

FINAL Outcome Evaluation for Living Space
February 4, 2020

**LIVING
SPACE**



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Executive Summary

This document is the final evaluation and reports on the outcome evaluation for the Living Space program for its first 18 months in operations. Its intent is to provide insight to the Board, community partners, staff, funders and other organizations as to the extent to which Living Space achieved the key outcomes set out in its logic model.

Living Space is a non-profit corporation dedicated to ending homelessness by providing services, shelter, project coordination and planning. It operates a 24/7 free no-barrier emergency shelter, where a range of community partners offers services to help people transition into stable housing. Living Space coordinates planning, volunteer training and funding applications to support efforts to end homelessness. Living Space aims to realign and coordinate local services with provincial and federal funding priorities, including the development of a Coordinated Access System based on the principles of *Housing First*. Living Space's goal is to end homelessness in Timmins by 2025 through the development of new programs and the coordination of existing resources.

In 2016 diverse community partners founded the Coordinated Homelessness Alleviation Trial (CHAT) to address local homelessness including creating an emergency shelter and service realignment to address and prevent homelessness. In 2018 the group received funding from the province of Ontario's Trillium Foundation, Employment and Social Development Services Canada and the City of Timmins. Living Space established an evaluation Logic Model and research questions to identify goals/outcomes and processes to be used to achieve its goals/outcomes. In Spring 2019 a third-party evaluator completed a separate process evaluation¹. This report, the outcome evaluation, assesses the extent to which Living Space achieved its stated outcomes as outlined in its Logic Model (see appendix A) and answers, where possible, the research questions.

Table 1.1. summarizes the extent to which Living Space can demonstrate that it achieved its evaluation outcomes:

¹ A process evaluation assesses whether program activities were appropriate and completed as per the program plan.

Table 1.1 Extent to which the Outcomes Associated with the Evaluation Question were Achieved

Table Legend					
	Fully achieved	Mostly achieved	Partly achieved	Marginally achieved	Not achieved

Outcome from Living Space’s refined Logic Model	Extent Achieved
Establish model of Service Realignment	
Reduction of Numbers of people At-Risk for Homelessness and Experiencing Homelessness	
Recognition of Living Space among client group	
Recognition of Living Space among Service providers	

In general, Living Space established a new, collaborative and well-functioning model of service in the community. Living Space and is well known among clients; the organization’s services have waitlists and the shelter is consistently full. Word of mouth from clients and from staff at community service providers contribute to the high numbers who seek support from Living Space. Service providers in Timmins have credited the branding, marketing materials and presentations to agencies as helping to build staff awareness of Living Space’s services and partnership opportunities to deliver services in a no-barrier shelter. Living Space’s emergency shelter is consistently full and its 12 transitional housing units currently have a waitlist. To identify long term stable housing options, Living Space and its partners works with local landlords to identify other housing options and challenges. In Timmins, external challenges such as limited housing options and the reluctance of some landlords to rent to persons at-risk of homelessness (ARH) and experiencing homelessness (EH), and to persons of indigenous background present significant future challenges to achieving the outcome of reducing the numbers of chronic homelessness in Timmins and points to challenging “upstream” work for the Living Space collaborative.

This report has seven recommendations for future Living Space activities, including:

1. Rebuild internal evaluation capacity
2. Refine the Living Space Logic Model and Theory of Change
3. Establish an effective and shared comprehensive data management system to strengthen understanding of local homelessness and support community collaboration
4. Implement a formal mechanism for client feedback
5. Build a common understanding among stakeholders around the causes of homelessness
6. Continue to engage partners to build on strengths, understand barriers, and areas for improvements
7. Work with partners on upstream homelessness issues

1.0 Introduction

This report presents an outcome evaluation of the Living Space organization that, with its many partners, aims to end chronic homelessness in Timmins. In Spring 2019, Living Space completed its process evaluation to help understand what is working well and to identify areas for improvement in its processes; this report focuses on the extent to which Living Space achieved its three outcomes as presented in its Logic Model (see Appendix A).

1.1 Background

Living Space is required to complete an evaluation as part of the funding received from Ontario's Trillium Foundation. In addition to this requirement, evaluations can:

Living Space set out three key outcomes for its first 18 months of activities:

- a) Established model of service realignment.
- b) Reduction in the numbers of persons At-Risk for Homelessness (ARH) and persons Experiencing Homelessness (EH).
- c) Recognition of Living Space among Client Group and Service Providers.

To assess the extent to which Living Space has achieved its desired outcomes questions, this report identifies the basis for our observations and recommendations with footnoted references.

1.2 Evaluation Standards

Evaluations are conducted according to the following four attributes: utility, feasibility, propriety, and accuracy

- **Utility:** Serve information needs of intended users.
- **Feasibility:** Be realistic, prudent, diplomatic, and frugal.
- **Propriety:** Behave legally, ethically, and with due regard for the welfare of those involved and those affected.
- **Accuracy:** Evaluation is comprehensive and grounded in the data.

1.3 Intended Audiences

The intended audiences for this evaluation report include:

- The funding agencies: Government of Ontario Local Poverty Reduction Fund, administered by Ontario Trillium Foundation, City of Timmins and Employment and Social Development Services Canada
- The Living Space Board of Directors

- Community partners involved in the planning and implementation of the Living Space program.
- Other community organizations
- Living Space staff and volunteers
- Other communities that may be interested in lessons learned prior to implementing similar initiatives.

2.0 Living Space Program Description

This section provides background information on Living Space's program offerings, statistics, leadership, and governance.

2.1 Program overview

Living Space is a non-profit corporation dedicated to ending homelessness by providing culturally sensitive services, shelter, project coordination and planning. It operates a 24/7 free no-barrier emergency shelter, where a range of community partners offers services to help people transition into stable housing. Living Space coordinates planning, volunteer training and funding applications to support efforts to end homelessness. Living Space aims to realign and coordinate local services with provincial and federal funding priorities, which includes the development of a Coordinated Access System based on the principles of Housing First. Living Space's mission is to end homelessness in Timmins by 2025 through the development of new programs and the coordination of existing resources.

2.2 Homelessness statistics and services in Timmins

Homelessness in Timmins has only recently been studied: in 2011, a Laurentian University study found 1.7% of the population in Timmins is either experiencing absolute homelessness (220 people) or other forms of homelessness (500 people). This group includes youth aged 19 and under (51%), Indigenous people (39%) and single mothers with families (66%).

Supportive services in Timmins in 2011 were fragmented, uncoordinated and lacked a central, permanent location - such as a shelter, transitional housing facility, or warming station - from which agencies could deliver services to people experiencing homelessness or at risk for homelessness.

2.3 Community Leadership

Living Space was preceded by the Community Homelessness Alleviation Trial comprised of diverse and multisectoral group of community partners who came together to end homelessness in Timmins. Partners included: the Cochrane Social Planning Council (CDSPC), the Cochrane District Social Services Administration Board (CDSSAB), the Canadian Mental Health Association (CMHA), South Cochrane Addiction Services (SCAS), the Timmins Police Service (TPS), the Timmins Economic Development Corporation (TEDC), the Timmins Native Friendship Centre (TNFC), Misiway Milopemahteswein Community Health Centre (MCHC), North Eastern Family and Children's Services (NEOFACS), and the United Way. Representatives from the founding CHAT group now comprise the Living Space Board of Directors.

2.4 Funding to enhance coordination and reduce homelessness

Funding provided by the Government of Ontario Local Poverty Reduction Fund, administered by the Ontario Trillium Foundation helped create the Coordinated Homelessness Alleviation Trial (CHAT). This grant was combined with in-kind donations from the project partners, a one-time grant from the City of Timmins, and time-limited funding from the Federal Homelessness Partnering Strategy (Employment Skills Development Canada (ESDC)).

2.5 Current Living Space programs

The project grew quickly as partners recognized that the goal of ending homelessness in Timmins required an independent organization; with an identifiable brand, capable of leading systems change in the community and region. Living Space was created to meet this need and is governed by many of the original CHAT committee who now make up Living Space’s Board of Directors.

