



DW2022

SHELTER, SUPPORT AND
HOUSING ADMINISTRATION'S
2022 DIVISIONAL WORKPLAN

Land Acknowledgement for Toronto



We acknowledge that our work takes place on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaty signed with multiple Mississaugas and Chippewa bands.



Opening Remarks

This 2022 Divisional Workplan DW2022 marks the third iteration of this foundational document for Shelter, Support and Housing Administration. Our annual Divisional Workplan outlines our shared responsibilities and commitment to delivering a coordinated system of services people at risk of or experiencing homelessness that supports their journey to safe and secure housing.

The priorities listed in DW2022 align with the six implementation priorities in the Homelessness Solutions Service Plan (SSHA's Strategic Plan) and the deliverables offer an opportunity to highlight key work for staff outside the day-to-day work of the division.

As we move to recover after a global pandemic, we must continue to improve the way we provide services for people experiencing homelessness. We must also continue our efforts to address the ongoing opioid crisis and support people to connect with the services and health supports they require. While we undertake this work we have accelerated plans to improve access to reliable and consistent mental health supports for staff. I hope the year ahead allows us to work together to strengthen our team and support as many people as possible move on the journey to permanent housing.

What I hope you'll find in this year's workplan is a thoughtful and curated set of goals that demonstrates our acknowledgment of the emerging needs of the homelessness services sector.

As we continue to look forward, I want to thank SSHA and Redeployed staff for your commitment and dedication to the city's most vulnerable.

Sincerely,
Gordon Tanner
ACTING GENERAL MANAGER



Senior Management Team

Sectional Mandate Statements

African Ancestral Acknowledgement

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Organizational Map

Senior Management Team



Gordon Tanner
**ACTING GENERAL
MANAGER**



Sinead Canavan
Project Director,
ISSUES MANAGEMENT



Mina Fayez-Bahgat
Director,
PROGRAM SUPPORT



Laural Raine
Director,
**SERVICE PLANNING
AND INTEGRITY**



Justin Lewis
Director,
**INFRASTRUCTURE
PLANNING &
DEVELOPMENT**



Sharon Campbell
Director,
**HOMELESSNESS
INITIATIVES &
PREVENTION SERVICES**



Milton Barrera
Acting Project Director,
**HOMELESSNESS
INITIATIVES &
PREVENTION SERVICES**



Hussain Haider Ali
Manager,
**GENERAL MANAGER'S
OFFICE**

The six Divisional Priorities are:

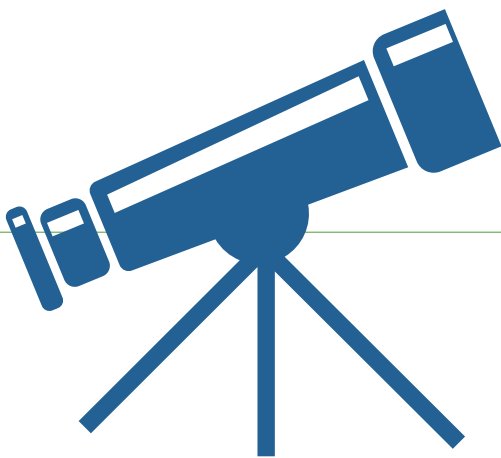
1. Advancing Reconciliation
2. Focusing on Equity
3. Delivering High Quality Services
4. Reducing Chronic Homelessness
5. Developing an Integrated Systems Response
6. Strengthening and Modernizing the Sector

Section Mandates



SSHA Mission

SSHA manages a coordinated and effective system of shelter and housing services to improve the housing stability of people who are at risk of or experiencing homelessness in Toronto.



Shared Vision

The Housing Secretariat and Shelter, Support & Housing Administration continue to work in partnership to fulfill the division's vision: "Toronto is a city where everyone has a safe and affordable place to call home."

Sections in SSHA

Homelessness Initiatives & Prevention Services (HIPS)

delivers, coordinates, and oversees an integrated system of direct services for individuals and communities impacted by homelessness.

Program Support (PS)

provides divisional financial services, procurement office administration, people services, and information & technology business systems creating new innovations and enabling the effective and sustainable delivery of housing and homelessness programs and services.

