



2018 Shelter Infrastructure Plan and Progress Report

Date: November 10, 2017

To: Community Development and Recreation Committee

From: General Manager, Shelter, Support and Housing Administration

Wards: All

SUMMARY

Emergency shelters are an essential part of the service responses to homelessness available in the city. In April of this year, City Council adopted a new community engagement process with respect to siting of municipal shelter locations outlined in a report (January 2017) titled "Engaging Communities in First Step Housing and Services". In its adoption of the new engagement process, Council directed staff to move forward on the implementation of the new process, including developing an implementation strategy for authorizing approval of specific sites for First Step Housing and Services to the General Manager, Shelter Support and Housing Administration (SSHA) provided that funding for the sites are within the Council approved operating and capital budgets.

This report:

- a) provides an update on the recommendations approved by Council in April of this year, including development of a new service model; update on pilot projects; communications and media campaign to build public awareness and understanding of the homelessness service system; and best practice shelter design guidelines;
- b) outlines the 2018 Shelter Infrastructure Plan for Council approval and identifies new and replacement beds available between 2016-2018, to ensure that housing and shelter services are available and accessible to all residents in all parts of Toronto;
- c) recommends a new property development approach to shelter infrastructure planning and approvals. The new approach is based on Council's direction from April, and the comprehensive review of the shelter approval process that identified the requirement for Council to approve specific emergency shelter locations is redundant when the required funds are approved in the division's annual budget, the shelter project has been approved through the annual service planning process, and the location meets the requirements of the municipal shelter by-law and zoning by-laws; and
- d) provides an overview of the 10 year capital infrastructure growth plan being developed by staff in 2018.

RECOMMENDATIONS

The General Manager, Shelter, Support and Housing Administration (SSHA), recommends that:

1. City Council approve the 2018 Shelter Infrastructure Plan, set out in Attachment 3;
2. City Council authorize the Deputy City Manager Cluster A, in consultation with the Chief Planner and Executive Director, City Planning, the General Manager, Shelter Support and Housing Administration, the Executive Director, Social Development, Finance and Administration, and the Director, Real Estate Services, to approve specific sites for emergency shelters, as per Attachment 2, provided that:
 - a) the funding for these sites is within the capital and operating budgets approved by City Council;
 - b) the shelter project has been approved by Council through the annual shelter infrastructure plan; and
 - c) the location meets the requirements of the Municipal Shelter Bylaw 138-2003 and applicable zoning by-laws;
3. City Council authorize the General Manager, Shelter, Support and Housing Administration to enter into agreements, as required, to implement shelters outlined in the 2018 Shelter Infrastructure Plan, set out in Attachment 3; and
4. City Council replace the remaining elements of its existing Due Diligence Process for assessing new shelter sites with the new Emergency Shelter Development Process (ESDP) set out in Attachment 1.

FINANCIAL IMPACT

There are no financial impacts associated with this report. The financial impacts of future implementation of the new homeless service system model will be considered as part of the annual budget process starting in 2019.

The Chief Financial Officer has reviewed this report and agree with the financial impact information.

EQUITY IMPACT

The emergency shelter system in Toronto serves equity-seeking groups such as seniors, people with disabilities, individuals with mental health issues, the working poor,

Indigenous peoples, people who identify as LGBTQ2S and other vulnerable groups. The effective integration of emergency shelters into neighbourhoods across the city is essential to providing services for a variety of equity seeking groups and is an important component of the City's efforts to address poverty.

DECISION HISTORY

At its meeting of November 7, 8 and 9, 2017, City Council adopted CD23.12 "Managing Refugee Flows" which requested a report back to Community Development and Recreation Committee on the feasibility to establish an interim 24/7 assessment and referral centre for homeless families, so that a safe space is provided where families can receive immediate support and secure emergency shelter space.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD23.12>

At its meeting of April 26, 27 and 28, 2017, City Council adopted CD19.6 "Proposed New Engagement and Planning Process for Emergency Shelters" which provided recommendations to improve the community engagement process for opening new emergency shelters. It also described the further steps needed to change the model for emergency shelters and change the conversation about homelessness in Toronto.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD19.6>

At its meeting of October 5, 6 and 7, 2016, City Council adopted CD14.12 "Shelter, Support and Housing Administration's Strategy to Identify New and Replacement Shelter Services in All Parts of Toronto" which provided an update on a review of the Community Information Process.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.CD14.12>

At its meeting on July 12, 13, 14 and 15, 2016, City Council adopted EX16.13 "George Street Revitalization – Recommended Procurement and Delivery Strategy" and committed to reporting back to Council in 2017 with an update on the transition plan for the clients and staff of Seaton House.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.13>