Living Space’s ongoing programs and services include:

- 24/7 Free No Barrier Shelter/Drop-in Program located in downtown Timmins
- Transitional Housing Units (opened in February 2019)
- Ininev Friendship Centre Bail Bed Partnership Program
- Health Services Partnership Program (some community services began in November 2018; primary care services began in May 2019)
- Harm Reduction Program
- Outreach Program
- Vocational Skills Program

2.6 Living Space Goals, Vision, Mission, Values and Principles

Living Space’s 2019-2021 Strategic Plan has four key goals that align well with the three outcomes in the Logic Model:

Logic Model Outcomes	Strategic Plan Goals
Recognition of Living Space among clients and service providers	Marketing and Communications
Established model of service alignment	Sustainability
Established model of service alignment	Relationship Development
Reduction in the numbers of persons at risk for homelessness and persons experiencing homelessness	Refine operations

Living Space’s current strategic plan (2019-2021) was completed in June 2019 with input from Board and staff members. The plan clarifies the organization’s Vision, Mission, Values and

Principles. Strategic Plans help guide staff and the Board in it the operations and help the organization and its partners move toward its desired, stated outcomes. The vision, mission and values set out in the plan are stated below:

2.6.1 Living Space’s Vision

“To end homelessness in Timmins and Area”.

This vision reflects the ideal state towards which Living Space is working.²

2.6.2 Living Space’s Mission

“Promote, coordinate and provide services that alleviate and prevent homelessness.”

The mission statement guides Living Spaces’ operations to help it achieve its vision of ending homelessness in Timmins. Mission statements are shorter-term than visions; they change according to how the organization must respond to evolving external forces and internal conditions. This mission statement indicates that Living Space’s current focus is on providing direct services that alleviate and prevent homelessness, while also promoting new service models and coordinating existing community resources. The mission places equal important on strategies that prevent homelessness in addition to those that alleviate the direct effects of homelessness.

2.6.3 Living Space’s Values

Living Space formalized its’ values in its recent strategic plan. Values express the organization’s perspective, culture and operational approach. Values may evolve and change periodically to reflect the organization’s priorities at the time. Living Space’s corporate values are shown in Table 2.1.

Table 2.6: Living Space Values

Value
Ensuring Dignity and Choice: We respect and celebrate people’s ability to decide their own recovery goals and respect people’s ability to choose how/how-not to participate with services.
Respect/non-judgemental approach: We meet people where they are at and provide service in a manner that respects diversity and choice.

² An organization may never attain the ideal, vision state, but it remains a high-level goal that informs long-term strategy. This vision highlights the role of Living Space both locally and regionally. *Living Space Strategic Plan 2019-2021*.

Grassroots and community-based: We ensure services are developed with a bottom-up approach and strive to include and support community-led initiatives in the development and delivery of services.
Accountability: We are cost-efficient, transparent and sustainable.
Courage: We work to present and move new ideas forward for the betterment of the community. We address and stand against stigma and discrimination.
Stewardship: We protect the Living Space brand and practice accountability in all-actions of the organization.
Integrity: We make decisions with the best interest of the community and organization in mind.

Coordination: We work to bring diverse stakeholders together around shared challenges and common goals.
Collaboration: We maximize the impact of public and private resources in our community by establishing shared goals and service models.
Partnership: We believe that the best path to accomplishing our vision is through partnership with public and private organizations and members of our community.
Honesty: We believe that relationships with partners and service users needs to be open, trusting, and frank.
Inclusivity: We respect diversity and work with various stakeholders to build meaningful partnerships. We encourage and support the participation of historically marginalized groups in the development and operation of Living Space.

2.6.4 Principles

Living Space’s principles include: no-barrier approaches, coordinated access, trauma-informed care, non-judgmental approaches, cultural competency, housing first, and harm reduction.

2.7 Organizational Structure

Living Space is governed by a Board of Directors of nine diverse community representatives. Staff include an Executive Director and multiple staff:

- The Volunteer Coordinator coordinates the organization’s volunteers
- The Coordinator works with Vocational skills and maintenance staff and Outreach staff;
- The Program Manager works with Programming staff.

3.0 Evaluation Design and Methodology

3.1 Introduction

Evaluations can take many different forms. Living Space developed a Logic Model (see Appendix A) as the foundation for its already completed process evaluation and this outcome evaluation.

Living Space secured a third party evaluator (Clearlogic Consulting Professionals) to conduct this outcome evaluation. Living Space worked with a separate third party to conduct the process evaluation.

After reviewing the logic model, the process evaluation, and outcome-related project documentation Clearlogic Consulting Professionals, developed this outcome evaluation report; this report follows a typical evaluation process as depicted in Figure 3.1.

Figure 3.1: Evaluation Process



3.2 Defining priorities

Living Space identified the priorities for the outcome evaluation through its logic model. In this report we assess the extent to which they achieved the outcomes associated with the Logic Model that was refined in April 2019.

This report strives to be useful for the Living Space Board of Directors, Funders, staff and other audiences. Specifically, the report aims to:

- Identify the extent to which Living Space achieved its projected outcomes.
- Recognize what is working well
- Provide constructive feedback regarding program outcomes and research questions to support future program delivery

3.3 Developing tools

The outcome evaluation assesses the extent to which Living Space achieved its three key outcomes. The tools used to conduct these evaluations include:

- Customized outcome evaluation framework
- Strengths/areas for improvement analyses
- Living Space Partner and Steering Committee/Board member surveys
- Established research design guidelines³
- Canadian Evaluation Society Program Evaluation Standards⁴

3.4 Collecting data

The evaluator met and communicated regularly with the Executive Director and key staff who provided the evaluator with the following data sources:

- The project proposal and funding agreement
- Living Space logic model
- Living Space Strategic Plan 2019-2021
- Funding agreements
- Program management documents such as meeting minutes, draft documents, working committee Terms of Reference, communications, and projected timelines
- Living Space marketing materials, reports, databases, tracking sheets, and website
- Survey results from Partner organizations, Steering Committee, staff and volunteers. The two online surveys were open for 3 weeks. The Board/Steering Committee survey respondents included 7 of 9 Board members. The Service Partner, staff and volunteer survey had 33 respondents from ten organizations.

3.5 Analyzing results

The analysis step consisted of assessing the Living Space documentation and survey results to determine the extent to which Living Space achieved its three program outcomes and evaluation questions set by Living Space in its modified logic model (see Appendix B).

Evaluations are typically the most objective when the goals being assessed are translated into SMART objectives. SMART is an acronym for **s**pecific, **m**easurable, **a**chievable, **r**elevant and **t**ime-oriented. SMART objectives are more likely to be evaluated consistently, even by different

³Salant, P. and D. Dillman (1994) *How to Conduct your own Survey*, Toronto: Wiley and Sons; Keppel, G. (1973) *Design and Analysis: A Researcher's Handbook*, Englewood Cliffs, NJ: Prentice Hall; Fink, A. (2003) *How to Design Survey Studies*, London: Sage. Shadish, W., Cook T. and D. Campbell (2002) *Experimental and Quasi Experimental Design*, Boston: Houghton Mifflin.

⁴Yarbrough, D., Shulha, L., Hopson, R. & F. Caruthers (2011) *The Program Evaluation Standards* (3rd Ed). Thousand Oaks: Sage.

evaluators. There is less room for subjective interpretation with SMART goals. For that reason, it's a good idea to invest time when planning or altering operations to develop SMART objectives wherever possible.

3.6 Reporting findings

The report is organized according to the framework agreed upon with the Living Space prior to commencement of the evaluation work. The findings are organized into the following sections:

- Section 4.0: Outcome evaluation
- Section 5.0: Outcome key findings summary
- Section 6.0: Recommendations

Living Space staff and Board members reviewed a draft version of the report for comments to make sure data was interpreted appropriately. The findings are in plain language wherever possible.

