

# Developing a Sector-led Supportive Housing Growth Plan for Toronto

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# Today

Context and need for a shared plan

Attaining alignment

Discussion: applicability for other jurisdictions

# Introductions

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Why have a supportive  
housing growth plan?

# Need for collaboration

- ▶ Need to bring sector together with levels of government to set targets, align funding and approvals based on needs
- ▶ We can accomplish more together than we can on our own (Barbara Gray)
- ▶ We can leverage/ mine our collective data and experience ie Access Pt Wait List Analysis, OCAN
- ▶ Plan needs to articulate service models, housing acquisition and financing opportunities
- ▶ Partners include: TAEH, Wellesley Institute, City of Toronto, Toronto Supportive Housing Network, hopefully LHNS, MOHLTC, MMAH, and federal government

# Context

- ▶ City of Toronto has set a goal to create 18,000 supportive housing units over 10 years
- ▶ Access Point Wait list has grown from 700 in 2009 to over 16,000 now and grows by 400 each quarter
- ▶ Current Health Accord between Ontario and Canada earmarks \$ 78 million annualised for supportive housing, mental health and justice by 2022
- ▶ Provincial match not specified yet
- ▶ Federal Ntl Housing Strategy proposes to create 100,000- 150,000 units over 10 years, cost shared with provinces - this year \$33 million available ( but MAH budget for 2019/20 is cut by \$78 million
- ▶ Province will work with municipal service managers to reduce homelessness, increase affordability

# Context

- ▶ Proposal to create 30,000 supportive housing units developed for MHALC in 2016 but not funded. Need could be as high as 90,000!
- ▶ Proposal envisaged sector working collaboratively with municipal managers, province and feds to increase supply of supportive housing

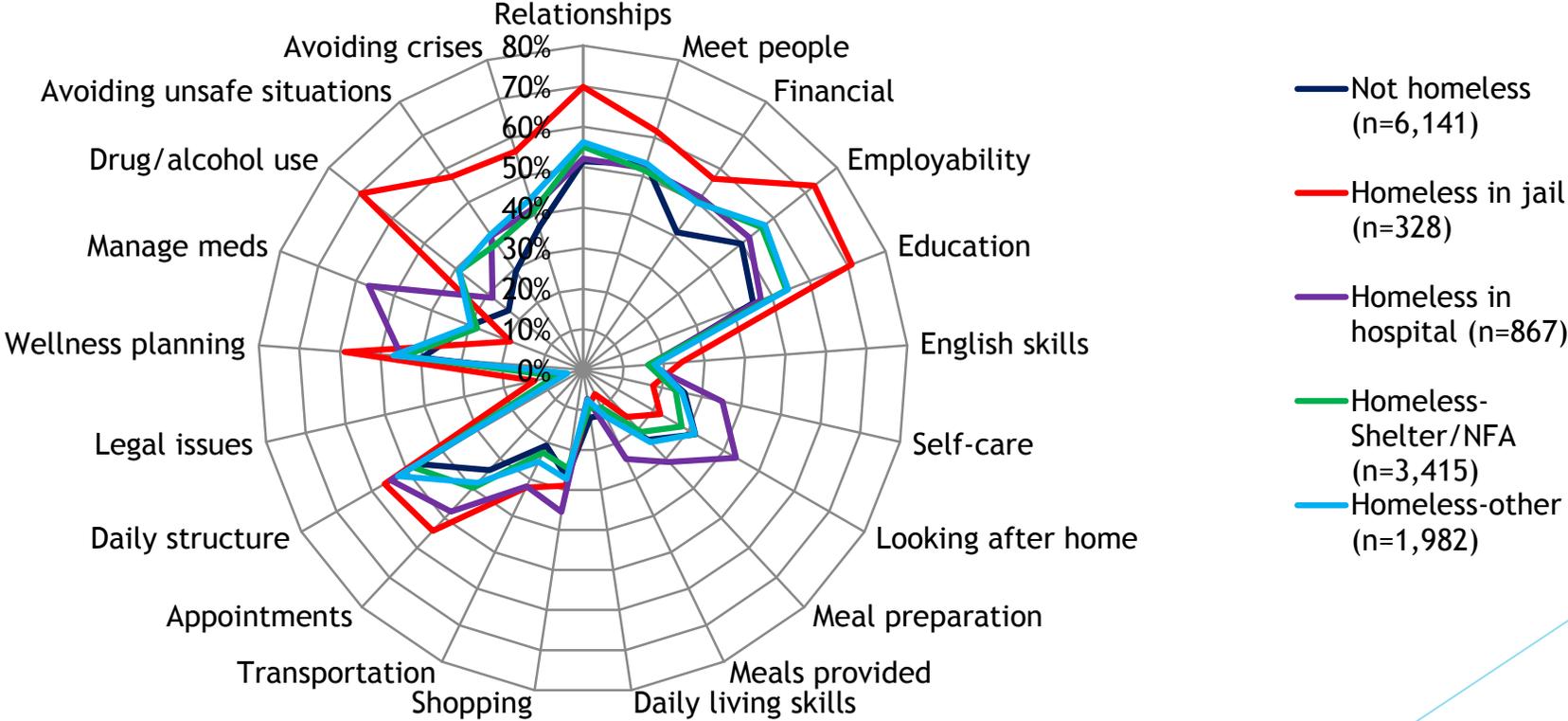
# *Waitlist Analysis:* Characteristics of All Applicants

