

An aerial photograph of Toronto, Ontario, Canada. The image shows a dense urban landscape with a mix of residential buildings, green spaces, and the city skyline in the background. The CN Tower is prominent on the left side. A large blue semi-transparent overlay covers the right half of the image, containing the title and date. A thin red border frames the entire image.

Toronto Supportive Housing Growth Plan

SEPTEMBER 2021

Land acknowledgment

The creation of the Toronto Supportive Housing Growth Plan (the Growth Plan) – and all the housing that will be created as a result of the Growth Plan – took place on the traditional territory of many Indigenous nations including the Mississaugas of the Credit, the Anishinaabe, the Chippewa, the Haudenosaunee, and the Huron-Wendat peoples. This area is now home to many diverse First Nations, Inuit and Métis peoples from across Turtle Island.

This area is covered by the Dish With One Spoon treaty — an agreement between the Anishnaabe and Haudensaunee that subsequent Indigenous peoples and settlers have been invited into in the spirit of peace, friendship and respect.

The Dish With One Spoon wampum symbolizes our shared responsibilities to this land and to each other. It also offers important guidance for the Growth Plan.

Eating from the same dish with one spoon encourages sharing and a spirit of collaboration over competition. As a collective impact initiative to grow Toronto's supply of housing with supports, the Growth Plan encourages housing and supports providers to take a shared approach to resources, in order to advance a shared responsibility of making sure that those who are vulnerable in our communities have what they need.

Eating from the same dish with one spoon means that we keep the dish clean. This reminds all Growth Plan participating organizations to consider the impact of our activities on the land as we are pursuing housing expansion and development.

Eating from the same dish with one spoon means we take only what we need, and always leave enough for everyone else. This means we need to think on behalf of those who will come after us, building homes and systems that will take care of people, now and in the future.

Finally, the presence of a spoon rather than a knife in this wampum also means that we avoid sharp instruments — from acts of violence to harsh words — that can cause harm. We will hold this principle close – in our work offering supports and places to help people make a home; with one another, as we work collaboratively to implement the strategies outlined in this plan; and especially as we recognize and work to rectify the inheritance of colonialism on this land.

We are grateful for the opportunity to share in this land, to learn from the wampum belts of its original peoples, and to support the leadership that Indigenous peoples have been exercising over this land for thousands of years.

CO-CONVENED BY



Toronto Mental Health
and Addictions Supportive
Housing Network



WITH GENEROUS SUPPORT FROM



Prepared by **BGM Strategy Group** on behalf of **Co-Convenors**
and **Signatories**.

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Introduction

In Toronto, individuals and families are increasingly falling into homelessness, while many others are unable to access the supports they need to thrive. The COVID-19 pandemic has exacerbated housing instability and health challenges for many who were already struggling, and at the same time, introduced these challenges to a wider range of people. These impacts have fallen on familiar fault lines, highlighting the barriers that women, 2SLGBTQIA+ people, people with disabilities, Indigenous, and Black and racialized communities face in accessing services and supports that are key to stability, independence, health, and wellbeing.

Growing the supply of supportive housing in Toronto is essential to ending homelessness and realizing the right to housing. It is critical to helping individuals maintain quality of life, establish the stability they need to participate in the workforce, and/or live safely and inclusively in community.

The Toronto Supportive Housing Growth Plan (the Growth Plan) is a collective impact initiative to address an urgent and growing need in Toronto. The number of people waiting for supportive housing in Toronto has long outpaced supply. While supportive housing has been established as an evidence-based and cost-effective intervention to enable people to exit and avoid homelessness, thousands of individuals and families are unable to access the help they need.

The Growth Plan unites supportive housing providers from across sectors to increase the supply of housing with supports in Toronto. **We are advancing new ways for the sector to work together to build capacity for expansion and development, and new ways of working with municipal, provincial, and federal governments to collaboratively increase impact.**

With this plan, we are creating a path and making a commitment. More funding is needed. But by working together better, and by working with all levels of government to unlock potential already existing in the sector, we can, and will, reduce the gap between where we are now and where we need to go. Together, we can do better.