At its meeting of May 3, 4 and 5, 2016, City Council adopted CD11.7 "Update on the Shelter System and Hostels to Homes Pilot" which provided an update on efforts to reduce shelter occupancy. When considering this item at its meeting of April 13, 2016 CDRC requested staff to report back on the current divisional strategy to identify new and replacement sites for shelter services.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.CD11.7>

At its meeting of March 31, April 1 and 2, 2015, City Council adopted CD2.2 "Infrastructure and Service Improvement Plan for the Emergency Shelter System" which sets out a plan to guide the transformation of the emergency shelter system and requested staff to identify sites for up to 15 emergency shelters over the next five years.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD2.2>

At its meeting of December 16, 17, and 18, 2013 City Council unanimously adopted CD25.10, the 2014-2019 Housing Stability Service Plan (HSSP). The HSSP includes

strategic directions to maintain a strong emergency shelter system as well as to create housing opportunities for vulnerable households in Toronto.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD25.10>

COMMENTS

1. Background and Context

Shelter System Overview

The demand for shelter services has been trending up since 2012 and remains above the Council-approved 90% occupancy threshold. More than 5,000 people use Toronto's shelter system on any given night and in 2016, more than 16,000 unique people accessed the shelter system. As a result of the supports provided by City staff and agency partners, two thirds of the people using the shelter system have a single stay, on average, of less than two months.

Shelter Infrastructure Plan and GSR Transition Plan

In March 2015, City Council adopted SSHA's four-point plan to address shelter occupancy and initiatives to transform the shelter system. Part of the plan was to identify new and replacement shelter sites as part of the George Street Revitalization (GSR) and to address occupancy demands, redevelopment pressure on current programs and the need to move programs due to failing infrastructure.

As per Council direction, SSHA has been seeking opportunities to open new shelters directly and with community-based shelter operators. The GSR transition plan will replace the shelter capacity currently located at Seaton House with approximately 400 shelter beds and 410 mixed housing opportunities and links to other programming such as long-term care, for a total of 810 replacement spaces. Shelters projected to open in 2018 with beds slated for clients transitioning from Seaton House will provide more than 25% of the 400 beds needed for the GSR transition. (See Attachment 3 for detailed progress report on SSHA's 2018 Infrastructure Plan.)

2. Shelter Development Process

Recent experience of applying the shelter assessment and approval process approved by Council in 2003, highlighted the need to develop recommendations for improving the shelter service planning and approval process.

In 2016-17, consultant Bruce Davis of Public Progress Inc. facilitated a process that brought together a diverse group of stakeholders, including community members, shelter providers and technical experts, to inform the development of a new framework for siting shelters in Toronto, adopted by Council in April of this year. Championed by Councillor Fletcher and Deputy Mayor Bailão, the findings of the review resulted in a comprehensive set of recommendations for an emergency shelter system that works better both for people experiencing homelessness and for the communities where these services are located.

On April 26, 27 and 28, 2017, Council approved a new Community Engagement Process that sets out how stakeholders and the public will be engaged around new or relocated municipal shelter sites. SSHA is committed to the new Community Engagement Process and the key elements are built into the new recommended Emergency Shelter Development Process described below.

Recommended Emergency Shelter Development Process

As directed by City Council in 2016, SSHA developed a new Emergency Shelter Development Process (ESDP) (See Attachment 1). The goal of the ESDP is to update and modernize the shelter development process to be more efficient and nimble, to effectively engage Council, service users and the community, and to strengthen the City's ability to successfully and quickly secure properties in Toronto's competitive and fast-moving marketplace. The new ESDP incorporates the recommendations from the review process and the Facilitator's report "Engaging Communities in First Step Housing and Services."

The items in the ESDP are not in chronological order, and will be adjusted dependent on the life cycle of the shelter project. The ESDP builds on the Community Engagement Process and, if approved by Council, would replace the remaining elements of the existing Due Diligence Process for assessing new shelter sites and properties.

The following are the key steps:

a) Assessment of Shelter Need and Councillor Engagement

There will be an annual city-wide assessment of shelter need resulting in the development of a city-wide Shelter Infrastructure Plan. This annual plan would be approved by Council, with anticipated financial impacts approved through the budget process.

An important change introduced through the ESDP is early engagement of City Councillors in the search for potential shelter sites in their wards, leveraging local knowledge and relationships. Meetings with Councillors began in summer 2017 and will continue throughout the year.