3.7 Addressing Evaluation Standards

Qualified program evaluators use an established set of standards to guide their evaluation projects.

We use the *Program Evaluation Standards* adopted by the Canadian Evaluation Society, the national body that certifies and trains evaluators.⁵

There are four standards (Figure 3.2) that inform the development of evaluation reports. These include:

- Propriety
- Utility
- Feasibility
- Accuracy

Figure 3.2: Program Evaluation Standards



Propriety standards ensure that evaluations are carried out in terms of what is proper, fair, legal and just. We will met these standards in this evaluation process by:

⁵Yarbrough, D., Shulha, L., Hopson, R. & F. Caruthers (2011) *The Program Evaluation Standards* (3rd Edn). Thousand Oaks: Sage.

- Negotiating the evaluation method to take into account Living Space’s needs, expectations, and context.
- Providing complete descriptions of findings, limitations, and conclusions to the key stakeholders, i.e. we have not omitted any information from the evaluation report.
- Establishing that we have no conflict of interest related to this project.

Utility standards are meant to ensure that program stakeholders and rights-holders find value in the evaluation process. To meet this standard, we:

- Ensured our evaluation team had a qualified professional with credible program evaluation experience.
- Negotiated the evaluation process with the Living Space Executive Director.
- Provided context and examples to illustrate our findings, to encourage Living Space to consider new ways evaluating its achievements.
- Ensured that both strengths and weaknesses of the process and outcomes are presented constructively and objectively.

The **Feasibility standards** are meant to increase the evaluation’s effectiveness and efficiency. To meet these standards, we:

- Incorporated effective project management strategies, such as time management, resource allocation and stakeholder communication.
- Customized the process and evaluation frameworks to align with this particular project.
- Recognized and made efforts to balance the cultural and political interests of the stakeholders with the need for evaluation rigor.

Accuracy standards are meant to increase the reliability and truthfulness of evaluation findings and recommendations. To address these standards, we:

- Described the Living Space program with appropriate detail and scope for evaluation purposes.
- Provided evidence to support our interpretations and judgments about process and outcome quality.
- Used systematic information collection, review, verification, and storage methods.
- Used established approaches to conduct the evaluation.

3.8 Limitations

The main limitations of this report are the lack of an integrated database to understand the total numbers of the Timmins homeless population, individual access to services, and the lack of

documentation of personal experiences while trying to access stable housing. There is a small dataset for those who have moved to stable housing, and even smaller for those who have been in stable housing for more than 6 months.

4.0 Outcomes to be Evaluated

What gets measured gets managed. Peter Drucker

An outcome evaluation assesses to what extent an organization achieves its stated outcomes. It looks at a given program's short-, medium- and long-term goals, and determines whether these have been accomplished.

This outcome evaluation report focuses on the following three outcomes set out by Living Space in its revised Logic Model (see Appendices A and B for a comparison between the two logic models) for its first 18 months of activities.

This section also discusses the Theory of Change and research questions set out by Living Space.

For the outcome evaluation, Living Space shared the following documentation:

- Living Space original (Appendix A) and refined Logic Models (Appendix B)
- Process Evaluation (April 2019)
- Existing database structure
- Meetings with Executive Director and staff.
- Emails and reports from Living Space staff regarding statistics, funding agreements, client use, facility services and partner services.
- Website and marketing materials
- Online survey results from Board of Directors, staff, volunteers, and partners (survey questions are in Appendices C and D)
- Facility tour (Fall 2019)
- Executive Director's Report for 2019 (see Appendix F)
 - Data tracking for Harm Reduction and referrals to other agencies
 - Transitional unit summary
 - Process mapping
 - Grant applications

Remember, evaluation is more than just finding out if you did your job. It is important to use evaluation data to improve along the way.
- Community Tool Box

- Significant challenges, risk management strategies
- System integration challenges

4.1 Revised Desired Outcomes

The outcomes were simplified in the revised logic model and are:

1. Establish a model of service realignment
2. Reduction of numbers of people At-Risk for Homelessness and Experiencing Homelessness
3. A) Recognition of Living Space among the client group
B) Recognition of Living Space among service providers

The extent to which the outcomes (set out in the Logic Model in Appendix B) have been achieved are reviewed in section 5.0.

4.2 Research Questions and Theory of Change

Living Space wanted to understand the following three research questions:

- 1) Does coordinating social services and supports for people who are homeless or at risk of homelessness increase the likelihood they will transition from these states to securing stable housing?
- 2) Does coordinated service intervention increase the likelihood that people who are homeless or at risk of homelessness will maintain stable housing for six months or longer?
- 3) Does an umbrella brand and its associated standards for coordinating groups serving the homelessness problem support more effective service provision?

The following Theory of Change formed the basis for Living Space's approach (the Theory of Change was used for the original Logic Model and the revised Logic Model):

By offering a comprehensive set of homelessness services, from a single central location, we remove obstacles that prevent individuals experiencing homelessness from accessing support, thus facilitating their transition to secure housing. (Sadowski et al 2009; Hambrick and Rog, 2000.)

Living Space and partners collaborated to provide shelter support, a hub of supportive services, and partnerships to help transition persons at risk of and experiencing homelessness to stable housing. The Theory of Change underlying the Living Space hub service model, is that this access to services will support a transition to stable housing. However, based on the documentation and available data provided by Living Space, it appears as though this theory of change may need to

be revised or replaced. The provision and coordination of multiple services at a single location have facilitated access to community services and moved a few people into available housing.

- In 2019 the shelter/hub had 36,792 visits
- Living Space's 12 transitional housing units have been full since June 2019
 - 24 persons accessed these 12 units in 2019
 - 12 people moved to stable housing
 - 2 of the 12 people in stable housing were evicted from the stable housing

However, Living Space's limited results in moving people to stable housing appear to indicate that coordination and hub services do not, alone, reduce homelessness. Survey respondents and Living Space documentation point to significant and complex 'upstream' challenges in Timmins notably: racism toward the Indigenous population that comprises the majority of ARH/EH in Timmins, stigma toward homelessness, and limited housing availability in the community.⁶

These upstream challenges appear to be a core block to moving people to stable housing in Timmins. The research questions 1 and 2 were not able to be answered given the low numbers moved into stable housing and the short time frame (only 10 people have been moved into and remain in stable housing; 8 of which since July 2019). See Appendix E for Living Space's Transitional Units summary table. As the number of people moved into stable housing grows, and as time progresses, follow-up research with those who accessed stable housing may help answer research questions 1 and 2.

Research question 3, "Does an umbrella brand and its associated standards for coordinating groups serving the homelessness problem support more effective service provision?", appears to be proven successful. In the survey of service providers, the majority appreciated the coordination, leadership, umbrella / one stop service approach of the Living Space hub. Survey respondents who were service partners had an average 75% of staff who understand Living Space's mandate and service offerings. Board of director survey respondents valued the common table for decision-making, establishing shared values and setting common goals. Marketing materials and presentations by Living Space staff and by leaders in partner organizations were felt to be most

⁶Other recent events in Timmins support the survey respondents and staff feedback regarding stigma and racism. Notably, in 2018, the Ontario Human Rights Commissioner said that racism against Indigenous people in Timmins was "both pervasive and normalized". See the March 13, 2018 CBC article at <https://www.cbc.ca/news/canada/sudbury/human-rights-timmins-racism-1.4574812>.

effective to communicate Living space's mission. Partners indicated the need for ongoing marketing to existing partners (to address staff and board turnover) and encourage communication efforts with potential partners and to the general public to improve understanding of the complex issues surrounding homelessness and to address misperceptions.

Section 5 summarizes the Outcome Evaluation Findings. Section 6 provides key recommendations based on the findings. Selected survey results are in Appendix E.

