

Toronto Shelter and Support Services

TSSS ANNUAL REPORT 2025

Message from the General Manager

2025 was yet another important year for Toronto Shelter and Support Services (TSSS), as we continued to respond to complex pressures across the homelessness services sector while advancing long-term improvements to the system.

Together with our partners across the sector, we supported thousands of people experiencing homelessness to achieve housing stability, while making progress on key priorities. This included beginning construction of new, permanent shelter infrastructure, strengthening our shelter standards, improving our responsiveness to changing client needs, expanding wellness supports for staff, establishing more coordinated, housing-focused service models, and working more closely with health partners to connect clients to clinical, mental health, harm reduction and community supports.

We also made important progress in Toronto's refugee response. Working with federal,

municipal and community partners, TSSS continued to strengthen supports for refugee claimants while building on the dedicated refugee service system established to better respond to ongoing and emerging needs.

As I reflect on the past year, I am once again struck by the strength of our partnerships and the efforts of divisional staff and service providers across the sector.

I am incredibly proud of this work and grateful for your continued support.

Regards,



Gord Tanner,
General Manager
Toronto Shelter & Support Services (TSSS)

2025 at a Glance

6% reduction



12.5% decrease



Refugee response impact



Encampment progress



Financial scale



Transforming Shelter Infrastructure

HSCIS Milestones

Reached 66% of the new shelter development target under the 10-year Homelessness Services Capital Infrastructure Strategy (HSCIS), with 1,057 new, permanent shelter spaces secured across 11 sites, including the acquisition of 5 new HSCIS shelter locations.

Community Engagement

Engaged over 1,500 community members through 150+ engagement activities to ensure new shelter locations are well integrated into their neighbourhoods with strong local connections, stakeholder networks, and deepened community collaboration.

Community Integration in Action: Toronto Plaza

Established a new Interdivisional Engagement Unit to bring an “all of City” approach to developing new shelter sites.

Toronto Plaza demonstrated what successful integration looks like, working with the local Councillor’s office, 31 Division, schools, businesses and faith partners. A “who to call” resource, community walks, redesigned resident meetings and a Good Neighbour policy reinforced shared accountability and coordinated problem-solving across the surrounding community.

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Driving Equity, Safety and Inclusion

Equity-Based Standards

Completed the first comprehensive update to the 24-Hour Respite Site Standards since 2018, introduced new requirements in the Toronto Shelter Standards to better support 2SLGBTQ+ and Indigenous clients, and continued the CABR Knowledge Exchange Table to promote peer learning, shared practices and collective problem-solving related to the CABR Directives.

Recognizing Excellence Across TSSS

In September, TSSS staff gathered for the first joint in-person celebration of the Black Excellence Awards and Excellence in TSSS Awards. The event celebrated staff across the division whose leadership, creativity, compassion, initiative and commitment strengthen teams, improve services and support clients while advancing an equitable and inclusive shelter system.

Funding Indigenous-Led Services

Allocated 20% of federal Unsheltered Homelessness and Encampments Initiative (UHEI) funding to Indigenous organizations. Working with the Aboriginal Labour Force Development Circle (ALFDC), TSSS administered UHEI funding to 11 new projects supporting

Indigenous people experiencing outdoor homelessness – enhancing drop-in and outreach services, improving housing access through first and last months' rent, and supporting repairs to existing housing stock to ensure its longevity.

Indigenous-Led Infrastructure

Purchased 720 Bathurst Street to provide culturally appropriate supports for 80 Indigenous men experiencing homelessness, with Na-Me-Res as the operating partner.

Began planning and development of the first municipal shelter for 80 Indigenous women and children at 68 Sheppard Ave. W., with the Native Women's Resource Centre as the operational partner.

Co-launched the Indigenous Operator Expression of Interest under HSCIS with Indigenous partners.

Meeting in the Middle

The 7th Annual Gathering brought together Indigenous partners, service providers and City staff to reflect on 2025 progress, review shared commitments and celebrate collective achievements.



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Integrated Housing & System Accountability

HFRESH Pilot

Launched the Housing First for Encampments and Street Homelessness pilot in November with St. Michael's MAP Centre for Urban Health Solutions, Centre for Addictions and Mental Health (CAMH) and University Health Network (UHN), layering flexible clinical supports onto supportive housing for 100 clients staying outdoors with complex mental health and addictions challenges; research partners will evaluate the pilot.

Access to Shelter Framework

In December 2025, City Council approved a structured and transparent framework to guide shelter eligibility decisions, aligned with the Toronto Housing Charter, human rights, and equity principles. Developed with input from key City partners and community engagement, the framework will guide future changes to shelter eligibility.

Strengthening Our Refugee Response

Through the expansion of sustainable refugee shelter models, shelter diversion, and enhanced outreach, 2,000+ refugee claimants were supported in moving to permanent housing or other appropriate placements. Intergovernmental partnerships facilitated the transfer of 323 clients to federal hotels and the referral of 598 clients to the Peel Reception Centre. Progress continued on the development of the refugee shelter system, including the establishment of the Refugee Service System Roundtable to act as an advisory body.

In-Person Central Intake

Implemented an in-person Central Intake model at Toronto Employment and Social Services offices, strengthening oversight and compliance for the Emergency Family Shelter Service Program and connecting families to housing supports, supporting household stabilization and enabling transitions to shelter and permanent housing pathways.

Supports for Clients with Complex Needs

The Neighbourhood Group, Inner City Health Associates and Rittenhouse were selected to deliver the Toronto Complex Behaviour Supports Team, a time-bound pilot launching in 2026 that increases access to supports grounded in a restorative justice approach for clients with complex needs and the staff who support them.

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Supported 2,000+ refugee claimants to transition to permanent housing or other appropriate placements through sustainable shelter models, diversion and enhanced outreach

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Operational Highlights

Harm Reduction Unit launched



246 staff trained in overdose response across 13 agencies (81% reporting increased confidence) and 446 connections to health and community services facilitated for clients

350+ staff



received post-incident support following serious occurrences

77 facilitators trained



in Grief and Loss across 35+ agencies; 24–7 mental health response launches in 2026

2,800+ staff supported



through wellness initiatives, including **2** Wellness Conferences, **65** team-based wellness days, **11** wellbeing webinars and 12 editions of a staff wellbeing newsletter

20–30% of all meals



now plant-based under the Cool Food Pledge, advancing a 25% cut in food-related emissions by 2030

Looking Ahead

Refugee Response and Shelter System Flow

In 2026, TSSS will continue to stabilize and enhance Toronto's dedicated refugee service system, with a target capacity of approximately 1,000 people. This work will help manage demand, strengthen service delivery, improve outcomes for refugee claimants, and support Toronto's ability to respond to future increases in refugee arrivals, should they occur.

Service Planning and Accountability

As shelter system demand continues to shift, TSSS will adapt service delivery to reflect the changing needs across the city. As demand pressures stabilize, the division will have

the opportunity to advance plans towards transitioning from temporary surge-response models to a more coordinated and housing-focused approach as part of the Homelessness Service Capital Infrastructure Strategy, while also maintaining supports for those experiencing homelessness and those requiring emergency accommodation.

Lastly, TSSS will also continue progressing work toward a more outcomes-focused and performance-informed shelter system. This will include the ongoing development of performance measures and accountability approaches aligned with the Shelter Service Model.