Characteristics of 12,733 applicants between 2009-2015:

- ▶ 57% male
- ▶ 50% 45+ years
- ▶ 22% preferred language other than English
- ▶ 51% ODSP primary income
- ▶ 52% homeless at referral
- ▶ Primary Dx:
  - ▶ 34% mood disorder
  - ▶ 34% psychotic disorder
  - ▶ 14% anxiety disorder
- ▶ 24% concurrent disorder
- ▶ 25% criminal justice involvement

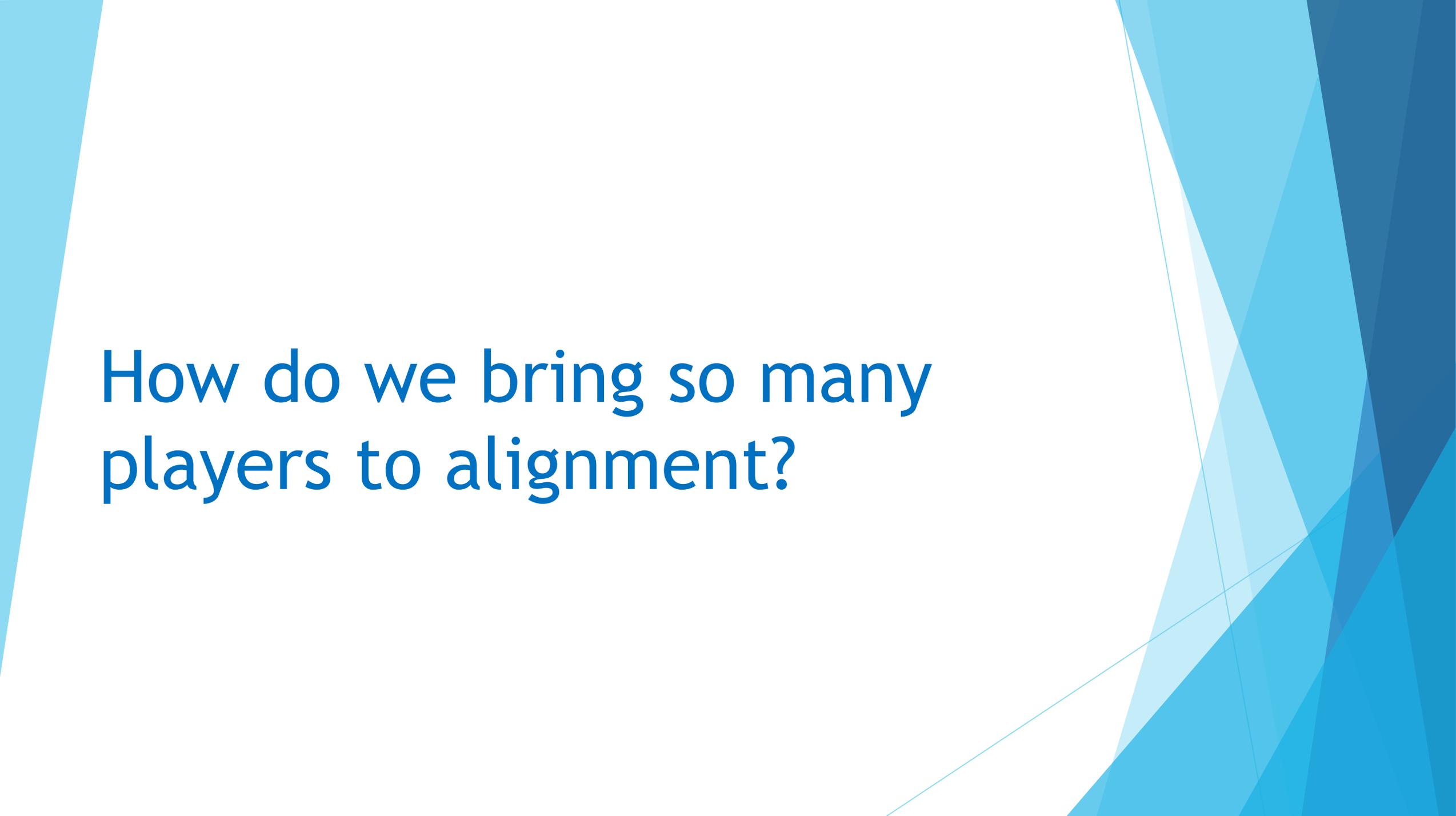
# Waitlist Analysis: Need Profile by Homelessness Type