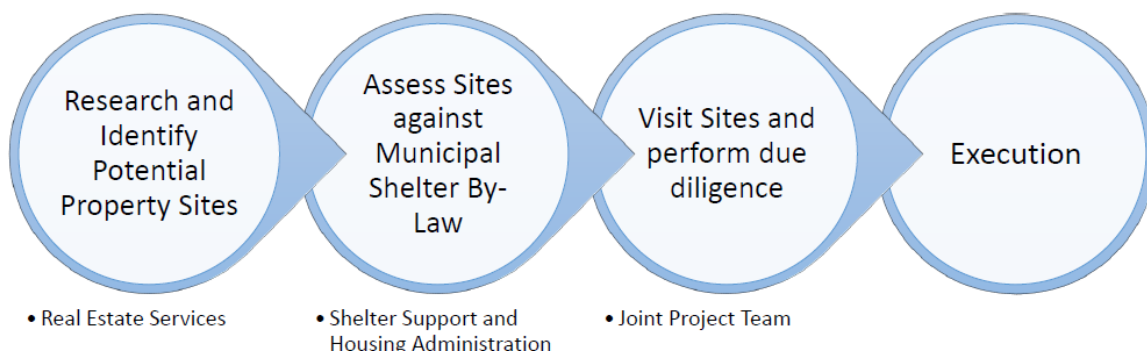
b) Community Engagement on Shelter Development

The ESDP outlines the steps for community engagement, building on the Community Engagement Process adopted by Council in April 2017. This includes identifying key community stakeholders, engaging a third party facilitator, developing a localized engagement strategy and customized communication tools, and developing issue-response protocol to address stakeholder needs. SSHA will also engage other partners, such as the Local Health Integration Networks, to implement additional services such as a health services model.

c) Property Research

A new property development approach takes a "whole of government" approach to locating properties for potential shelter sites. This will include an examination of City-owned assets through collaboration with the Toronto Realty Agency whose mandate is to develop buildings and lands for municipal purposes and deliver client-focused real estate solutions to City divisions, agencies and corporation. A team composed of internal experts from SSHA, the Deputy City Manager of Internal Corporate Services' Office, Real Estate Services and Facilities Management was formed to identify potential properties to address GSR and support the 10-year shelter capital infrastructure growth plan.

Figure 1: Property Development Process



d) Property Site Assessment, Planning and Program Outline

Using this new approach, the interdivisional team identified over 500 properties and investigated 191, evaluating them against a set criteria, including lease and acquisition options.

Issues/challenges identified by the team include:

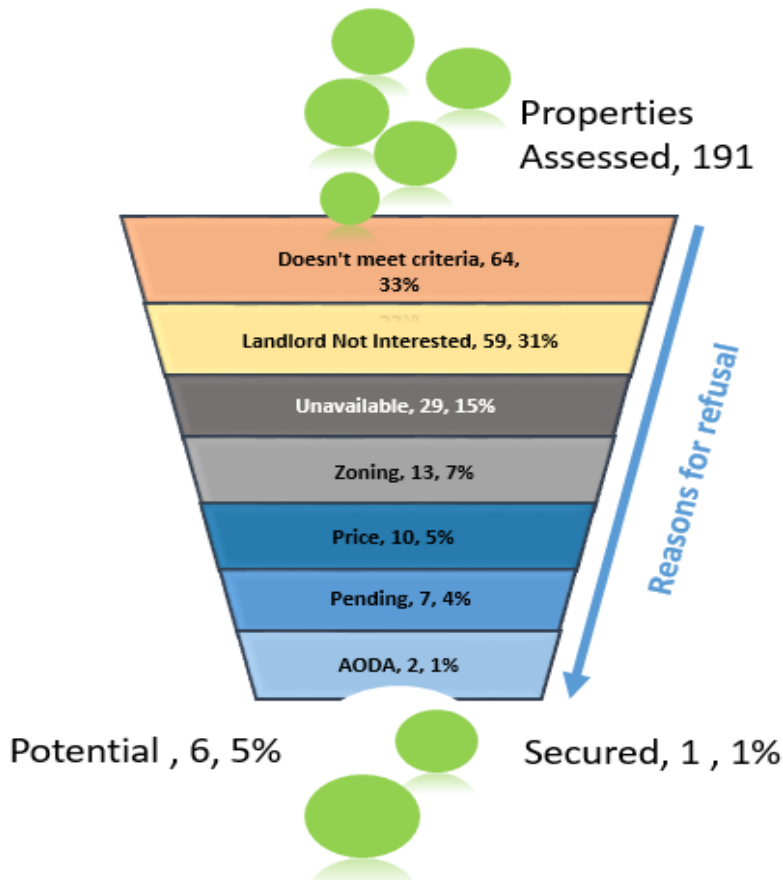
- Matching available locations with by-law and size requirements
- Priced out-of-market for buy options or extensive fit-up costs for lease options
- Landlord not interested in leasing space for use as an emergency shelter
- Extended Due Diligence Process leads to lost opportunities

e) Site Approvals

A key finding from work completed by Public Progress Inc. was that the requirement for staff to return to Council for approval of specific emergency shelter sites is redundant when the location meets the requirements of the Municipal Shelter Bylaw 138-2003 and applicable zoning by-laws, and Council has approved the required capital and operating funds in the division's annual budgets. In April, City Council directed staff to move forward with an implementation plan for authorizing the General Manager, SSHA to approve specific sites.

