

Testing Solutions in Testing Times

How Toronto used challenges to create ongoing housing opportunities for households experiencing homelessness

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City of Toronto | Jenn St Louis, Yolisa de Jager, Trish Lenz



WELCOME: NICE TO MEET YOU :-)



Jenn St Louis

Manager, Housing Stability
Services

Jenn.St.Louis@toronto.ca



Trish Lenz

Manager, Coordinated Access

trish.lenz@toronto.ca



Yolisa de Jager

Manager, Access to Housing

Yolisa.deJager@toronto.ca

WHY ARE YOU HERE?

01

Testing Times – The Challenges + the Solution

What We Were Trying to Solve + the Context in Which We Solved It

02

Learn From Our Successes (And Our Mistakes)

The Most Important Lessons We've Learned Doing this Work

03

Leveraging the Model

Driving for Change Using Success Stories + Data



Testing Times – The Challenges + Solutions

TESTING TIMES – THE CHALLENGE

How do we leverage our resources to create **more housing opportunities** for individuals experiencing homelessness?

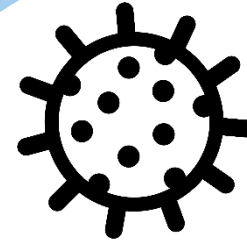


THE TESTING TIMES



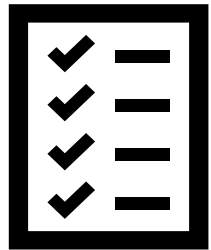
**HIGH VACANCY
FOR BACHELOR
SOCIAL HOUSING
UNITS**

**UNAFFORDABLE
RENTS**



COVID-19

HOMELESSNESS

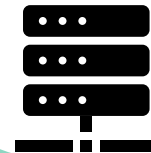


AUDITS



RENOVICTIONS

**NEW
TECHNOLOGY
ROLLOUT**

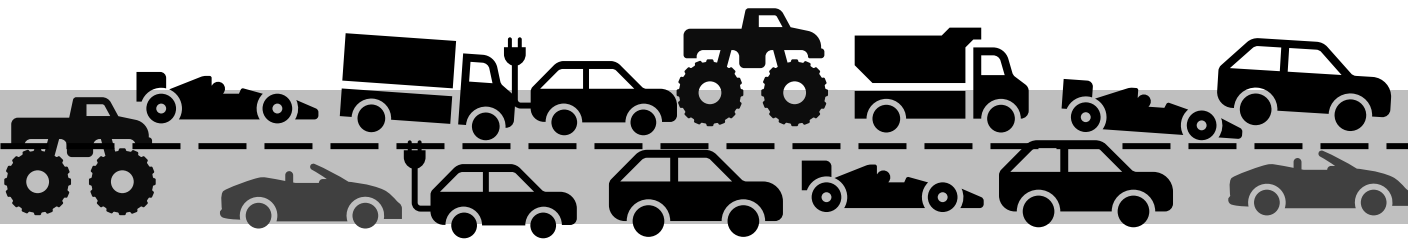


**TOXIC
DRUG SUPPLY**



TESTING TIMES - A CHALLENGE + SOLUTIONS

Testing Times –
Backlog of vacant
units in Choice
Based Cycles



Off Ramp #3
Redirect to Rapid
Rehousing Program



Off Ramp #2
Extended Pool
of Homeless
Applicants in
Choice Base



Off Ramp #1
Priority and
chronological
applications

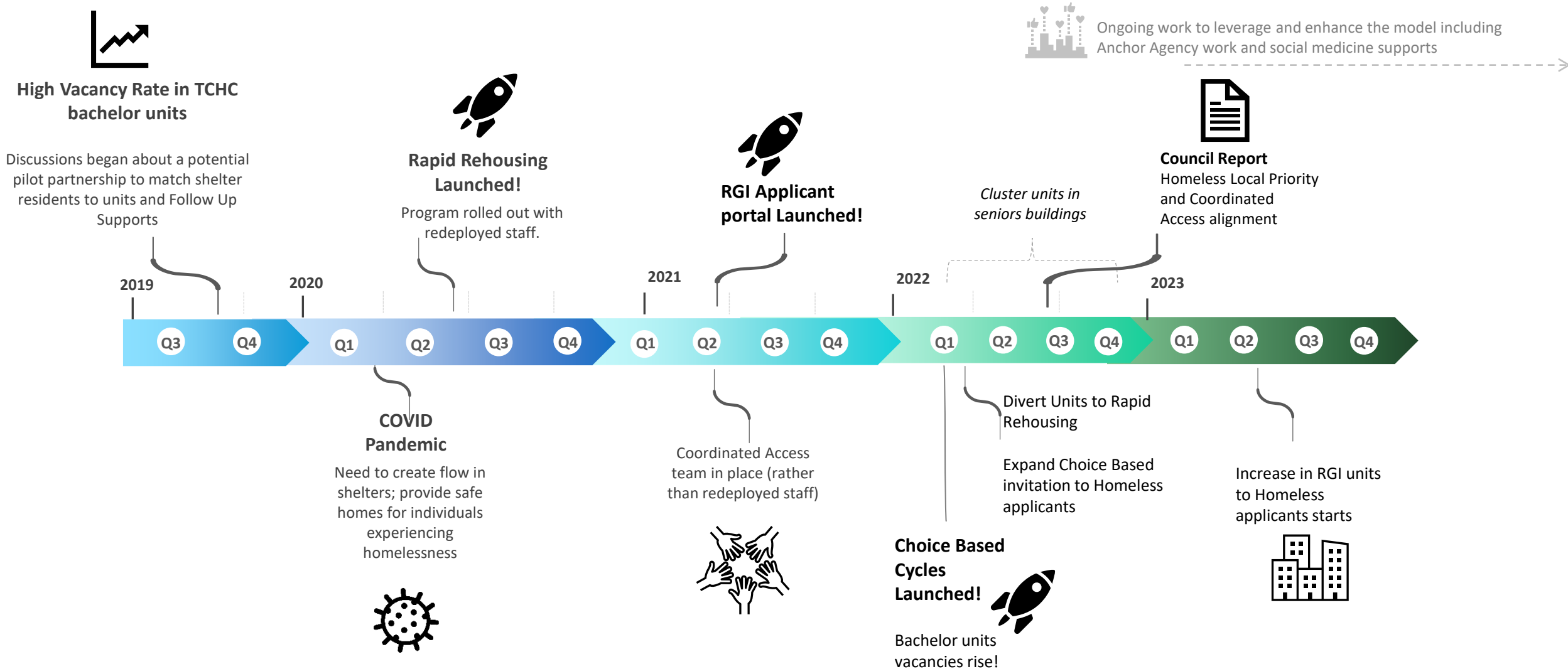


SOLUTIONS - RAPID REHOUSING – TORONTO



Successful, stable tenancies

HOW WE GOT HERE



 Learn From Our Successes

 (And Our Mistakes)

1

**LESSON
ONE**

**RELATIONSHIPS
MATTER.**

**FOCUS ON THE
PEOPLE.**

RELATIONSHIPS MATTER. PEOPLE MATTER.

