service co-ordination with the Implementation Group, and then create a process for implementing service co-ordination that is consistent with the principles. It is expected that it would take some time to work through these issues.

5.0 Conclusion and Next Steps

The findings of the drop-in review and proposed policy directions for City funding were discussed with the drop-in sector at two consultations. Over 50 people from the sector attended the sessions. This report captures the sector's responses to the City's proposed policy directions and the implementation strategy. The drop-in sector generally supports the City's proposals. There are also a number of suggestions and comments that deserve further consideration which have been captured in this report.

The Drop-in Implementation Group is the first step in implementation. The Terms of Reference will be revised, taking the sector's comments into consideration. Recruitment for the Implementation Group will begin once the final terms of reference are discussed with the Toronto Drop-In Network Steering Committee..

The timetable for implementation discussed in this report is general: create the drop-in implementation group, begin with service standards and move on to service co-ordination discussions third. A final report on the Review for use by the sector and the City will also be prepared. A more detailed time frame will be developed through discussion with the Implementation Group.

Appendix A
Participants Registered at the Drop-In Consultation

Name	Agency	Date
Head, Cynthia	416 Community Support for Women	16-Sep
Henry, Gareth	519 Church	19-Jun
Gilbert, Gael	Agincourt Community Services Association	16-Sep
Hackborn, Tim	Christie-Ossington Neighbourhood Centre	16-Sep
Mlodzianowska, Hanna	COSTI Housing Help and Drop-In	16-Sep
Eacott, Karen	Covenant House - Outreach Program	16-Sep
Lancashire, Wendy	Davenport-Perth Neighbourhood Centre	16-Sep
Hislop, JoAnn	Evangel Hall	16-Sep
Kloppenborg, Leanne	Fontbonne Ministries, Sisters of St. Joseph	19-Jun
Heath, Michele	Fred Victor Centre	19-Jun
Trentadue, Enza	Fred Victor Centre Open House Drop-in	16-Sep
Taylor, Michelle	Fred Victor Centre Women's Day Program	16-Sep
Scorsone, Bruno	Good Neighbours' Club	16-Sep
Snelgrove, David	Good Neighbours' Club	16-Sep
Liss, Brother Tom	Good Shepherd Centre	16-Sep
Dileo, Domenica	LAMP Out of the Cold" Day Program	16-Sep
Champan, Bill	Metropolitan United Church	16-Sep
Irwin, Wesley	Native Child and Family Services	16-Sep
Rose, Bob	Parkdale Activity-Recreation Centre (PARC)	16-Sep
Harris, Terry	Red Cross - Scarborough	16-Sep
Schild, Ed	Regesh	16-Sep
Davis, Martin	Scott Mission	16-Sep
Allain, Carol	Sistering	16-Sep
Kali, Jane	Sistering	19-Jun
Nikolaou, Lambrina	St. Christopher House	16-Sep
Saunders, Leslie	St. Christopher House, Meeting Place Drop-in	16-Sep
Bowen, Paddy	St. Felix Community Centre - Lunch Program	16-Sep
Burk, Shawn	St. John the Compassionate Mission	16-Sep
Griller, Robin	St. Stephen's Community House	16-Sep
St. Germaine, Alex	St. Stephen's Community House	16-Sep
Shannon, Eileen	St. Stephen's Community House	16-Sep
Mates, Paul	The STOP	19-Jun
Nazar, Phil	Toronto Christian Resource Centre	16-Sep
Carruthers, Anne	Toronto Drop-In Network	19-Jun
MacPhee, Linsey	Toronto Drop-In Network	16-Sep
Swearing, Christine	Toronto Drop-In Network	16-Sep
Anslen, Ikiebey	Toronto Friendship Centre	19-Jun
Pearson, Laura	Toronto Friendship Centre	16-Sep
Blackburn, Nature	Touchstone Youth Centre	16-Sep
Mikarovska, Maja	United Way of Greater Toronto	16-Sep
Moffat, Lang	Weston King Neighbourhood Centre	19-Jun

Drop-in Review Consultation Report

Name	Agency	Date
Theobald, Kenn	Weston King Neighbourhood Centre	16-Sep
Allan, Denise	WoodGreen Community Services	19-Jun
Biasi, Kathy	Wychwood Open Door Drop In-Centre	16-Sep
Chatterjee, Sabina	Youthlink Inner City	16-Sep
Micallef, Leah	Youthlink Inner City	19-Jun
Muli, Marie	Youthlink Inner City	16-Sep
Pitts, Arlene		16-Sep
Boudreau, Lauren	City of Toronto	19-Jun
Broughton, Alice	City of Toronto	19-Jun
Bryant, Sally	City of Toronto	19-Jun
Chan, Meeley	City of Toronto	19-Jun
Connell, Michele	City of Toronto	16-Sep
D'Souza, Wilma	City of Toronto	16-Sep
Farahani, Azar	City of Toronto	19-Jun
Foulds, Rosemary	City of Toronto	Both
Harris, Joel	City of Toronto	19-Jun
Harris, Danielle	City of Toronto	16-Sep
Krasij, Stephani	City of Toronto	16-Sep
Manipor, Ekatherina	City of Toronto	16-Sep
Neuman, Amber	City of Toronto	16-Sep
Smith, Tracey	City of Toronto	16-Sep
Strachan, Jeannette	City of Toronto	19-Jun
Williams, Isabella	City of Toronto	19-Jun
Flynn, Alex	City of Toronto	16-Sep