This plan was created by providers representing a range of clients and funding programs. It includes Ministry of Health funded mental health and addictions programs, City of Toronto funded alternative housing providers, and Ministry of Children, Community and Social Services funded disability services housing, **servicing a wide range of client ages and needs.** When it comes to supports, the needs of the people we serve call for specialization: one size does not fit all.

When it comes to growing the supply of housing with supports, we can do more together than individually. This approach also acknowledges the intersectional experience of our clients. Regardless of funding program, we have a shared purpose to provide housing and supports to the most vulnerable and those at greatest risk of homelessness and harm. The shared plan and tools defined here will be used by providers across funding and program streams to collectively grow the supply of all types of supportive housing available to the full range of people in need.

We know, and need no further data to tell us, that Indigenous, Black and racialized people are overrepresented in groups needing supportive housing, and underrepresented on our wait lists and in our programs. This plan contains actions for us, individually and collectively, to remedy that.

“We’re looking at things from a systems lens rather than an organizational lens, and that’s something we’ve never done at this scale before. This is the most organized we’ve ever been.”

-Growth Plan participant

This Growth Plan is the result of a sector-wide, collaborative effort, developed through a multi-pronged approach to build evidence-informed consensus:

RESEARCH

Asset Inventory: Quantifying, for the first time, what assets currently exist in the supportive housing sector, including physical stock, land, and rent supplements, and how these could be leveraged towards new supply to minimize the need for additional investment.

Needs Assessment: Developing a more detailed understanding of need, including both the range and typology of housing and supports required, to ensure the Growth Plan's solutions match real needs.

Funding Analysis: Analyzing the range of existing government funding applicable to supportive housing to help advise government on how funding can be applied in more strategic ways, and where new funding can be targeted to fill the gap.

DELIBERATION

25 leading agencies from across sectors crafted this plan in 17 meetings over eight months.

ENGAGEMENT

Outreach to partners across sectors and systems:

- Toronto Alliance to End Homelessness membership
- Toronto Mental Health and Addictions Supportive Housing Network
- Systems tables: THRIVE Toronto, Downtown East Cluster Table
- Government and agencies: City of Toronto Shelter Support and Housing Administration, City of Toronto Housing Secretariat, Ministry of Municipal Affairs and Housing, Ministry of Health, Ministry of the Attorney General, Canada Mortgage and Housing Corporation, Ontario Health Toronto Region
- Toronto Indigenous Community Advisory Board
- People with lived experience and consumer representatives
- Ontario Health Teams

OUTCOMES OF THE GROWTH PLAN

- **18,000 homes by 2030:** The Growth Plan is a 10-year plan, aimed at helping to achieve the City of Toronto's target of growing Toronto's supportive housing supply by a minimum of 18,000 homes by 2030.
- **Sector and public ownership:** A significant portion of these 18,000 units owned by the supportive housing sector or public sector.
- **Anti-racism:** Indigenous, Black and other racialized people receive housing and supports in the same proportion as these populations require it, through an intersectional and equity lens, with no differential in outcomes.
- **Improved access:** Faster, easier access to supportive housing for those who need it most.
- **Tenant satisfaction:** Increased proportion of supportive housing clients who feel that their housing unit is of a decent quality and that their supports meet their needs.
- **Housing/tenure stability:** With limited exceptions where transitional housing is best practice, the Growth Plan should increase clients' opportunity to stay in their unit for as long as they would like to, responding to changes in support needs over time.

Grow the stock

These strategies to grow stock available for supportive housing advance a new way for the sector to work together and with government. Informed by Toronto's first sector-wide inventory of supportive housing assets, these strategies are designed to leverage existing resources towards new supply through collaboration.

Individually, supportive housing providers have limited capacity to take on real estate acquisition or development. Financial resources, physical assets, staffing resources, and expertise are fragmented across the sector. Despite aligned mandates and priorities, providers spend significant energy and resources trying to access the same limited housing opportunities.