5.0 Outcome Evaluation Key Findings

This section identifies the extent to which Living Space achieved the outcomes of the three main goals set out in its revised Logic Model (see Appendix B). Table 5.1 indicates level of achievement for each outcome, identifies the documented areas of strength and suggests areas for improvement.

Table 5.1: Evaluation Findings Relative to Program Outcomes

Table Legend					
	Fully achieved	Mostly achieved	Partly achieved	Marginally achieved	Not achieved

Broad Goal ⁷	SMART Objective	Suggested Measurement Indicator	Extent ⁸ Achieved	Areas of Strength	Areas for Improvement
1 Established model of service realignment	Established model of service that can be sustained once funding is exhausted	Governance documents Policies and Job descriptions		<ul style="list-style-type: none"> • 3-year Strategic plan created in Spring 2019 with input from community partners • Sustainable funding under CHPI • 24 letters of support from partners including financial support from CDSSAB and City of Timmins, indigenous partnerships to address racism and expand housing • Multiple applications for ongoing and one-time funding to expand services and housing • Steering Committee/Board of Directors surveyed members indicate they are very likely to stay on with Living Space 	<ul style="list-style-type: none"> • Revise Logic Model and set SMART goals to measure improvements in this area including: • Secure and train key partners on HIFIS data information system. Use data to inform ongoing/expanded service delivery and system changes and to track individual clients as they access services and seek stable housing at the System Navigation Table. • Address barriers identified by service providers to improve service delivery to continually improve services that support clients (see 3 b) • Formalize processes to gather, document and share client experiences to inform program planning and implementation • Identify and engage with key partners to address upstream challenges of racism and housing

⁷The Broad Goal, SMART Objective and Measurement Indicator in this table are taken from the Revised Logic Model in Appendix B.

⁸The evaluation team developed the content in the Extent Achieved, Areas of Strength and Areas for Improvement columns based on the documentation provided by Living Space staff and survey responses from staff, service providers and the Board of Directors.

Broad Goal ⁷	SMART Objective	Suggested Measurement Indicator	Extent ⁸ Achieved	Areas of Strength	Areas for Improvement
				<ul style="list-style-type: none"> • Situation Table being expanded to become a System Navigation Table • Indication in surveys that there is willingness to continue working collaboratively on homelessness issues • Partners express appreciation for the collaborative approach to addressing the complex issue • Formal (eg intake questions) and Informal gathering of data from clients (eg monthly meetings) identify client needs and point to system challenges that impact housing (racism, income, mental health and addictions reductions in single bedroom apartments) • Partnerships with CMHA, OAHS and Timmins Native Friendship Centre to access housing subsidies. • Evidence of business process mapping for housing placement, referral and access. 	<p>supply that appear to be impacting outcome</p> <ul style="list-style-type: none"> • Share data, lived experiences and successful models used in other communities to address homelessness, racism, mental health and addictions, public opinion regarding homelessness, and low-income and supportive housing development. • Understand concerns and engage key partners in Mental health and addictions services to improve service coordination and collaboration.

Broad Goal ⁷	SMART Objective	Suggested Measurement Indicator	Extent ⁸ Achieved	Areas of Strength	Areas for Improvement
				<ul style="list-style-type: none"> • Co-location of service providers at Living Space (Ontario Aboriginal Housing services and CDSSAB) • Multiple services (dental, primary care, provided at Living Space to support clients “where they are at” • As needed services also available from service providers 	
2	<p>Reduction in the numbers of persons experiencing homelessness and at risk for homelessness</p> <p>Numbers of absolute homelessness is reduced by 5%</p> <p>10% reduction in the numbers referred to the situation table.</p>			<ul style="list-style-type: none"> • Interim database identifies individual clients who are connected clients to short term service needs and housing. Database does not include all clients who are EH/ARH. • Move to HIFIS database is in progress; HIFIS has demonstrated data collection and tracking persons in local systems in real time and can be shared among multiple service providers. • Moving to establish a system navigation table to manage people through the system 	<ul style="list-style-type: none"> • Current data collection methods are unable to quantify/demonstrate a reduction in the outcomes as expressed in Logic Model for absolute reduction of homelessness and for numbers referred to the situation table. • Consider setting SMART goals in a revised Logic Model for the following: • Use new data information system to identify <u>all individual</u> client needs, track their access to needed services and access/impediments to find stable housing. This list can be a source of measurement for the effectiveness of coordinated services and to

Broad Goal ⁷	SMART Objective	Suggested Measurement Indicator	Extent ⁸ Achieved	Areas of Strength	Areas for Improvement
				<ul style="list-style-type: none"> • Living Space's Transitional housing units are full and have a waitlist; and shelter is at capacity demonstrating clients are accessing available supports. • Partnership with OAHS to provide Case management (waitlist exists for service) to support clients with complex needs • Systemic barriers have been identified in community that are creating a barrier to stable housing for persons EH and ATH 	<p>identify a reduction in the number persons who present as EH / ARH.</p> <ul style="list-style-type: none"> • Use data to inform system barriers, planning and improvements • Augment information system data with client lived experience information to inform system planning and changes (see 3a)
<p>³ ^a Recognition of Living Space among Client Group</p>	<p>Minimum 50% recognition among clients</p>	<p>Sign-in sheets from years 1 and 2 indicating numbers served</p>		<ul style="list-style-type: none"> • Interim tracking system did not ask about recognition / how clients learned about Living Space, however, shelter use counts demonstrate very high increase in use for shelter (almost 5 times the use in 2019 from 2018). 36,792 visits in 2019 indicate awareness of Living Space by clients. 	<ul style="list-style-type: none"> • Consider refining the logic model to include measurable changes in client engagement (now that there is high client recognition) such as: • There were no testimonials formally collected. Consider researching and formalizing a client feedback mechanism to determine how people are learning about Living Space, (e.g. word of mouth between clients, referrals from agencies, etc.) and client suggested areas for improvement.

Broad Goal ⁷	SMART Objective	Suggested Measurement Indicator	Extent ⁸ Achieved	Areas of Strength	Areas for Improvement
				<ul style="list-style-type: none"> Data provided by Living Space show transition beds full since June 2019; served 24 people since February 2019. 	<ul style="list-style-type: none"> Review client feedback from service provider surveys to identify possible areas of concern to address / discuss with clients (concerns for safety of female, additional services that may be needed, etc.) Consider moving from / augmenting the 'total visit count' to tracking individual use; this would align with and help measure the extent to which the goal of ending homelessness for individuals by 2025 has been achieved. (see goal 2)
<p>3 b</p> <p>Recognition of Living Space among: b) Service Providers.</p>	<p>75% brand recognition among service agencies and volunteer groups</p>	<p>Service provider reports</p>		<ul style="list-style-type: none"> Survey respondents indicated an average of 75% recognition among their staff Current communication methods are deemed ineffective by survey respondents 	<ul style="list-style-type: none"> Revise the measurement tool for this goal; no serviced provider reports available to review. Some Mental health and addictions service providers did not complete survey; no data is available. Update Logic model to align with strategic plan: set SMART goals to measure build relationships with key partners Survey of service providers indicated perceived barriers to providing on-site service that include space limitation, safety concerns and perceptions of clientele, among others. Discussions with

Broad Goal ⁷	SMART Objective	Suggested Measurement Indicator	Extent ⁸ Achieved	Areas of Strength	Areas for Improvement
					service providers may identify opportunities to address these concerns.

6.0 Recommendations

Living Space has established a multi-service hub with diverse partners who operate collaboratively and with shared values to support persons who are experiencing homelessness or at risk for homelessness in Timmins. The cross sectoral partnership has completed joint planning for future operations.

Living Space created awareness and was able to demonstrate the high use of the shelter services, moved people into highly sought transitional units, established diverse partners, secured financial support and stated commitments from many partners to further collaboration on common goals.

Living Space has been very successful at creating high awareness among clients and service providers, and realigning service providers to offer hub services and coordinating efforts. But the collaborative efforts had minimal ability to move people at risk of and experiencing homelessness into stable housing. Living Space was able to demonstrate 12 people who moved to stable housing since April 2019.