This report recommends that City Council authorize the Deputy City Manager Cluster A, in consultation with the Chief Planner and Executive Director, City Planning, the General Manager, Shelter Support and Housing Administration, the Executive Director, Social Development, Finance and Administration, and the Director, Real Estate Services approve specific shelter sites, provided that City Council has approved the required capital and operating funds in the division's annual budgets, the shelter project has been approved in the annual shelter infrastructure plan, and the location meets the requirements of the Municipal Shelter Bylaw 138-2003 and applicable zoning by-laws

Figure 2: Property Assessment Outcomes



The implementation of this new process will help facilitate shelter siting situations involving critical deadlines, improve the way the City conducts its real estate transactions and avoid delay in the implementation of approved transactions, thus addressing many of the challenges of securing properties for new shelter sites.

To ensure that the process for approval of new emergency shelter sites is properly applied, a set of specific criteria and limitations have been incorporated into the Policies and Procedures when applying Authority to Approve Shelter Sites (See Attachment 2).

3. SSHA's 2018 Infrastructure Plan

Since the introduction of the 2015 Shelter Infrastructure plan there has been steady growth in the shelter system. The focus of the 2018 Infrastructure Plan is to maintain

needed capacity in the system to address the needs of the George Street Revitalization and other planned shelter relocations (see Attachment 3).

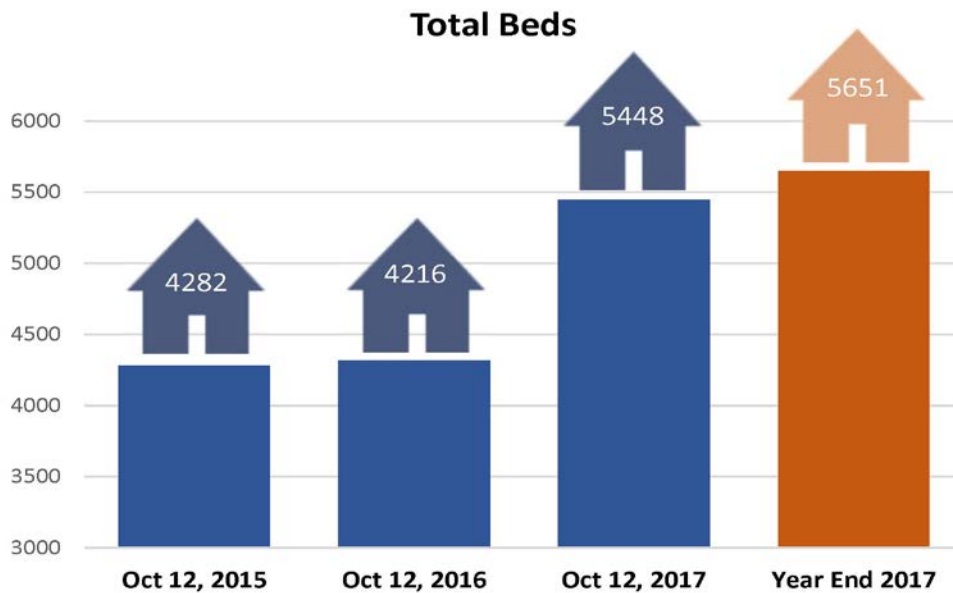
In response to the continued occupancy pressures and the anticipated population growth in Toronto, next year the City will develop a 10-year shelter capital infrastructure growth plan that will add ongoing planned new capacity to the system.

As part of the 10-year shelter capacity infrastructure growth plan, the City will also assess the feasibility of establishing an interim 24/7 assessment and referral centre for homeless families, as per City Council direction at their meeting of November 7, 8 and 9, 2017. An assessment and referral centre would provide a safe space where families could receive immediate support and secure emergency shelter space. Staff will assess the feasibility of this program model with community, provincial and federal partners while developing a refugee capacity plan for Toronto.