The Asset Inventory revealed untapped development potential in the sector, as well as opportunities for more strategic asset management. The strategies put forward here will guide the sector in activating this potential, achieving efficiencies to expand the impact of existing resources, matching supply to demand, and building long-term development capacity across the sector.

SECTOR-LED STRATEGIES

Organizational assessment and planning: Informed by the Asset Inventory, organizations will work individually with their boards to assess goals, assets, reserve, debt and development capacity, and share that information to enable joint planning.

Collectively pursuing partnerships with landlords and developers. Organize collective outreach to connect the sector with a wider range of opportunities for both rental and development partnerships.

Build community capacity for development by creating mechanisms to pool assets, raise debt, and strengthen financing through community bonds and mixed income models.

Design and launch a shared development entity to pool and deploy development capacity as a sector.

Explore joint purchasing and property management and development efficiencies.

Create and execute development plans for up to 23 sites identified through the 2020 Asset Inventory as having potential for intensification through redevelopment or development through partnership/land assembly, and explore potential for sector-led modular housing on these sites.

Strategic divestment and acquisition: Sell properties identified in the Asset Inventory as having strategic resale value, and pool resources from these sales towards strategic acquisition of new and existing affordable stock.

Sector-wide capital reserve planning to ensure ongoing quality and condition of the growing portfolio.

Improve access and flow

While significant growth in supply is essential to meet growing need for supportive housing, there is also opportunity to improve access to supportive housing for those who need it most, and to more strategically flow both people and resources.

Currently, many people wait years to get the housing and supports they need.² During these wait times, the needs and challenges that lead someone to seek out supportive housing are often compounded — particularly for people experiencing homelessness.

Several groups face distinct barriers to accessing the housing and supports they need, including people with high support needs, people with criminal justice involvement, and Indigenous, Black and racialized people.

These strategies to improve access and flow advance a more collaborative, flexible, and efficient approach to matching clients with the housing and supports they need. Together, they will equip the sector to take a shared, portfolio view of resources and expertise available across the sector and allocate these to where they are needed most.

SECTOR-LED STRATEGIES

Introduce standard, consistent collection of racial and sociodemographic data across all organizations and access systems to identify where disparities in access to and success in supportive housing are occurring.

Develop outreach strategies to address underrepresentation of racialized groups on access lists and in supportive housing.

Harmonize and standardize assessment and access: Within each of the supportive housing sectors, identify and adopt shared definitions for support levels and models, and common assessment tool(s) to be used at intake and on an ongoing basis to identify and respond to changing client needs. Coordinate across sectors so providers can understand the needs of clients who might interact – or move – between sectors. Any assessment tool(s) used must address equity.

Develop a shared, live inventory of housing and supports across the system to identify key gaps in the landscape of supports across the sectors, and work collaboratively to address these gaps and match supports to population need at a city-wide level.

Model and scale the practice of jointly coordinating rent supplements to bring supports and affordability to every new home created and enhance financing for development.

Establish a mobile peer support network available to clients across the sector to assist clients transitioning in and out of supportive housing or having challenges in their current housing.

Pilot new models aimed at improving access and successful tenancies for the “hardest to house” — individuals who are refused placements or unsuccessful in tenancies because their support needs are considered “too high.”

Commit to anti-racist strategies and action

In Toronto, Indigenous and racialized people are significantly overrepresented among people experiencing homelessness, yet underrepresented in supportive housing.³ These strategies outline concrete steps the sector is determined to take to address barriers and discrimination in access to supportive housing, and ensure that racialized clients receive the care and services they want and need.

While Indigenous peoples are also overrepresented among people experiencing homelessness in Toronto and face many of the same barriers to accessing appropriate care, Indigenous self-determination requires a distinct approach. Directions for Indigenous-led solutions to meet the housing and support needs of Indigenous peoples are offered on page 7.