BUILDING THE PROGRAM

**REDEPLOYED STAFF
MEANT -
FRESH EYES,
NEW IDEAS +
OPPORTUNITIES
FOR CHANGE.**

**SENSE OF URGENCY,
WILLINGNESS TO
TRY NEW THINGS,
PULLING OUT ALL
THE STOPS.**

Policy folks as
Housing Workers

Research Analyst as
Asset + Inventory
Control

Project Manager as
Furniture Bank
Dispatch + Logistical
Coordinator

Iterative design,
building on
feedback from
the frontlines

**Collective problem
solving + curiosity**
– building
momentum

DELIVERING THE PROGRAM

**CENTRING THE
CLIENT +
PERSONALIZED
FOLLOW UP
SUPPORTS**

**HEALTHY +
ROBUST
PARTNERSHIPS;
FLEXIBLE
PROGRAM DESIGN**

Early introduction of
follow up supports for
seniors

**Responsive to client
feedback** re: barriers
(eg: NOA work-
around)

Flexibility in viewings
+ lease signings

Full-homing solutions
via Furniture Bank

**Consistent
processes** to
bridge
between
institutions

**GOOD
COMMUNICATION
DOESN'T MEAN
YOU ARE ALWAYS
THE ONE
SPEAKING.**



**LESSON
TWO**

ACTIVE LISTENING + COMMITTING TO COMMUNICATING

ACTIVE LISTENING

BEING FULLY PRESENT TO ACTUALLY *HEAR* WHAT PEOPLE ARE SAYING

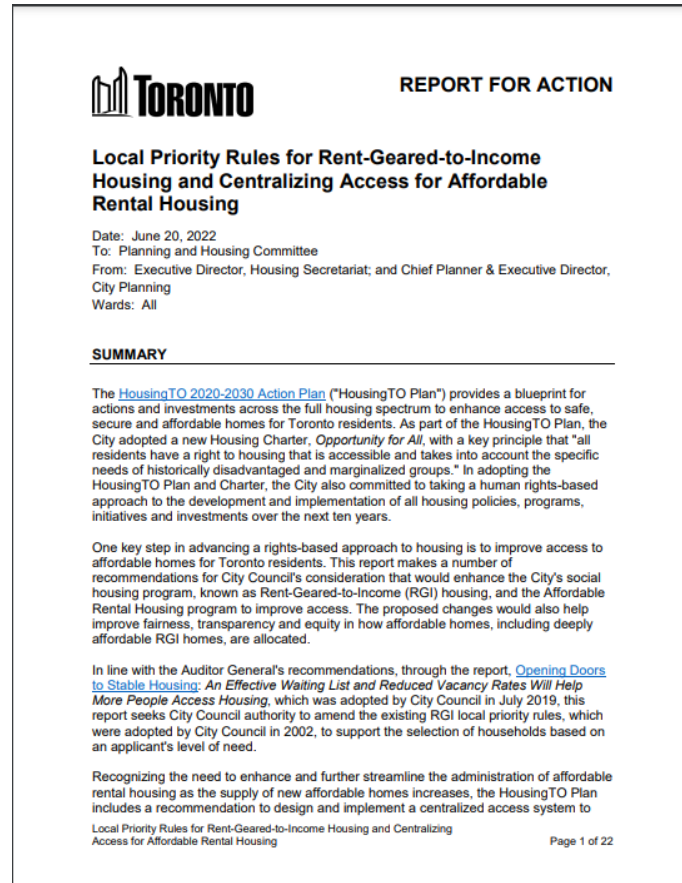


3

**LESSON
THREE**

**UTILIZE
BUREAUCRATIC
TOOLS TO MAKE
THE CHANGE(S)
STICK**

EMBEDDING CHANGE WITHIN THE BUREAUCRACY



INCREASED ALLOCATION TO INDIVIDUALS EXPERIENCING HOMELESSNESS

- From 1 in 7 to 1 in 5

COUNCIL DIRECTION TO ALIGN WITH COORDINATED ACCESS PRIORITIES

- Flexibility by design

DATA CROSS REFERENCING TO SUPPORT APPLICATIONS TO CENTRALIZED WAIT LIST

- 29% of individuals on the By Name List have applied to be on the CWL

4

**LESSON
FOUR**

**COMMIT TO
CONTINUOUS
IMPROVEMENT**

PILOTING NEW WAYS OF SERVICE DELIVERY



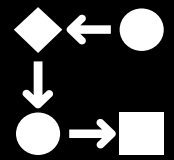
92 Peter Street Pilot

- Flexible Housing Worker hours
- Clinics on site to promote documentation readiness
- Virtual appointments



Early Introduction of Follow Up Supports

- Seniors clustered units
- Early introduction of follow up support workers (at lease signing)
- In 2023 now expanding across entire RRH program