Should this model be recommended, a physical location would be required through a purchase or lease and adapted for this purpose. Funding would also be required both for the capital component of the project and ongoing operations. If deemed feasible by community partners and City staff, this project would be added to SSHA's future capital and operating budget submission.

Developing and operating new emergency shelters is challenging given the high cost to renovate, construct and operate new facilities. Another recommendation from the work of Public Progress was for the City to investigate the feasibility of offering incentives such as expedited planning approvals and reduced municipal fees and charges.

Figure 3: Shelter System Point-in-time Capacity 2015-2017



As part of the City's new infrastructure growth plan providing municipal financial incentives is one way to increase the financial feasibility of new shelters, while also supporting and encouraging the participation of non-profit and private sector development partners. Such City policy and program support has already proven valuable; for example, in the development of new rental affordable housing.

The development of the City's 10-year shelter capital infrastructure growth plan provides the opportunity for staff to consider the feasibility of this measure and conduct required analysis and modeling to determine the potential impact.

In conjunction with the real estate search, staff will conduct ongoing analysis and mapping of available community services and existing shelter beds across the city. While pursuing all viable options, priority will be placed on finding shelter locations in areas that are underserved for shelter space, while also ensuring adequate services are available to support the successful integration of the program within the community.

4. Development of a New Service Model

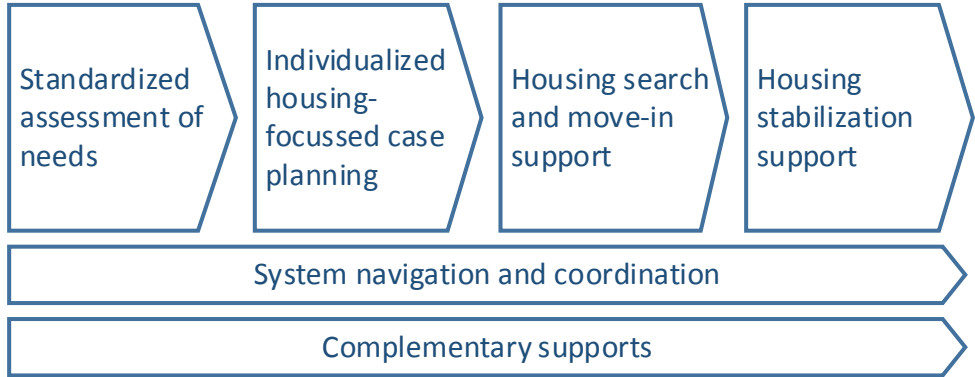
Update on Pilot Projects

A key finding of the Public Progress review is that changing the conversation about homelessness requires transformation of the shelter service model. A new service model will be piloted in five new shelter sites starting in 2018. The pilots are in various phases of development. See Attachment 3 (2018 Shelter Infrastructure Plan) for a list of the pilot shelter sites.

Enhanced Case Management Service Model

The model of service being piloted in 2018 and will enhance the services available to help people to move to permanent housing as quickly as possible with the supports to maintain it. The service model builds on directions already underway through SSHA's Shelter Standards, the Housing Stability Service Plan, and the George Street Revitalization project.