The anti-racism strategies here identify both organizational and sector-wide actions to advance anti-racism. This starts with listening to and learning from racialized communities, as well as more robust data. These strategies emphasize working with agencies led by and serving Black and racialized communities — including those not traditionally considered as part of the supportive housing sector — who have essential expertise, as well as cultivating Black and racialized leadership from within organizations. Empowering racialized communities to lead solutions is foundational to providing anti-racist, anti-oppressive, culturally supportive, and culturally relevant housing and supports environments for all.

SECTOR-LED STRATEGIES

Work with organizations led by and serving Black and racialized communities to build their capacity and leadership across the Growth

Plan strategies: Listen to, learn from, and grow the capacity of these organizations to contextualize data, build from existing expertise and experience, and identify ways to integrate their leadership in supportive housing growth.

Integrate meaningful opportunities for co-design in all program

planning: Expand the practice of working directly with Black and racialized client groups to understand their contexts, identify and remove barriers across all supportive housing programs.

Build anti-racist organizations: All providers work individually to develop, implement, and continuously improve anti-racism strategies and mechanisms, build safe, empowering environments for Indigenous and racialized staff and anti-racist culture, and cultivate Indigenous, Black and racialized leadership within organizations.

Earmarking equitable proportions of all homes for Indigenous, Black

and racialized clients: Develop and implement an approach to allocating new and existing supportive housing to Indigenous, Black and racialized people in equitable proportions.

Improve access to supportive housing: Design and implement shared mechanisms and changes to waitlist and placement processes to address racism, implicit bias, and other barriers that inhibit equitable access to supportive housing for Indigenous and racialized individuals.

Expand anti-racist, anti-oppressive, and safe supportive housing

options by explicitly embedding anti-racist policies and practices in all buildings, and working with organizations led by and serving Black and other racialized communities to incorporate equity in hiring and promotions, to expand by-with-for supportive housing options for racialized clients.

Address the opioid crisis

In January 2021, Toronto reported the highest number of opioid overdose-related deaths since monitoring began in 2017.⁴ The COVID-19 pandemic has reduced access to trusted communities and supports, highlighting how isolation from people and critical services deepens overdose risk.⁵ As Toronto's supportive housing sector works to create more housing with supports, integrating a continuum of harm reduction strategies in this work is essential to saving lives.

These strategies reflect expertise and evidence-based practices in harm reduction and overdose prevention, including distribution of safer drug use supplies, linking people to services and health care, building staff capacity to serve people using substances, and measures to reduce overdose risk and overdose fatality.⁶ These strategies are centred on ensuring that all supportive housing clients have access to life-saving interventions. These strategies also recognize that the specific harm reduction approaches and supports implemented at a particular site will vary based on client needs, characteristics and preferences. Together, these strategies promote a continuum of services and approaches that reflects the diversity of people in need of supportive housing.

SECTOR-LED STRATEGIES

Establish clear harm reduction policies at all sites: Every participating organization in the Growth Plan will develop and implement explicit harm reduction policies that reflect client needs, characteristics and preferences.

Create a sector-wide partnership table with Toronto Public health to ensure that all supportive housing clients have access to the harm reduction supports they need and all frontline staff are trained in overdose prevention strategies.

Cultivate partnerships with community agencies doing harm reduction work to bring specialized harm reduction resources and expertise into supportive housing and/or facilitate connection between clients and these community services.

Understand harm reduction needs across the portfolio to enable more proactive planning, to respond to variations in client need, and for providers to work together to spread best and promising practices and ensure the full continuum of harm reduction approaches is available across the system.

Equip new sites for people with high needs pertaining to substance use with physical elements that support harm reduction, such as observation spaces.

Expand safe supply: Learning from pilot projects and leveraging relationships with community agencies specializing in harm reduction, expand the practice of providing safe drug supply to sites serving people with high needs pertaining to substance use.

Dedicate units specifically for people with high needs related to substance use, recognizing this population faces greater challenges to obtaining and maintaining housing.