Infrastructure, Planning & Development (IPD)

strategically plan, develop and support all homelessness services as they relate to the life cycle of divisional assets, and partner assets while engaging communities and stakeholders to support the successful operation of new services. Ensures assets are maintained to best serve shelter users, staff, and the community.

Service Planning & Integrity (SPI)

is responsible for coordination of service system planning and improving the effectiveness of homelessness and housing services through policy and program development, data analysis, risk management and quality assurance.

General Manager's Office (GMO)

acts on behalf of the General Manager to provide integrated, solution-focussed support and oversight to drive and align the division's strategic priorities across all sections, while striving to bolster equity and inclusion in our work.



African Ancestral Acknowledgement

SSHA's Confronting Anti-Black Racism (CABR) unit in the General Manager's Office has developed and implemented Intentional Reflections – an initiative that provides dedicated space and time in meetings to have deliberate discussions related to anti-Black Racism that impact staff and the people we serve. Intentional Reflections follows the reading of the City of Toronto's African Ancestral Acknowledgement statement.

"The City of Toronto acknowledges all Treaty peoples – including those who came here as settlers – as migrants either in this generation or in generations past – and those of us who came here involuntarily, particularly those brought to these lands as a result of the Trans-Atlantic Slave Trade and Slavery. We pay tribute to those ancestors of African origin and descent"

This painting was created by Carol Mc Donald, Manager, Women's Residence, to commemorate SSHA's first Divisional Mentorship Program Pilot for Black Staff.

Re-defining our Division's Focus

In 2022, SSHA will work closely with the Housing Secretariat to shift how the City of Toronto delivers housing and homelessness programs and services. This shift will help ensure that our residents live in safe, well-maintained and affordable homes, and have more equitable opportunities to improve their health and socio-economic outcomes.

In order to support City Council's housing priorities, the Housing Secretariat, under the leadership of Abigail Bond, will manage the City's housing programs and services that support both existing and the creating new social housing, supportive housing, market and affordable rental housing and affordable home ownership supply. This change will also allow for a greater focus on homelessness service delivery by SSHA, under the leadership of Gordon Tanner, as Acting General Manager for Shelter, Support and Housing Administration.

As part of this shift, housing programs, services, funding and staff at the City will move to the Housing Secretariat. This includes Eviction Prevention in the Community Services, and Housing Stability Services from Shelter, Support and Housing Administration, which currently administers social and affordable housing programs, including the Tenants First project. The Tower Renewal Program will also move to the Housing Secretariat from the Social