Support Needs for Applicants by Homelessness Status (N=12,733)



# Opportunity

- ▶ Create a plan with targets that fits population need
- ▶ Leverage federal provincial funding and work with municipalities to expedite development of supportive housing
- ▶ Show that the sector can plan and work collaboratively with government
- ▶ Will also need to explore non finance options such as social finance

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How do we bring so many  
players to alignment?



**The Toronto Alliance to End Homelessness (TAEH)** is a community-based collective impact initiative that recognizes the critical importance of working in a new way towards a common goal. This includes working with all levels of government, particularly the City of Toronto to achieve our vision.

### **Our Vision**

Zero chronic and episodic homelessness in Toronto.

### **Our Mission**

To mobilize the collective impact necessary to effect change in Toronto to achieve and maintain zero homelessness.

# WHAT WE BELIEVE

Homelessness should be:



**RARE**



**BRIEF**



**NON-  
RECURRING**

# Use the tenants of the collective impact framework to create alignment

## The Five Conditions of Collective Impact

### Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

### Shared Measurement

**Collecting data and measuring results consistently** across all participants ensures efforts remain aligned and participants hold each other accountable.

### Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action.

### Continuous Communication

**Consistent and open communication** is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.

### Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies.**

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## Collective Impact Principles of Practice

Design and implement the initiative with a priority placed on **equity**.

Include **community members** in the collaborative.

Recruit and co-create with **cross-sector** partners.

Use data to continuously **learn, adapt, and improve**.

Cultivate leaders with unique **system leadership** skills.

Focus on program and **system strategies**.

Build a culture that fosters **relationships, trust, and respect** across participants.

Customize for **local context**.

# Collective impact framework

## TAEH

Rooted in our history + shared goal for the future

- ▶ **Coming together** with common vision to finally end homelessness
- ▶ Shared commitment to **acting** and **doing things differently**
- ▶ Shared interest in **looking forward** and **disrupting** the status quo
- ▶ Common commitment to **changing** how things are funded to a person-centered approach

# Collective impact framework

## TAEH

- ▶ **TAEH exists to end chronic and episodic homelessness**
  - ▶ Not to serve a group of interests, constituents as in traditional membership model
- ▶ Need to be **adaptive and nimble** - our goal comes before our process
  - ▶ Requires a dynamic and flexible structure
- ▶ **Allows different levels of engagement in TAEH**
  - ▶ A team to project manage the work - the Steering Committee
  - ▶ Alliance of community partners committed to change and a shared strategic goal
  - ▶ Working groups to tackle specific problems/parts of the solution
  - ▶ A place for people with civic influence in Toronto to do their part in making change - Champions' Table

# Inform government decision-making

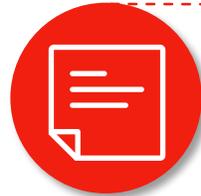
- ▶ Partnership with City of Toronto departments
  - ▶ SSHA on TAEH Steering Committee
  - ▶ Co-chair the Coordinated Access System Working Group
  - ▶ Co-chair the Toronto Housing and Homelessness Service Planning Forum
  - ▶ Advisory Committee on HousingTO
  - ▶ 2020-2025 Housing Stability Service Planning Framework
- ▶ Toronto's Community Advisory Board
- ▶ All this takes **relationship and mutual gains** to new level
  - ▶ Focussed on our shared goal of ending homelessness
  - ▶ Intentional coordination re National Housing Strategy and provincial opportunities
- ▶ A **“two-way” street** to deeper and shared:
  - ▶ Issues identification
  - ▶ Consultation
  - ▶ Problem-solving
  - ▶ Service-planning