Grow the supply of Indigenous-led supportive housing

This section of the Growth Plan was created by members of the Toronto Indigenous Community Advisory Board — Indigenous-led and Indigenous-serving organizations responding to the housing and homelessness service needs of Indigenous people living in Toronto. It carries the support of all the organizations signed on to the Growth Plan.

There is a deep and urgent need to grow Indigenous-led housing and supports in Toronto. Across the whole continuum of services, supports, and housing types by and for Indigenous people, significant gaps exist. These gaps exist alongside

the overrepresentation of Indigenous peoples among people experiencing homelessness, resulting from historical and ongoing colonialism, oppression, and racism.

Indigenous agencies and communities hold the experience and knowledge required to effectively meet the housing and support needs of Indigenous peoples. They need to be equipped to do so in a way that re-establishes Indigenous sovereignty, which entails ownership, control and direction over resources, and ability to provide home and healing in ways that reconnect with

cultural practices.

Indigenous-led organizations have crafted this section in recognition of the need for a distinct, Indigenous-led plan to grow supportive housing in Toronto, and their endorsement is specific to this section of the Growth Plan. This section outlines key directions for Indigenous-led supportive housing to be integrated into the Indigenous affordable housing strategy that Indigenous providers are currently developing for Toronto, and into the work of government in fulfilling its responsibilities towards Indigenous peoples.

CALL TO ACTION

Create an Indigenous Affordable Housing Strategy, including a plan to grow Indigenous supportive housing, to grow the supply of Indigenous-owned, Indigenous-led, Indigenous-serving housing and supports.

KEY ELEMENTS OF AN INDIGENOUS SUPPORTIVE HOUSING GROWTH PLAN

Create Indigenous-specific allocations within all resources and strategies to grow supportive housing: At all levels of government, budgets and funding for the expansion of supportive housing should include a 20% carve-out specifically for Indigenous-led supportive housing. This funding should be provided directly to Indigenous leadership to direct according to the needs of the community.

Prioritize Indigenous-owned supportive housing: The goal of an Indigenous Supportive Housing Growth Plan should not be to integrate Indigenous services within non-Indigenous settings, but to build Indigenous agencies' capacity to define and deliver supportive housing solutions.

Grow the Indigenous workforce to deliver support services: Indigenous agencies already face challenges in finding Indigenous staff members. Interventions in training, education and accreditation are needed to build up the workforce of Indigenous people who can deliver cultural and health supports in new supportive housing.

Indigenous providers should have the flexibility to lead their own solutions and approaches: All funding and agreements with Indigenous providers should set up Indigenous providers to exercise self-determination how funding is spent. Funding for development should be administered to Indigenous leadership to allocate according to community needs and priorities, in collaboration with other Indigenous agencies.

How other system partners can help

This Growth Plan is a sector-led initiative with shared goals to deliver evidence-based, cost-effective care, reduce the suffering of vulnerable individuals and families, and end homelessness. It has identified opportunities to expand the impact of existing resources and create efficiencies by working more collaboratively. It will not be enough without the support and partnership of all orders of government. The following recommendations detail where government leadership and investment is needed to amplify the impact of these strategies.

ALL LEVELS OF GOVERNMENT

1. Convene an ongoing, joint planning table with sector partners in the Growth Plan. All levels of government, including multiple ministries and divisions, need to come together with sector leadership to coordinate planning and resources to drive implementation of the Growth Plan. This table would work collaboratively to:

- Identify opportunities for all levels of government to make under-utilized and vacant land available for new supportive housing.
- Provide capital grants for development and acquisition.
- Design funding and financing streams, RFPs, and other tools to incentivize collaboration among providers, and to promote partnerships with and leadership from agencies led by and serving members of racialized communities (including agencies not traditionally considered supportive housing providers).
- Harmonize waitlists and access systems, and equip them with more leverage to collaboratively match clients with housing and supports.
- Address the disconnect between the timing of municipal/federal housing opportunities and provincial support dollars.
- Expand the Canada Ontario Housing Benefit and deepen affordability levels.