Figure 4: Enhanced Housing-Focussed Case Management



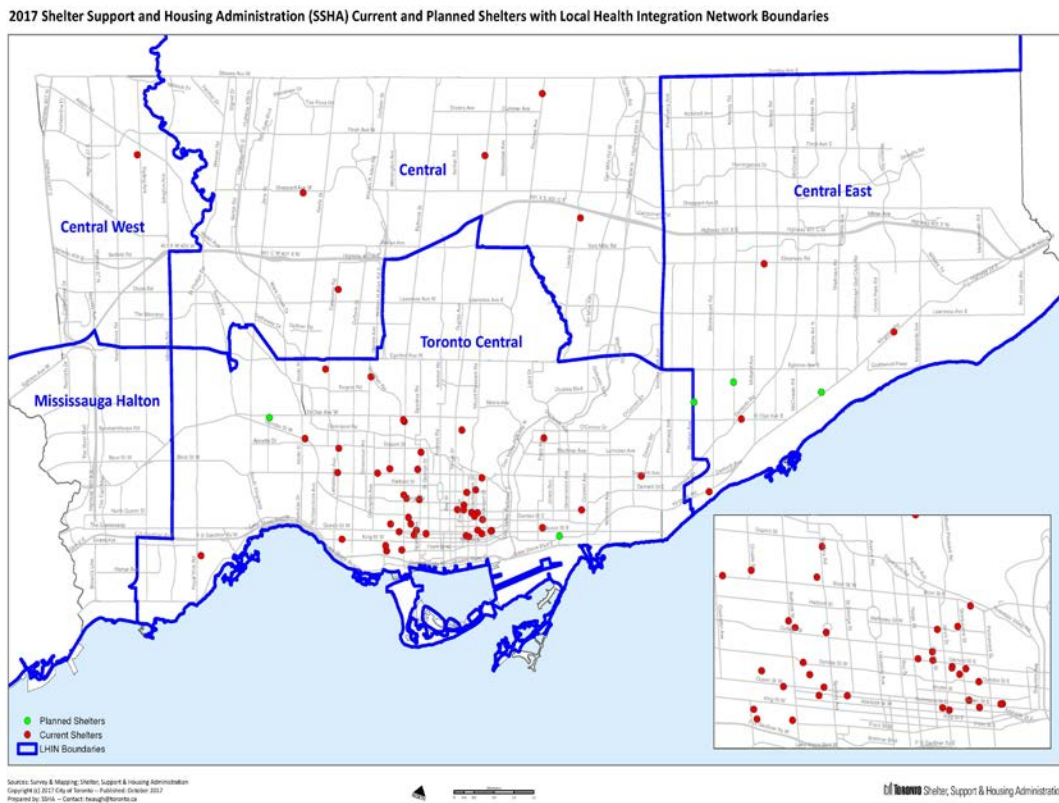
The enhanced housing-focussed case management service model is supported by system-wide coordinated access pathways that streamline referral processes and connect clients to available services and resources. Once clients have located housing, the Coordinated Access to Housing Supports process connects them to housing allowances and follow-up supports as needed. Each component of the enhanced case management service model will have its own set of key performance indicators for performance measurement. See Attachment 5 for details.

SSHA has engaged an advisory team of executives from the five new pilot shelter sites to further develop and inform implementation of the new service model throughout 2018. This will include development of staffing models and identification of required training, tools and resources.

Health Services Model

Staff are currently working with health and shelter sector partners, including the Toronto Central Local Health Integration Network (TC LHIN), to define the relationship between the health system and the shelter system to ensure shelter and homeless clients can access appropriate levels and types of healthcare services to meet their needs. Two key initiatives include the development of a health service model for shelters and the creation of a health services transition plan for Seaton House clients.

Figure 5: Current and Planned Shelters with Local Health Integration Network Boundaries



In May 2017, SSHA and the TC LHIN hosted a workshop with stakeholders to identify key elements and inform the design of the health services model. Thirty-seven individuals representing 25 different organizations attended the workshop. This discussion resulted in the development of an inclusive sectoral Advisory Committee, representing shelter operators (starting with the five pilot shelter sites plus a few existing shelters), health services providers and other LHINs. The Advisory Committee met in October 2017 and is working on the development of a standard service model and tools to support implementation in each of the five pilot shelter sites and to explore how the model could apply to all shelters across the city.

SSHA is also working with health sector partners to develop health service plans for Seaton House clients as they transition out of the building as part of the George Street Revitalization project. This initiative will be informed by the health services model and is intended to identify new and innovative service responses to clients with complex health needs.

5. Next Steps

New Name for the Homelessness Service System and Campaign to Build Public Awareness and Understanding of the Homelessness Services System

Another recommendation approved by Council in April was for the City to engage public relations, marketing and communications professionals to develop communications and media tools to educate Torontonians about homelessness. The name "First Steps to Housing" was used as a placeholder in April, however, a formal exercise is now underway to develop a new name and narrative that will reflect the new model of service. SSHA is moving ahead to engage media and communications professionals to develop required tools for a public awareness campaign and will be coordinating meetings and workshop with key stakeholders over the coming months to gather input on the brand narrative and positioning, as well as to ensure this resonates with our service users and partners.

Best Practice Design Guidelines

The quality of the environment people live in has a profound influence on their health and wellbeing. Recognizing this contribution, design guidelines are a tool that can support strong infrastructure planning, including alignment with current legislation and reflection of best practices. Other City Divisions, such as Children's Services, have design and technical guidelines in place to guide the planning and development of new and existing spaces. SSHA is undertaking the development of design guidelines for shelters which can include environmental elements, such as exterior areas, multi-use common areas and built-in community space. An RFP for the development of these guidelines will be released in Q1 of 2018.

Conclusion

The report outlines the 2018 Shelter Infrastructure Plan, new emergency shelter development process, and progress update on recommendations approved in April of this year by Council.

With Council's approval of the 2018 Shelter Infrastructure Plan, set out in Attachment 3, and the recommendation that approval of shelter sites become an administrative function, staff will complete work to open sites already identified in the 2018 Infrastructure Plan, and continue to seek locations for the remaining sites. This is critical to meet occupancy demands and redevelopment pressures on the emergency shelter system and to ensure that housing and shelter services are available and accessible to Torontonians across the city.