# Coordinated Access System Development



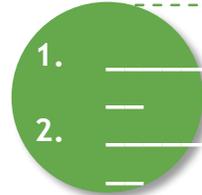
## By Name List

Generates a list of all people currently experiencing homelessness



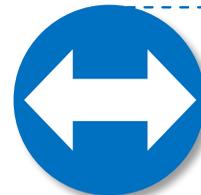
## Assessment

Provides a consistent way of determining what type of housing and support a client needs



## Prioritization

Housing and support resources directed to those with the highest needs, and responds to system pressures



## Matching

Connects clients with housing and support opportunities that meets their needs



## Housing

Supports people to establish their tenancy after being matched



# Co-Convenors



Canadian Mental  
Health Association  
Toronto

# Approach

This project will take a comprehensive view of Toronto’s “supportive housing ecosystem,” and identify ways to coordinate activity and resources across sectors, including planning, funding and the municipal approval process.

The Toronto Supportive Housing Growth Plan will combine research with a deliberative process with relevant stakeholders to arrive at a plan that is:

- ▶ Pragmatic
- ▶ Evidence-based
- ▶ Population-focused
- ▶ Experience-informed
- ▶ Supported by a broad range of actors across the supportive housing ecosystem

# Outcomes

In addition to meeting the urgent needs of individuals waiting for supportive housing, the growth plan and process will:

- ▶ Establish shared priorities across the sector
- ▶ Model new ways for the sector to work together
- ▶ Demonstrate credibility and a unified voice for the sector to work with government partners on evidence-driven policy

# Key components of the plan

- ▶ Propose the range and mix of housing and support required
- ▶ Identify the policy linkages and decisions essential to implementing the plan
- ▶ Identify the capital and operating funding requirements and the sources these could come from
- ▶ Propose an implementation approach that takes into account the need for a robust municipal approval process

# Governance - structure

## Steering committee

### Members:

- TAEH
- CMHA Toronto
- Wellesley Institute

## Planning table

### Members (TBC):

- 3-5 leading housing/support providers, including representatives from the TMHASHN & the Alternative Housing Provider network
- The Access Point
- City of Toronto - housing & homelessness
- Toronto-area LHINs
- Selected experts in homelessness & housing
- Hospital sector representatives
- Toronto Human Services and Justice Coordinating Committee member
- PWLE

## Advisory table

### Members:

- Wellesley Institute
- TC LHIN
- Central LHIN
- YMCA GTA
- United Way Greater Toronto
- Toronto Public Health
- City of Toronto
- Centre for Addictions and Mental Health (CAMH)
- Civic Action
- East Metro Youth Services (EMYS)

# Governance - roles

## Steering committee

### Roles:

- Direct project staff
- Administer and raise project funds
- Ensure process integrity and management accountability
- Act as spokespersons for the project

## Planning table

### Roles:

- Act as hands-on project committee
- Take a lead role in establishing priorities, developing research agenda, and deliberating to make recommendations and formulate the plan

## Advisory table

### Roles:

- Provide strategic advice in dialogue with planning table
- Act as liaison to funders, decision-makers and influencers
- Facilitate necessary policy and system decisions

# Process

## 5 sequential phases

I:  
Current State

II:  
Options

III:  
Deliberation

IV:  
Roadmap

V:  
Implementation

## 3 streams of activity throughout

- Research
- Engagement
- Communications

## Research

- To arrive at new conclusions, you need new information

## Engagement

- Everyone contributing to every phase, maximizing understanding and buy-in

## Communication

- To hold the space, and make for no surprises

# Outcomes by phase

## I: Current State

Establish the baseline for the growth plan and relevant players who might influence its success

Come to common understanding of the sector priorities to be achieved through the joint plan

## II: Options

Identify a range of strategies for both housing acquisition and support provision

Explore opportunities for greater coordination and collaboration across the sector

## III: Deliberation

Determine a limited set of costed strategies for the growth of the system

Increase the level of coordination across the sector

## IV: Roadmap

Produce a shared plan that enjoys the support of a wide range of relevant actors

## V: Implementation

Continue to support the sector to begin the expansion of the supportive housing supply

Questions?

# Discussion

How are provincial and local circumstances leading to similar/different responses across Ontario?

What insights do you have to share about organizing for collective action?