Iterating for Future Success

SUCCESSSES – RAPID REHOUSING

2,428

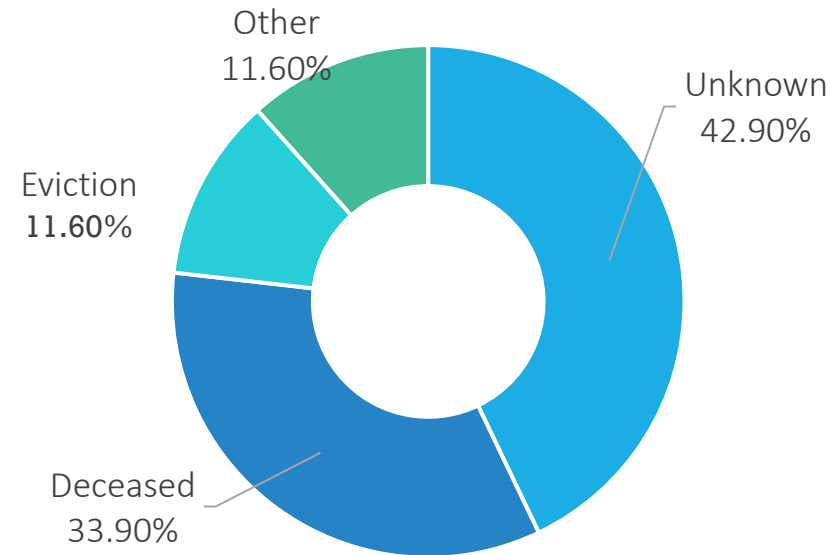
Individuals Housed

1,725

Units

0.9%

Eviction Rate
[TCHC]



Reasons for Move Outs

SUCCESSSES – RAPID REHOUSING

626

**HOMELESS HOUSEHOLDS
HOUSED VIA PRIORITY
CODE
(HIGHEST RGI OUTCOMES
TO DATE)**

FROM

6



TO

2

**REDUCTION IN OFFER
CALLS MADE TO FILL UNITS**

35% 

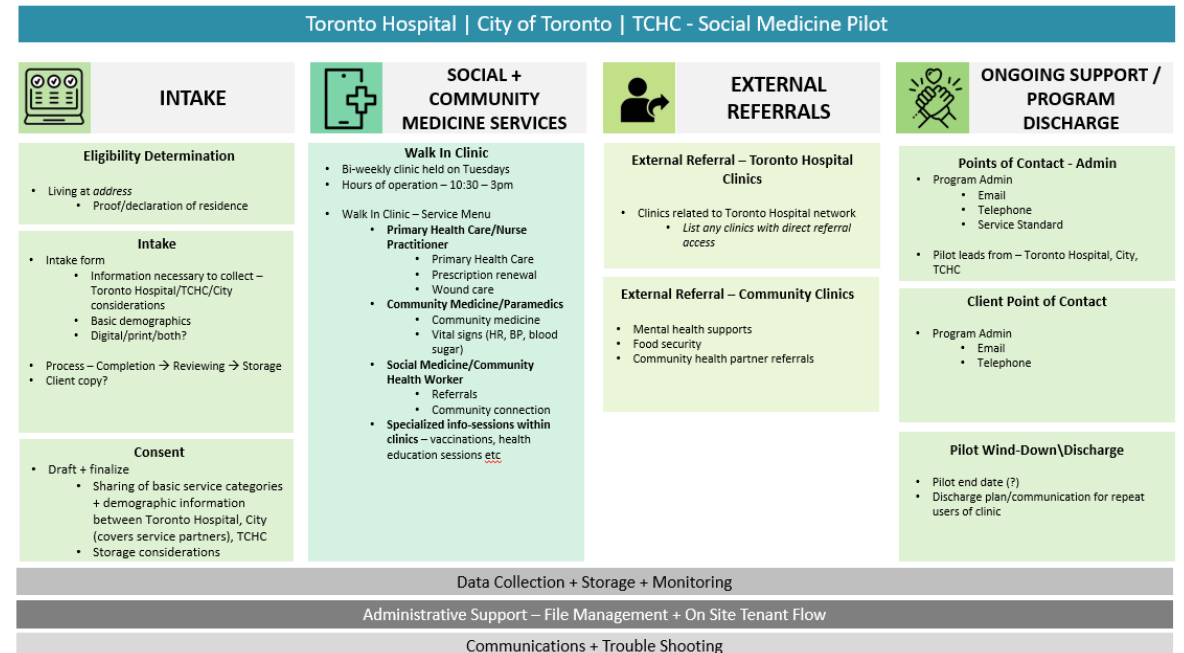
**INCREASE IN SHELTER
CLIENTS WITH CWL
APPLICATIONS**

LEVERAGING THE MODEL

ANCHOR AGENCIES IN SOCIAL HOUSING – DEVELOPING A MODEL



EXPLORING SOCIAL MEDICINE IN SOCIAL HOUSING



QUESTIONS/REFLECTIONS/MUSINGS



jenn.st.louis@toronto.ca
yolisa.dejager@toronto.ca
trish.lenz@toronto.ca