2. Resource Indigenous-led solutions.

- 2.1** Create Indigenous-specific allocations of 20% within all budgets and funding for the expansion of supportive housing, and give Indigenous communities discretion over how funds are spent.

CITY OF TORONTO

1. Prioritize supportive housing in existing programs and planning processes.

- 1.1** In order to minimize delays and reduce costs for providers, the Housing Secretariat should work with City Planning to create separate, streamlined planning and approval processes for new supportive housing developments, redevelopments, and acquisitions — including supporting applications where rezoning is required and assisting with costs.
- 1.2** City Planning should enable a higher proportion of one-bedroom units for supportive housing, where the vast majority of clients are single people.
- 1.3** Revise the Housing Now program to include a) Explicit supportive housing targets, b) Terms and conditions suitable to non-profits, in line with directions the City has already taken in this area; c) More direct and indirect financial support for projects that will be owned by non-profits, and d) Housing allowances for supportive Housing Now units.
- 1.4** Offer municipal loan guarantees to help the sector access financing.

PROVINCIAL GOVERNMENT

1. Identify required resources.

- 1.1** Conduct a funding analysis through the Financial Accountability Office of Ontario to determine capital and operating budget requirements for the Growth Plan.

2. Increase depth of rent supplement subsidy and index funding.

2.1 Align rent supplement levels with Toronto's housing market and increase rent supplements to equal the gap between ODSP maximum monthly shelter allowance and market rent, as current ODSP rates are lower than they were in 1990 when inflation is accounted for.⁷

3. Grow with the sector.

3.1 Commit to funding net new rent supplements and supports, to walk in lockstep with the sector as it grows stock.

3.2 Reinstate provincial leadership in capital investment, similarly to the province's past roles in programs like *Investment in Affordable Housing*.

4. Free up the sector to lead creative, collaborative solutions.

4.1 Provide flexibility in funding agreements, program eligibility, and reporting requirements to enable providers to work collaboratively to allocate resources to where they are needed most.

4.2 Allow providers to terminate operating agreements early in order to reprofile or strategically divest from a building and leverage value towards new supply.

4.3 Commit to providing rent supplements at the end of operating agreements, at levels sufficient to meet the depth of affordability needed and ensure the sustainability of projects.

4.4 Fund the creation of a Housing Stabilization Flex Fund — a shared pool of support resources for the sector to jointly allocate for people at risk of eviction or to establish stable tenancies after being discharged from hospitals, corrections, or the child welfare system.

4.5 Create a stream within housing benefit programs for clients who are ready to move on from supportive housing but still require affordability support.

5. Invest in innovation.

5.1 Fund the creation of a mobile peer support network to provide all clients with access to peer support workers, regardless of their primary service provider. Peer support is an evidence-based and cost-effective way to reduce reliance on clinical supports and equip clients to establish stability.

6. Promote the safety of racialized and vulnerable people.

6.1 Fund alternatives to policing responses to mental health crises.

FEDERAL GOVERNMENT

1. Address the needs of Indigenous communities in Toronto.

1.1 Work with Indigenous leadership to develop, fund, and implement a national Indigenous Housing Strategy with an urban Indigenous housing component.

2. Emphasize supportive housing in existing funding and financing programs.

2.1 Make supportive housing eligible and prioritized in scoring criteria for all National Housing Strategy programs.

2.2 Provide funding in the National Housing Co-Investment Fund that is sufficient to produce supportive housing in Toronto.

3. Help create supportive housing through the preservation of existing rental stock.

3.1 Develop an acquisition fund to enable the sector to acquire existing rental buildings. This fund should have equivalent interest rates to the RCFI and Co-Investment Fund. This will preserve critical affordable stock on which supportive housing clients currently rely (with private landlords), and which can over time be made available to more supportive housing clients.

4. Expand Reaching Home.

4.1 Increase resources through Reaching Home for rent supplement and support models, to expand Housing First approaches to supportive housing. Housing First with multi-disciplinary teams is demonstrated to be effective for the majority of people experiencing homelessness.