Significant 'upstream barriers' including racism, stigma toward persons experiencing homelessness and the limited availability of affordable housing in Timmins appear to have overrode the impact of coordinated services to support Living Space's clients movement into stable housing.

As a result of this outcome evaluation, we make the following seven recommendations for consideration by Living Space and its partners to improve its future outcomes:

- 6.1 Rebuild internal evaluation capacity
- 6.2 Refine the Living Space Logic Model and Theory of Change
- 6.3 Establish an effective and shared comprehensive data management system to strengthen understanding of local homelessness and support community collaboration
- 6.4 Implement a formal mechanism for client feedback
- 6.5 Build a common understanding among stakeholders around the causes of homelessness
- 6.6 Continue to engage partners to build on strengths, understand barriers, and areas for improvements
- 6.7 Work with partners on upstream homelessness issues

Each recommendation is described in more detail below.

6.1 Rebuild evaluation capacity

Living Space has created two logic Models to help guide its activities and monitor its impact during its first 18 months in operations. This past summer the Board lost key internal evaluation capacity as one Board member, the evaluator, moved out of the City. Living Space may wish to build internal capacity in evaluation by training Board members (and staff) in evaluation. The Board may wish to recruit a new Board member who can lead future and on-going evaluation work.

Three Board member survey respondents indicated an interest in receiving training in program planning and evaluation.

“I am always curious to see how other communities address the needs of the homeless... drawing on other community experiences will help us identify Wise Practices to meet our needs here in Timmins”

- *Living Space Board member*

See 6.2 (refine the Living Space Logic Model) and 6.3 (Align the new Data Information System with evaluation efforts) below.

6.2 Refine the Living Space Logic Model and Theory of Change

It's a best practice to incorporate an evaluation framework at the beginning of a program, during the planning stage and update logic models, the case of Living Space, at key phases in its development such as acquiring a new data information system (see 6.3) and if logic model approaches have not achieved desired outcomes. Maintaining a relevant Logic Model encourages groups to discuss possible approaches, select appropriate activities and establish concrete outcomes they expect to see as a result.

A refined logic model incorporates the lessons you have learned from your activities and outcomes to date. A renewed version will concisely communicate your new activities, outputs and outcomes and clarifies for Board members, partners, and staff how you will now operate and what you are working to achieve. Other advantages include:

- You demonstrate to funders and partners that you have carefully considered your lessons learned, incorporate ideas from other groups, and identify the inputs and activities needed to produce your revised desired outcomes.
- You discuss and identify risks and barriers to achieving outcomes

- You can use the updated Logic Model to quickly communicate the key aspects of your project to stakeholders and prospective partners.
- Aligning activities, data collection and reporting with the logic model, makes the evaluation process much easier.

To support the development of a refined Logic Model, Living Space may wish to:

- Review the Collective Impact evaluation experiences of other communities addressing issues requiring complex and systemic changes.
- Train Board members and staff program planning and evaluation

When updating the logic model, Living Space should look to other communities that have similar challenges of racism toward Indigenous population, public stigma toward the homeless and low housing availability to identify promising practices or models of service provision. Living Space may wish to pilot strategies that have been effective in other communities and incorporate these activities, outputs and outcomes into a new Logic Model. See also Recommendation 6.6.

6.3 Establish an effective and shared comprehensive data management system to strengthen understanding of local homelessness and support community collaboration

One of the key challenges with evaluating Living Space’s efforts in the first 18 months is the limited data collection and availability. The use of a multiple customized databases tracked some information in separate databases such as shelter visits, Transitional Housing use, referrals to agencies, and intake database. These multiple databases are not integrated and thus did not always effectively track individual client’s journey to secure services and housing. The lack of comprehensive data system during the 18-month initial period resulted in gaps in understanding the extent to which Living Space achieved its desired outcomes, and limited understanding of the needs and transitions of homeless and those at risk of homelessness.

Living Space is transitioning to the nationally recognized HIFIS information system and this is a hopeful next step. Ideally HIFIS would have been part of the initial planning process and would have informed the initial logic model. Living Space expects federal government approval for HIFIS in Spring 2020⁹; the federal approval process has been delayed thus negatively impacting the data analysis capacity of Living Space.

⁹Personal communication with Executive Director, January 2020.

Once established, HIFIS can support Living Space and local partners in its direct service and prevention efforts. The system is part of a national program; the aim is for local data to contribute to a national understanding of homelessness, and support actions to address homelessness issues. See Lesson Learned #1 below. While HIFIS is not yet in place, Living Space continues to use its own processes to track numbers for the use of shelter beds, drop-ins, transitional bed use, persons moved to stable housing, as well as client referrals to other agencies such as women’s shelters, detox centres, and other community service providers.

Reporting of available data was conducted via open houses, presentations and a comprehensive Executive Director annual report (see Appendix E). Presentations made excellent use of the Living Space brand and partner logos, shared relevant information about the organization as well as a comparison of numbers served for 2018 and 2019. The extensive sharing of data should continue to assist with partner recruitment and public awareness efforts.

The majority of Board members who responded to the survey expressed a desire for “more information on other models of service delivery and data collection” and just under half recommended training in program planning and evaluation at the Board level.

Lesson Learned

Ideally, groups looking to support persons experiencing homelessness or at risk of homelessness will identify, secure and train staff on a well-known and proven information system such as HIFIS¹⁰, early in its planning phase. A quality database will support local data collection and analysis, reporting, research, decision-making and evaluating program effectiveness. Information systems that can be shared by multiple service providers can support real time information, provide a detailed understanding of local homelessness issues and ensure timely referrals, case management and matching to available housing.

A shared database also reduces the need for clients to repeat their stories (a challenge noted by some Living Space partners), helps service providers identify local trends, and contributes to a broader understanding of homelessness issues across the country.

¹⁰ HIFIS is the Homeless Individuals and families Information System. It supports communities by allowing multiple service providers to access real-time homelessness data and refer clients to the services at the right time. HIFIS allows the service providers to collaborate through a community-wide system that can be accessed from web-enabled devices, such as laptops, smartphones and tablets. See <https://www.canada.ca/en/employment-social-development/programs/homelessness/hifis.html>.

6.4 Implement a formal feedback mechanism for clients

Living Space may wish to explore best or promising practices with other shelters to see how they can engage clients in future evaluation. As Living Space improves its data collection process it should look to gather both short long-term feedback from clients to ensure their lived experience in accessing services and moving to stable housing informs program planning and delivery. Ensuring participation from clients in evaluating services¹¹ has been demonstrated to:

- Empower participants
- Improve program performance
- Identify relevant evaluation questions
- Support organizations learning and growth

Living Space presently uses informal mechanisms to gather feedback from clients using hub services but no documentation was available for the evaluation. Living Space holds monthly meetings with transitional housing clients and staff have discussions with clients during intake. Living Space has tried to hold meetings with shelter patrons to discuss what is working well, challenges and areas for improvement, but staff indicated that this approach has not resulted in much feedback.

In absence of a database or documentation cataloguing client feedback, this evaluation gathered data from service providers and staff at Living Space regarding what feedback they have received from clients. This information is 'third party' and should be verified with Living Space clients; the following information could serve as starting points for discussions with clients.

In the survey, service providers stated that client feedback they had received included:

- Clients concerned for personal safety at / near shelter
- Female clients do not feel safe at the shelter. Some have experienced harassment and sexual assaults; abusers and traffickers may be at the shelter.
- Facilities are crowded
- Location is not an appropriate place for those trying to stay away from / in recovery from drug use
- Case managers would be helpful
- Clients do not like repeating their story to multiple service providers;

¹¹ Homeless Hub: Participatory Evaluation. <https://www.homelesshub.ca/solutions/program-evaluation/participatory-evaluation>. Website accessed January 2020.

