

Changing the conversation from shelters to housing

	Traditional Homeless Shelter	Housing and Services Model
Goal	Provide shelter to people experiencing homelessness	Provide housing supports and services for people experiencing homelessness
Public Perception	<ul style="list-style-type: none"> Place of last resort Dangerous and a potential threat to community and service users 	<ul style="list-style-type: none"> First step in returning to housing stability Place of safety and an asset to the community Wrap around services including housing, health, employment, culture and recreation Community integration and hub for community connections
Service	<ul style="list-style-type: none"> Staffing, service levels and approaches vary by location and organization Deficit focussed Services are only provided to those staying in the shelter Some locations not open 24/7 	<ul style="list-style-type: none"> All locations have a standardized and consistent Housing First service model that assigns each client to a housing support case worker who provides: <ul style="list-style-type: none"> Client-centred service plans with a focus on housing with supports System navigation and coordination to achieve client goals related to housing, health, employment and recreation Strengths focussed approach All locations open to clients 24/7 Services are offered to clients and community members by a range of community providers
Design	<ul style="list-style-type: none"> Isolated from the surrounding community Stand-alone building with a sole purpose Lack of resources for proper maintenance and building design leads to unattractive and ineffective physical facilities Large “warehouse” style layout with dormitories for sleeping Design not reflective of individual client needs 	<ul style="list-style-type: none"> Inclusive of community space that promotes neighbourhood integration Co-location with housing and other City and community services explored Well maintained and attractive design that improves and beautifies the neighbourhood Based on best practice design guidelines, including: <ul style="list-style-type: none"> Crime Prevention Through Environmental Design Guidelines Access to technological supports Green building standards Smaller shared rooms in a range of sizes Space considers the needs of a wide range of service users (e.g. physically accessible, inclusive of trans clients, pet friendly) Consistent branding and signage design

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Planning	<ul style="list-style-type: none"> ▪ Real estate driven approach ▪ Opportunistic and reactive ▪ Focussed primarily on downtown core ▪ Council approval of individual shelters ▪ Shelter development is a divisional responsibility 	<ul style="list-style-type: none"> ▪ Property development approach that leverages city-wide development opportunities and planning tools ▪ Neighbourhoods identified through gap analysis and opportunity assessment ▪ Communities and City Councillors help to identify potential locations across Toronto ▪ Opportunities for co-location with other City services leveraged ▪ Annual service plan approved by Council, implementation of specific sites by staff ▪ Identify existing services that support clients and the community ▪ Shelter Development is a Corporate responsibility
Engagement	<ul style="list-style-type: none"> ▪ Shelter Support and Housing Administration led ▪ Purpose of engagement with community is unclear ▪ Impersonal and stressful engagement for the community and staff ▪ Communication material often unclear, with limited distribution ▪ Large town hall format meetings 	<ul style="list-style-type: none"> ▪ Third party, expert led engagement with the community ▪ Purpose of engagement made clear up-front ▪ Communication material is positive, transparent, distributed widely and translated into other languages based on community demographics ▪ Continuous engagement plan includes expanded use of technology, web-based information, smaller group meetings and public open houses ▪ Program model developed in advance and shared with Councillors and community ▪ Community and Councillors provide input into programming of community space ▪ City Divisions and Agencies contribute to development of the service plan ▪ Residents and community agencies engaged to facilitate a smooth transition of the facility into the neighbourhood
Leadership	<ul style="list-style-type: none"> ▪ SSHA is the champion ▪ Relies on specific individual local allies and inconsistent Councillor support 	<ul style="list-style-type: none"> ▪ Citizens of Toronto are the champions ▪ City as a whole provides leadership, with involvement of a range of City Divisions and Agencies, as well as local leaders ▪ Councillors and Mayor provide leadership
Data and Outcomes	<ul style="list-style-type: none"> ▪ Data collected, but not used consistently to make decisions 	<ul style="list-style-type: none"> ▪ Length of stay collected and measured ▪ Successful Housing outcomes tracked