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SIGNATURE

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ATTACHMENTS

Attachment 1: Emergency Shelter Development Process (ESDP) Checklist
Attachment 2: Authority to Approve Shelter Sites
Attachment 3: SSHA's 2018 Shelter Infrastructure Plan
Attachment 4: Enhanced Housing-Focussed Case Management Performance Measurement

Attachment 1: Emergency Shelter Development Process (ESDP) Checklist
 Table 1: Emergency Shelter Development Process

Assessment of Shelter Need and Councillor Engagement	
<input type="checkbox"/>	Assess current shelter service level by Ward
<input type="checkbox"/>	Determine sector & program need for added shelter capacity
<input type="checkbox"/>	Prepare service listings and maps
<input type="checkbox"/>	Analyze and determine Ward rating
<input type="checkbox"/>	Arrange a briefing with the Councillor
Community Engagement on Shelter Development	
<input type="checkbox"/>	Identify key community stakeholders
<input type="checkbox"/>	Engage third party facilitator
<input type="checkbox"/>	Develop localized engagement strategy
<input type="checkbox"/>	Develop customized communication tools
<input type="checkbox"/>	Develop issue-response protocol to address stakeholder needs
<input type="checkbox"/>	Engage provincial partners to implement additional services (e.g. LHIN)
Property Research	
<input type="checkbox"/>	Inter-divisional team engaged (SSHA, Real Estate, Facilities Management)
<input type="checkbox"/>	Property(ies) identified
<input type="checkbox"/>	Confirm location and building meets Municipal Shelter Bylaw 138-2003(OMB) and applicable zoning by-laws." (SSHA and City Planning)
<input type="checkbox"/>	Confirm access to transit
<input type="checkbox"/>	Confirm access to community services
Property Site Assessment, Planning & Program Outline	
<input type="checkbox"/>	Conduct a joint site visit with SSHA, Real Estate and Facilities Management staff
<input type="checkbox"/>	Confirm building meets Shelter Site Assessment Tool and Toronto Shelter Standards
<input type="checkbox"/>	Conduct accessibility assessment

<input type="checkbox"/>	Conduct feasibility study: Building Conditional Assessment
<input type="checkbox"/>	Engage consultant(s) for schematic design & costing
<input type="checkbox"/>	Design preliminary project program & service outline
Site Approvals	
<input type="checkbox"/>	Support secured from SSHA General Manager
<input type="checkbox"/>	Support secured from Deputy City Manager
<input type="checkbox"/>	Engage Interdivisional Directors Table
<input type="checkbox"/>	Shelter approved

Attachment 2: Authority to Approve Shelter Sites

City Council authorizes the Deputy City Manager, Cluster A, in consultation with the Chief Planner and Executive Director, City Planning, the General Manager, Shelter Support and Housing Administration, the Executive Director, Social Development, Finance and Administration, and the Director, Real Estate Services, approve specific sites for emergency shelters.

Scope of Authority

The authority applies to the approval of all emergency shelter sites, regardless of the client group to be served, program model, shelter operator or whether the service is intended to be temporary or permanent.

The approval is subject to the following conditions being satisfied prior to approval:

(1) Emergency Shelter Development Process

The process must substantively comply with the new Emergency Shelter Development Process (ESDP). Notwithstanding the foregoing, exceptional circumstances may make it necessary to depart from one or more elements of the ESDP. In such a case, a written rationale that explains the reasons for and implications of the departure(s) and how they might impact the proposed shelter, the community and other stakeholders must be prepared by SSHA and approved by the Deputy City Manager, Cluster A.

(2) Local Councillor(s)

The local Councillor (or local Councillors if the subject property is located within 250 metres of a ward boundary) will be engaged in the engagement and siting process.

(3) City Policy

Approval of the site is subject to all applicable Council policies, statutes or other applicable law. The location must meet the requirements of the Municipal Shelter Bylaw 138-2003 and applicable zoning by-laws and applicable zoning by-laws.

(4) The shelter project has been approved in the annual shelter infrastructure plan.

(5) Available Budget

Authority to approve financial commitments/expenditures is subject to all amounts being in approved operating and capital budgets, or funding being available from third party sources.

(6) Changes to Services at an Existing Shelter Site

The General Manager, SSHA retains authority to make operational changes at existing shelter sites including, but not limited to, the target client groups, program model, duration of use as a shelter (temporary or permanent) and program size (number of beds).