- Clients have stated that they would prefer to see consistent staff (by partner service providers) to help build relationships and trust.
- Clients have asked for haircuts and an ID clinic
- Clients appreciate being seen at Living Space, where they are at.

6.5 Build a common understanding among stakeholders around the causes of homelessness

Survey respondents estimated the percentage of staff at their organization that had a good understanding of Living Space’s services and purpose: the average for all respondents was 75%, the goal set out by Living Space. While this is commendable, it is important to understand that is the average and the range of staff awareness varied at partner organizations. On-going communication activities should be continued to address staff and board turnover; survey respondents noted that the following existing communication efforts have been “most effective”:

- Presentations by Living Space staff to partner organizations (cited by 55%)
- Information about Living Space shared to staff by someone who works at the partner organization (cited by 48%)
- Living Space social media (cited by 42%)

Survey respondents suggested the following additional communication efforts:

- Training for the outreach team on approaching other organizations in a positive and productive manner
- In-service presentations about services offered at Living Space
- Use email, newsletter to communicate
- Active offers of presentations to more/different/key organizations
- Newspaper to reach a broader population (e.g. to address public stigma toward homelessness)
- Use of postcards for service descriptions, referral options
- Provide a detailed listing of services offered at Living Space, including partner services; link those services to the purpose
- Communicate the human impact of services (e.g. share client success stories/testimonials)
- Ensure all staff and partners are made aware ASAP when new services are available as well as the process for referrals

6.6 Continue to engage partners to build on strengths, understand barriers, and areas for improvements

In the survey, Board members, partners and staff shared what was working well and areas for improvement. The survey responses in Appendix F can serve as discussion points with existing and prospective partners to build on areas of strengths (such as marketing and shared goals), shore up areas of concern such as office space and safety. Also, some key service providers such as CMHA did not participate in the survey. While surveys help identify strengths and issues, solutions require active and ongoing discussions.

This is addressed in the Living Space 2020 work plan.

6.7 Work with partners on upstream homelessness prevention efforts

The Homeless Hub identifies three categories of the causes of homelessness: Structural Factors, system failures and individual and relational factors. Living Space survey respondents suggested all three factors are evident in Timmins. Structural factors in Timmins included a lack of affordable housing and discrimination, particularly against Indigenous Peoples, that they felt are negatively affecting access to housing. Respondents also cited individual factors including additional mental health challenges and addictions and suggested additional supports may benefit some clients and improve their access to housing. One survey respondent believed failed transitions from correctional institutions (a system failure) are another contributing root cause for homelessness in Timmins.

Preventative strategies suggested by the Homeless Hub included: improving discharge planning with mental health units and correctional facilities; landlord and tenant mediation and tenancy supports to decrease eviction.

Prevention requires, as a base, sound cross cultural partnerships; Living Space's Board and partners serve as strong foundation for on-going collaboration. Partners and Board of Directors cited good relationships and a desire to learn and collaborate to address issues. See "Looking Forward: shifting toward homelessness prevention" by Erin Dej and Steven Gaetz (2017) on the Homelessness Hub website. See the "Causes of Homelessness" textbox on the next page.

Causes of Homelessness: The Homeless Hub¹²

Structural factors, such as economic and societal issues that affect opportunities, environments, and outcomes for individuals. This includes poverty, discrimination, lack of affordable housing, and the impact of colonialism on Indigenous Peoples.

Systems failures, where systems of support are inadequately delivered. Barriers to accessing public systems (health, social services, and legal supports), and failed transitions from publicly funded institutions (child welfare, hospitals, and corrections) are examples of systems failures.

Individual and relational factors where personal circumstances, such as crises (like sudden unemployment or a house fire), mental health and addiction, housing insecurity, and interpersonal violence, can lead to homelessness.

¹²Homelessness Hub website accessed January 2020. <https://www.homelesshub.ca/about-homelessness/homelessness-101/preventing-homelessness>

Appendix A: Living Space's ORIGINAL Logic Model

Please note that the outcome evaluation uses the refined Logic Model (see Appendix B) that was submitted with the Process Evaluation. Appendix A describes the original Logic Model and highlights changes between the original and refined logic models.

A 1. Original Desired Outcomes for the 18-month time frame

Short term outcomes (within 6 months) we anticipate:

- Secure a minimum of 8 social service agencies and 6 volunteer groups in the Chat Hub project
- Train a minimum of 20 volunteers to provide safe, professional oversight and assistance at the Chat Hub emergency shelter on nights and weekends.

Medium-term outcomes (within 18 months) we anticipate are:

- Minimum 75% Hub brand recognition factor among service agency employees and homelessness reduction volunteers
- Minimum 50% Hub brand recognition factor among those at risk of homelessness or who are homeless.

Long-term outcomes (18 -36 months) we anticipate are:

- Reduction of those at risk for homelessness by 10%.
- Reduction of those who are experiencing absolute homelessness by 20%.
- Established, sustainable service provision model of service alignment that reduces homelessness.

A2 Revised Desired Outcomes

The outcomes were simplified in the revised logic model and are:

1. Establish model of Service Realignment
2. Reduction of Numbers of people At-Risk for Homelessness and Experiencing Homelessness
- 3a. Recognition of Living Space among client group
- 3b. Recognition of Living Space among Service providers

Research Questions

Living Space wanted to understand the following three research questions (these did not change):

4. Does coordinating social services and supports for people who are homeless or at risk of homelessness increase the likelihood they will transition from these states to securing stable housing?
5. Does coordinated service intervention increase the likelihood that people who are homeless or at risk of homelessness will maintain stable housing for six months or longer?
6. Does an umbrella brand and its associated standards for coordinating groups serving the homelessness problem support more effective service provision?

Theory of Change

The following Theory of Change remained constant over the project:

By offering a comprehensive set of homelessness services, from a single central location, we remove obstacles that prevent individuals experiencing homelessness from accessing support, thus facilitating their transition to secure housing. (Sadowski et al 2009; Hambrick and Rog, 2000.)