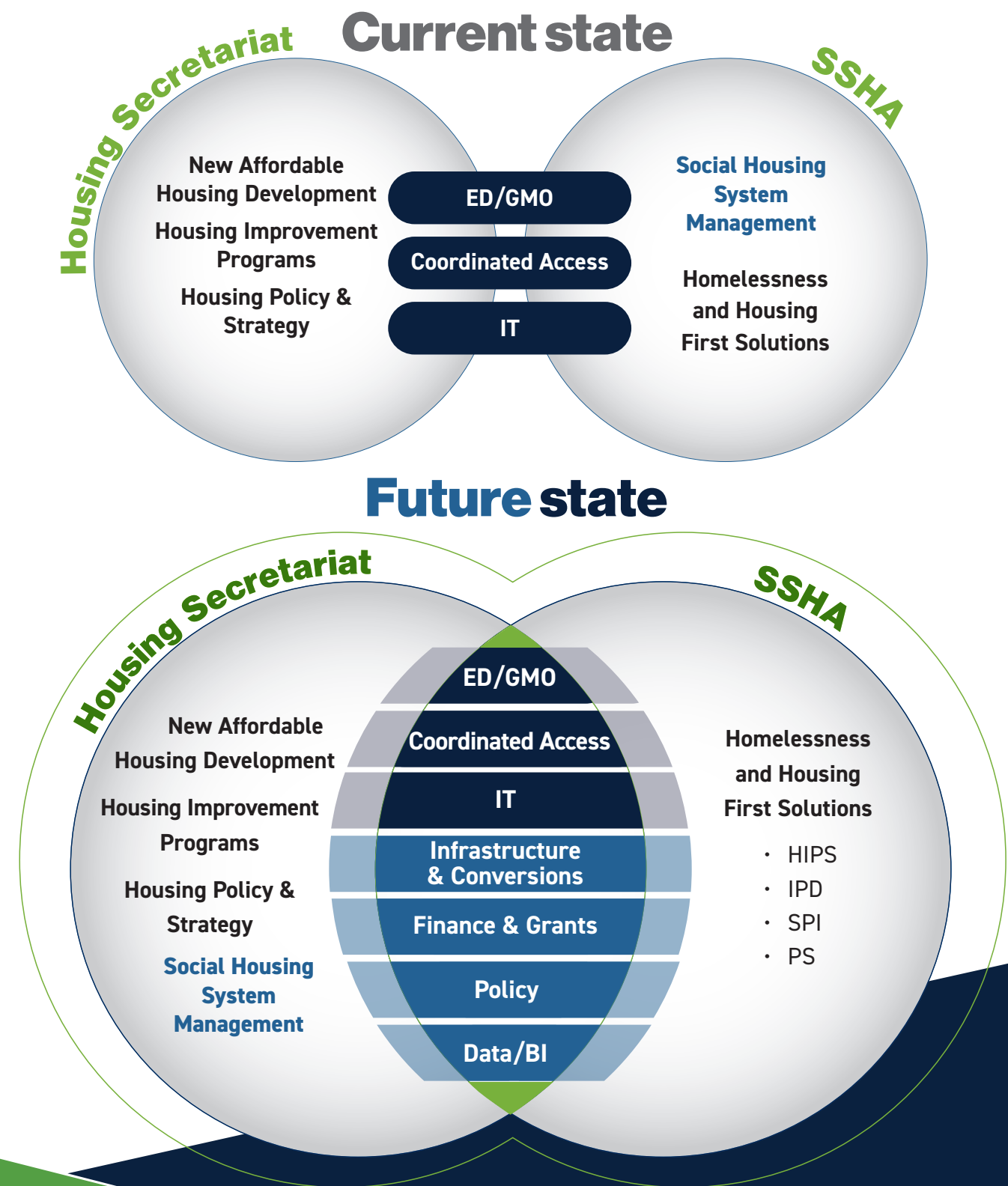
Development, Finance & Administrative Division, effective March 23rd 2022.

In alignment with SSHA's Service Plan, specifically its goals to develop an integrated systems response, implement shelter diversion approaches, increase system coordination and planning and enhance collaboration and engagement, SSHA is working closely with the Housing Secretariat to define its future working relationship including key policies, processes, and governance in the following areas:

- People and Budget Movement
- Grants Management and Finance (including joint planning and reporting)
- Data and Business Intelligence
- Infrastructure (including converting shelter to housing)
- Policy (including prioritization and access to housing for people experiencing homelessness)

In 2022 SSHA will initiate a review of its vision and mission mandate and name to align with this change in service focus.