Attachment 3: SSHA's 2018 Infrastructure Plan

■ Sites approved and opening in 2018 (pilot sites)
■ Projects currently seeking locations

Table 2: 2018 Shelter Infrastructure Plan

Shelter Project Name	Address	Beds & Sector	Target Opening Date	Lease Own	Comments
Homes First	702 Kennedy Rd.	60 women	Q4 2016	POS: lease City Owned	Approved by Council (CD 15.7).
Salvation Army New Hope-Leslieville	29 Leslie St.	60 men	Q4 2017	POS: own	Approved by Council (CD 9.1).
YouthLink	747 Warden Ave.	51 youth	Q2 2018	POS: own	Approved by Council (CD21.14).
City of Toronto Birchmount Residence/GSR	3306 Kingston Rd.	100 seniors men	Q2 2018	DOS: own	Approved by Council (EX10.12).
City of Toronto GSR #1 Temp location	731 Runnymede Rd.	50 men	Q3 2018	DOS: lease	Approved by Council (CD14.9).
Egale Canada	257 Dundas St. East	30 LGBTQ2S Youth	Q3-2018	POS: own	Approved by Council (CD5.8).
GSR #2	TBD	90 men	2019	DOS: lease	Approved by Council (EX9.6)
GSR #3	TBD	90 men	2019	DOS: lease	Approved by Council (EX9.6)
GSR #4	TBD	90 men	2019	DOS: own	Approved by Council (EX9.6).
Homes First Relocation	TBD	67 adult all gender	TBD	POS: lease	Homes First current building is in a poor state of repair. They are seeking a property to purchase
Dixon Hall School House Relocation	TBD	44 men	TBD	POS: lease City owned	The School House operated by Dixon Hall needs to move as part of the GSR redevelopment.

Shelter Project Name	Address	Beds & Sector	Target Opening Date	Lease Own	Comments
YWCA New Beatrice House Relocation	TBD	43 mother-led families	TBD	POS: own	Beatrice House closed in 2015 when their leased location was sold for redevelopment. Currently seeking a new site.
Salvation Army Florence Booth Temp Relocation	TBD	64 women	TBD	POS: own	Florence Booth is seeking a temporary location while renovations are completed at existing site.

Attachment 4: Enhanced Housing-Focussed Case Management Performance Measurement

Table 3: Enhanced Housing-Focussed Case Management Performance Measurement

Enhanced Case Management Model	Performance Measures
<p>Standardized assessment of need: A standardized method and tools for assessing a person's situation and needs to inform service matching and housing-focussed service planning. An initial, brief screening will be conducted with all clients to identify immediate needs and general level of support need. A full assessment of needs and goals will be conducted with clients engaged in more intensive case management who have more complex needs.</p>	<p>Key performance indicator: % of clients screened/assessed within set time</p>
<p>Individualized, housing-focussed service planning: One-on-one work with all clients to develop individual, service plans focussed on what is required to find and move to permanent housing as quickly as possible. Service planning is client-centred, strengths-based and aligned with Housing First and harm reduction principles. Clients with higher or more complex support needs will be connected to more intensive case management supports.</p>	<p>Key performance indicator: % of clients with housing-focused service plan within set time</p>
<p>Housing search and set-up support: Support intensity varies based on client need; housing search may be self-directed or supported through intensive case management. May include securing identification, income or other essentials for housing, as well as identifying and visiting units, submitting applications, and referrals to furniture bank and other resources for home set up.</p>	<p>Key performance indicator: Median length of time to secure housing Client outcomes: # clients assisted to secure housing</p>

Enhanced Case Management Model	Performance Measures
<p>Housing stabilization support: Clients will be referred to follow-up case management support to help long-term housing stabilization as needed. These follow-up supports will connect with clients in their homes and the community.</p>	<p>Key performance indicator:</p> <p>% programs meeting service standards for Housing First case management (to be developed)</p> <p>Client outcomes:</p> <p>Housing retention rates (% of clients still housed at 12 months) Rate of returns to shelter</p>
<p>System navigation: Case workers will coordinate with other systems (including housing, health, social services, corrections, employment, and recreation) to support client goals, remove barriers and ensure clients are connected to the necessary community-based services to support their transition to housing.</p>	<p>System navigation and coordination supports contribute to housing search and housing stabilization client outcomes.</p>
<p>Complementary supports: Programs may directly provide or facilitate connections to additional complementary services which may include peer support services, culturally specific supports, youth specific supports, etc., to respond to the needs of the client population and assist in the transition to housing.</p>	<p>Complementary supports may contribute to client goals, wellness and housing stabilization in a variety of ways. Performance measures will be developed for specific complementary programming as needed.</p>