Summary of Differences between Original Logic Model and the Revised Logic Model

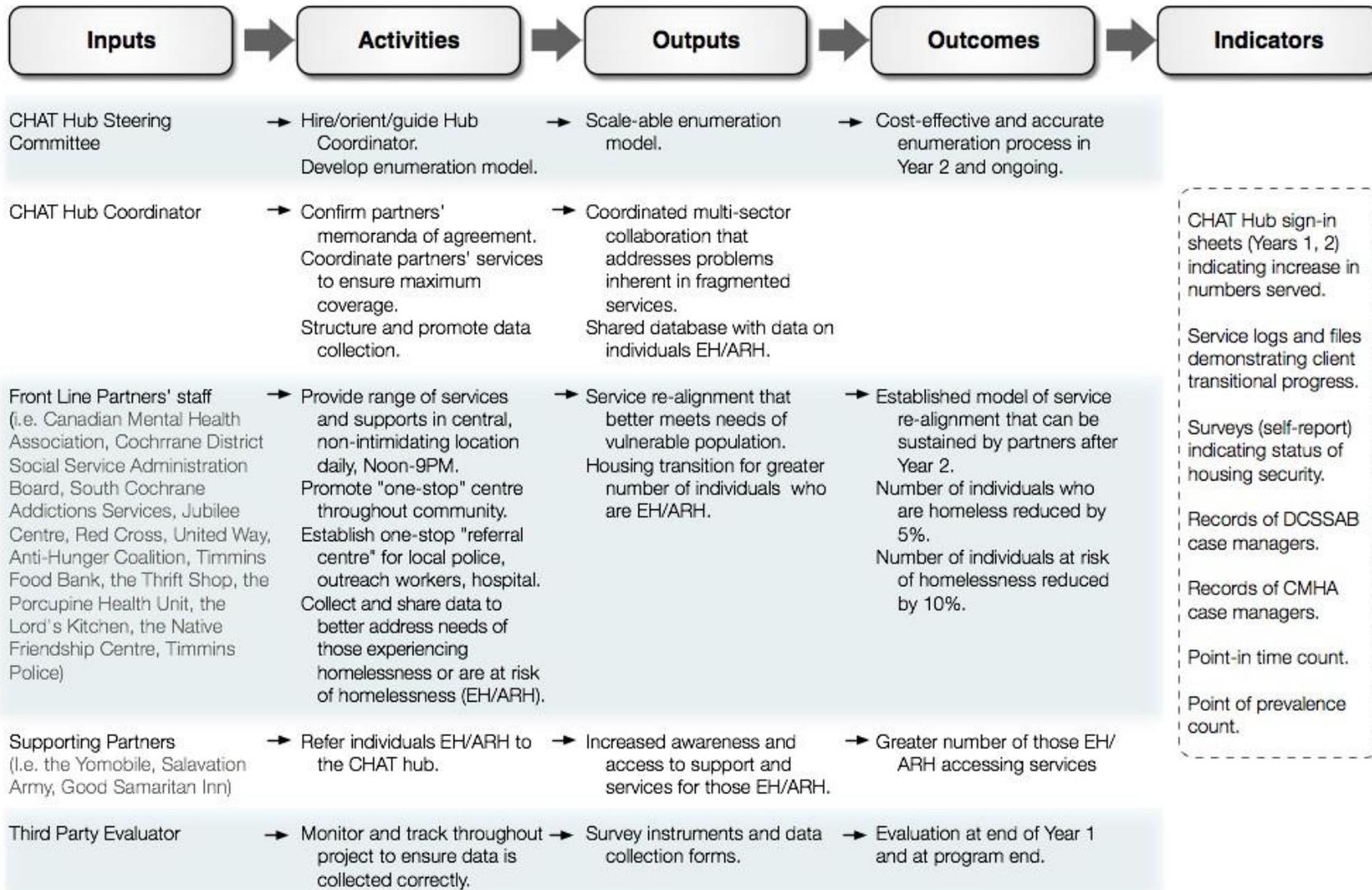
In the Process Evaluation submitted to Trillium Foundation in April 2019 Living Space updated the Logic Model based on observations, learned experience and a better understanding of what is possible and feasible within the context of this project. We made the following changes to the original:

- Instead of suggesting a 10% reduction in number of individuals at risk of housing, we are suggesting a 10% reduction in the number of individuals referred to the Situation Table. This is a group of health, social services and community safety organizations who meet regularly to discuss how to best support individuals who have been identified by police, mental health or other organizations as being particularly vulnerable.
- We introduced an outcome that looks at individuals' access to primary care, compared to a baseline established after 12 months of offering this service. Homeless individuals bear a disproportionate burden of illness that serves to exacerbate many of the factors that lead to homelessness in the first place. Improving access to primary care may in turn support our efforts to reduce the absolute number of homeless people.¹³
- We added outcomes that measure Living Space brand recognition among not only clients, but also among service agencies and volunteer groups. One of our goals is to avoid duplication of services and improve access to individuals by building on current assets in the community. We are achieving this by: linking dedicated CDSSAB homelessness funding to shared goals by encouraging other service providers to work with Living Space; providing volunteer training opportunities and certification to support and legitimize community groups offering services; and assuming responsibility for a coordinated response to communication, service realignment and awareness needs.

¹³ Shortt S., Hwang S., Stuart H., Bedore M., Zurba N., Darling M. (2010) Primary Health Care for Homeless Persons: Evaluating the Options Using a Policy Analysis Approach.

In: Hulchanski, J. David; Campsie, Philippa; Chau, Shirley; Hwang, Stephen; Paradis, Emily (eds.) Finding Home: Policy Options for Addressing Homelessness in Canada (e-book), Chapter 2.7. Toronto: Cities Centre, University of Toronto. www.homelesshub.ca/FindingHome

Original Living Space Logic Model

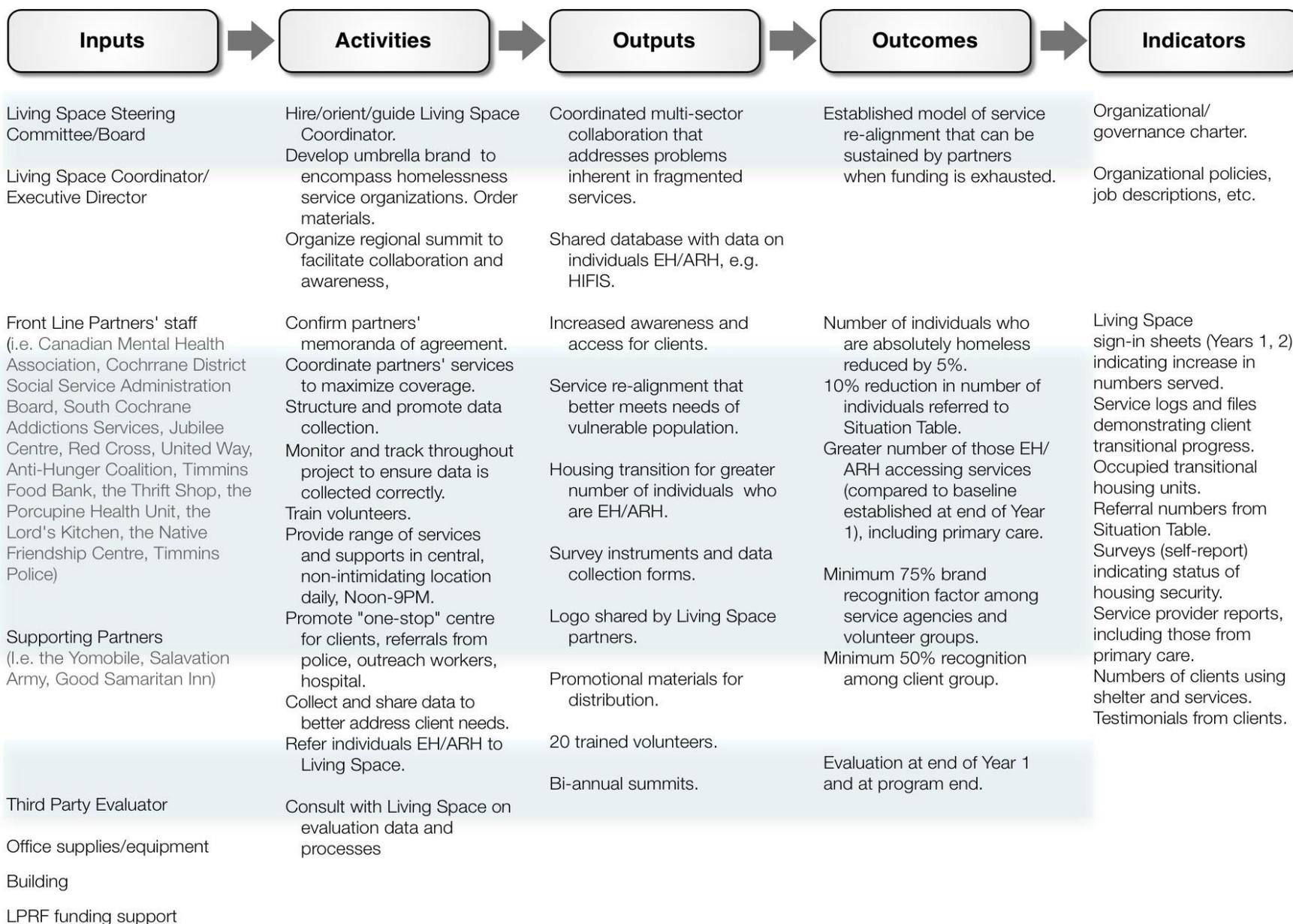


Office supplies/equipment

Costello Community Care Centre (Hub site)

LPRF funding support

Appendix B: Living Space's Modified Logic Model (modified April 29, 2019)



Appendix C: Survey Questions for Board of Directors

Introduction

This survey is for Living Space Board of Directors. A similar survey is being distributed to community agencies who partner with Living Space, the Community Advisory Committee and Living Space staff and volunteers. This version of the survey contains additional questions specific to Living Space governance and meeting management.