5. Facilitate harm reduction approaches in supportive housing.

5.1 Facilitate and streamline applications from supportive housing providers for onsite supervised consumption services.

Implementation

STOCK

2021 - 2022

Organizations work with boards on asset planning

Explore finance mechanisms to build shared capacity for development

Design and launch a shared development entity to support sector development

Explore joint purchasing and property management and development efficiencies

Develop a shared approach and tools for pursuing partnerships with landlords and developers

Establish a shared inventory of new supply in various stages of development across the sector

Create development plans for up to 15 sites identified in 2020 Asset Inventory as having potential for development

2023 - 2025

Development entity to coordinate execution of strategic divestment and acquisition

Begin selling properties identified for divestment in years 1-2 and deploying proceeds strategically to upgrade and grow supply

Create development plans for 8 sites identified through Asset Inventory needing partnership/land assembly

Replicate and scale stock strategies as more organizations engage in strategic asset planning

2026 - 2030

Deepen outreach and education to widen participation in the Growth Plan

Having established a shared pipeline and information sharing, begin to apply analysis to improve processes and inform ongoing advocacy

ACCESS & FLOW

Introduce standard collection of racial and sociodemographic data across sector and access systems

Harmonize and standardize assessment and access

Develop and pilot models aimed at the hardest to house

Model jointly coordinating rent supplements to speedily connect supports to new housing

Develop a shared, live inventory of housing and supports across the system to enable the sector to view housing and supports as part of a shared pool

Develop outreach strategies to address underrepresentation of racialized groups on access lists and in supportive housing

Scale practices of jointly coordinating rent supplements

Establish mobile peer support network

Expand participation in live inventory of supports

Institute analysis of live inventory of supports

Expand practice of coordinating around the client to flex and organize supports for a client in their home

ANTI-RACISM

Work with organizations led by and serving members of racialized communities to build their capacity and leadership across the Growth Plan strategies

Integrate meaningful opportunities for co-design in all program planning

All providers work individually to build anti-racist organizations and create safe, empowering environments for Indigenous, Black and racialized staff

Develop an approach for earmarking equitable portions of new and existing units for Indigenous, Black and racialized clients

Design and implement shared mechanisms and changes to waitlist and placement processes to improve access for racialized groups

Scale practice of earmarking equitable portions of new units for racialized groups

Embed anti-racist policies and practices in all buildings

Work with organizations led by and serving racialized communities to expand options of by-with-for supportive housing for racialized clients

Systematize allocating proportion of available homes (new and at turnover) for racialized clients

Broaden participation and deepen development, partnerships and strategies

OPIOID CRISIS

Identify sites across the portfolio with high needs related to substance use and harm reduction

Establish clear harm reduction policies at all sites

Create a sector-wide partnership with Toronto Public Health so all homes have access to clean supplies and all staff are trained in overdose prevention

Cultivate partnerships to bring harm reduction resources and expertise into supportive housing and/or facilitate connection between clients and these services

Begin to segment proportion of portfolio for clients using substances

Incorporate physical elements that support harm reduction in new sites for people with high needs pertaining to substance use

Learning from and working with pilot projects, expand practice of safe supply targeted to high needs sites

Earmark proportion of available homes to be allocated to people using substances

Coordinate program designs, building designs, and partnerships to realize blanket of services to support successful tenancies of clients using substances

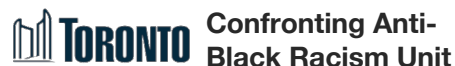
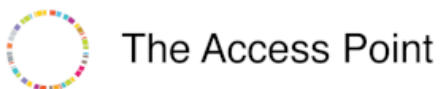
Signatories



Opportunity made here.



We would like to acknowledge the following organizations' contributions to the development of the Growth Plan:




Contact

To learn more about the Growth Plan and how you can participate in or support it, visit thegrowthplan.ca

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"The fact that we have so many key players not only sitting at the same table, but looking in the same direction, is a testament to what we are trying to accomplish. The Growth Plan is a demonstration of this spirit."
-Growth Plan participant