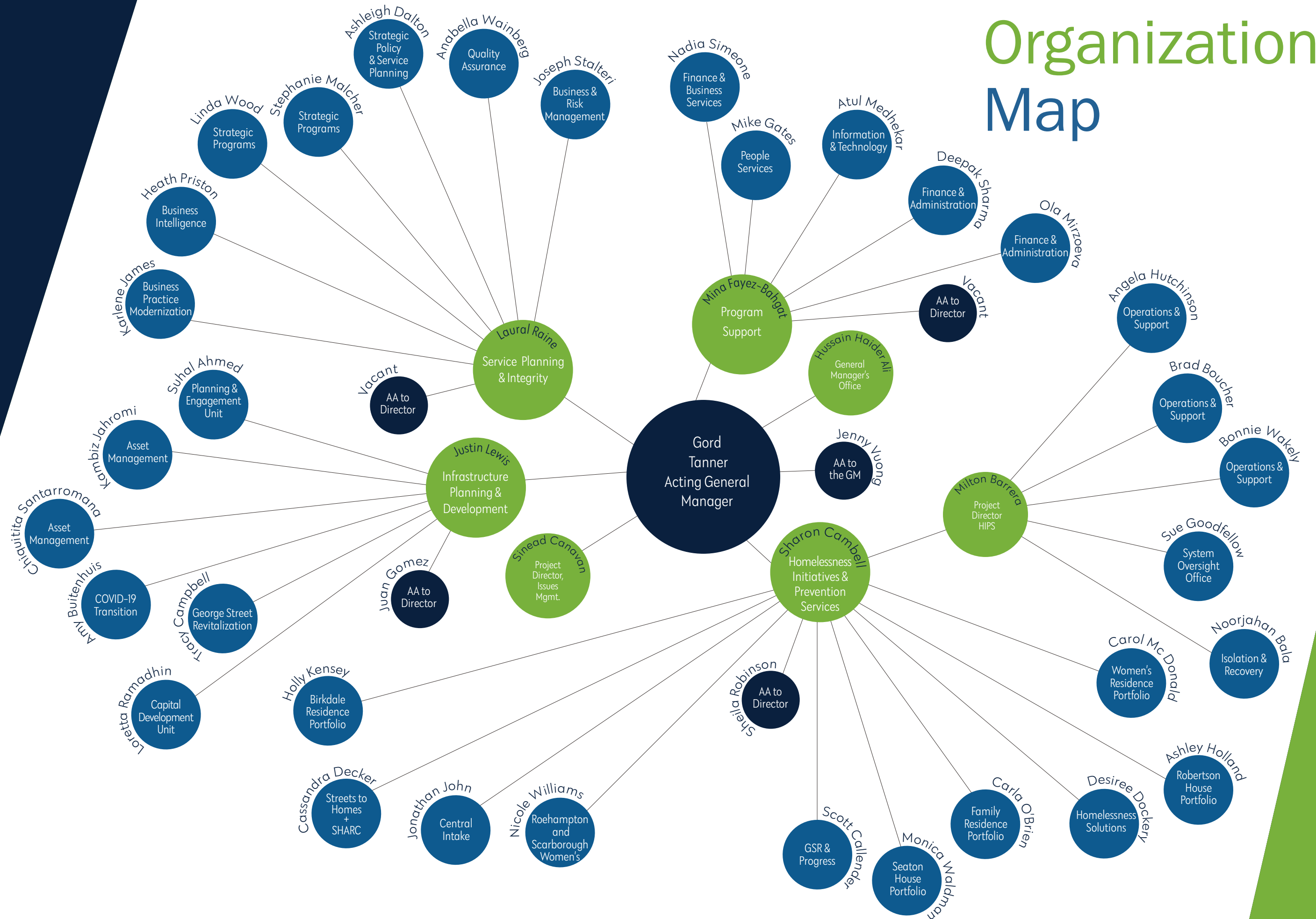
These changes will allow the City to bring a more focused and streamlined approach to providing exceptional end-to-end housing life cycle management and enable us to deliver on our very ambitious HousingTO 2020-2030 Action Plan.



2022 Deliverables

Advancing Reconciliation	Focusing on Equity	Delivering High Quality Services	Reducing Chronic Homelessness	Developing an Integrated Systems Response	Strengthening and Modernizing the Sector
Implement Meeting in the Middle	Develop and implement programs, resources, and tools for client-facing services and staff to Confront Anti-Black Racism (CABR)	Implement the COVID-19 Transition and Relocation Plan	Increase, monitor and track housing outcomes from shelter	Develop a Capital Infrastructure Strategy	Improve access to quality data and enhance SMIS
Support implementation of the Reconciliation Action Plan	Implement prioritization policy and monitor equity based outcomes	Implement the Shelter Health Services Framework which includes: primary care, mental health supports and harm reduction		Re-define our Division's focus	Complete information and privacy review to improve information sharing
				Implement grants funding processes	Develop the staff Mental Health & Wellbeing Strategy
				Increase meaningful engagement with service users and people with lived experience	Develop and implement initiatives to support organizational and employee development
					Coordination of shelter audits and implementation of recommendations

Organizational Map





Homes First Society
4117 Lawrence Ave E.