Thank you for helping to guide services and partner development at Living Space! As you may know, we are evaluating Living Space and would appreciate your feedback based on your experiences with Living Space over the past year and a half.

From April 2018 to September 2019 Living Space has had 36,362 visits from people who were homeless or at risk of becoming homeless.

Together we have created a 'one stop' space where people can access a free, low barrier emergency shelter, and connect with local service providers who offer on-site counselling, harm reduction and health care services. These services follow the philosophy of:

- No barrier
- Equity based
- Trauma informed

In addition to the services offered at Living Space, Living Space and community agencies' staff have referred clients to a variety of community services including mental health, addictions and counselling.

Living Space offers 12 transitional housing units; these have been consistently full since June 2019. Eight persons have been moved into more permanent housing since April 2019.

Your candid feedback and suggestions will help us foster ongoing community collaboration and coordination, build a sustainable and effective Living Space and end homelessness in Timmins.

Your responses will be collected by our third party evaluator, Andrea Griener with Clearlogic Consulting. The survey data will inform an evaluation report as part of our efforts to learn from our first year and a half in operation. Your responses will help Living Space and our partners understand what is working well, how we can improve future services and reduce chronic homelessness in Timmins.

You do not have to answer any question that you do not wish to answer. The survey should take approximately 15-20 minutes to complete.

If you would like more information about this survey or the evaluation, please contact Jason Serada, Living Space's Executive Director at 705.465.6882 / jason@livingspacehub.org or Andrea Griener at Clearlogic Consulting at 705.465.6544 / agriener@clearlogic.ca.

Questions

1. What organization do you primarily represent when working with Living Space
2. What is your relationship with Living Space? Please select all that apply.
3. One of Living Space's goals for its first year in operations was to have high "brand recognition among local organizations. In your opinion, what percentage of staff and management in your organization understand the range of services available at Living Space?

4. In your opinion what percentage of volunteers at your organization understand the range of service offered at Living Space?
5. What has worked best to communicate the purpose and services offered at living Space to your staff and volunteers? Please select all that may apply.
6. Please share any suggestions that may help Living Space better communicate its mission and services with local organizations.
7. Does your organization provide services to clients at Living Space?
8. If your organization does provide services at Living Space, what do you feel is working well about the current arrangement?
9. If your organization does not currently offer services at Living Space, please tell us why.
10. What feedback have you had from your clients about their experiences at Living Space?
11. What barriers might limit community organizations in offering services at Living Space?
12. What contributions do you feel Living Space makes to help match people to available housing?
13. What do you suggest Living Space and its partners do to move more people to permanent housing?
14. What suggestions do you have to improve the services offered at Living Space?

15. Please describe the most significant change YOUR ORGANIZATION experienced because of your participation with Living Space

16. What other services do you feel should be offered at Living Space?

17. For our steering committee meetings I'd recommend we (check all that apply)

- Increase the length of meetings
- Decrease the length of meetings
- Meet more often
- Meet less often
- Change the timing of meetings
- Include more details at meetings
- Include less details at meetings
- Other:

18. Please share your ideas to improve the effectiveness of the Living Space Steering Committee meetings

19. What support could help the Living Space Steering Committee plan, monitor and evaluate the effectiveness and appropriateness of services?

- a. More or different information from the ED
- b. More information from federal and provincial governments
- c. More information on other models of service delivery and data collection
- d. Training in program planning and evaluation

- e. Training in partnership development
- f. Update or changes to the Terms of Reference

20. How likely is it that your organization will continue to sit at the Steering Committee level with Living Space?

21. Thank you for your time. Please share any other comments or recommendations to help Living Space and community partners end homelessness in Timmins.

Appendix D: Survey Questions for Partners, Staff and Volunteers

Survey Questions for Staff, Volunteers and Steering Committee members working with Living Space

Introduction

Living Space is evaluating the outcomes of the collaborative services model after one year in operations. Evaluations are intended to help identify what is working well, and areas for improvement.

Living Space has completed our first year and a half of operations. From April 2018 to September 2019, Living Space has had 36,362 visits from people who were homeless or at risk of homelessness.

Service providers provide counselling, harm reduction and health care services out of office spaces at the Living Space shelter and have helped create a “one stop shop”. As well, Living Space staff and Community agencies have referred clients to a variety of community services including mental health, addictions and counselling services.

Living Space offers 12 Transitional housing units; they have been consistently full since June 2019. Eight persons have been moved into more permanent housing since April 2019.

This survey is for staff and volunteers with Front Line Service Agencies, Steering Committee members and volunteers with community agencies who work with Living Space.

Your candid responses and suggestions will be collected and reviewed by a third-party evaluator. The evaluator will summarize data and share summarized information with Living Space staff and the Steering Committee as part of their efforts to learn from the first year of operation. Your feedback will help Living Space and the partners improve their delivery of services to reduce chronic homelessness in Timmins.

This survey will take approximately 15-20 minutes. Thank you in advance for sharing your opinions and experiences from this first year of operations!

1. Which agency or organization do you represent?
 - a. Anti-hunger Coalition
 - b. CMHA
 - c. Cochrane DSSAB
 - d. Cochrane District Social Planning Council
 - e. City of Timmins
 - f. Employment Options employi
 - g. Good Samaritan Inn
 - h. Jubilee Centre
 - i. Living Space
 - j. Lord's Kitchen
 - k. Misiway Milopemahtesewin Community Health Centre
 - l. North Eastern Ontario Child and Family Services
 - m. Porcupine Health Unit
 - n. Salvation Army
 - o. South Cochrane Addictions Centre
 - p. The Thrift Shop
 - q. Timmins Economic Development Corporation
 - r. Timmins Food Bank
 - s. Timmins Family Health Team
 - t. Timmins Native Friendship Centre
 - u. Timmins Police
 - v. Timmins & Area Red Cross

- w. United Way
- x. Yomobile
- y. Other, please specify:

2. Please check the box(es) that describe your role(s) with Living Space:

- a. Staff with Partner Agency
- b. Volunteer with Partner Agency
- c. Staff with Living Space
- d. Volunteer with Living Space
- e. Steering Committee member

MULTIPLE BOX CHECKS PERMITTED

3. One goal in Living Space's first year of operations was "brand recognition" among local community groups.

a. In your opinion, what percentage of your staff understand the range of services available at Living Space?

0% 25% 50% 75% 100%

n/a (we have no staff)

b. In your opinion, what percentage of your VOLUNTEERS understand the range of services available at Living Space?

0% 25% 50% 75% 100%

n/a (we don't have volunteers)

c. Please click on the Living Space Logo

- i. X
- ii. Y
- iii. Z

4. What methods of communication worked well to communicate the mission and services offered at Living Space to your agency Board, staff and volunteers? Please select all the methods you feel have been effective:

- Presentations from Living Space staff
- Promotional Material from Living Space
- Reports from Living Space Staff
- Information shared internally by my organization's Living Space representative
- Living Space website
- Living Space social media
- Other (please specify)_____
- COMMENTS (OPEN TEXT BOX)

5. Do you have suggestions for other communication or awareness building tools that can effectively communicate the Living Space mission and services with your staff and / or volunteers?

OPEN ENDED TEXT BOX

6. Does your organization provide services directly at Living Space?

a)Yes

b)No

If yes:

6a) For your organization, what do you feel is working well about providing services at Living Space? Please click all that apply.

- Increased the number of clients we see
- Diversified the types of clients we see
- Increased the frequency we see clients
- Helped us develop trusting relationships with clients
- Helped us refer clients to other services

- Our staff and or volunteers have a better understanding of the local homelessness issues
- Our staff and or volunteers have developed closer working relationships with other service providers
- The space available meets our needs
- Other: (please specify) _____

COMMENTS (OPEN TEXT BOX)

6b) What positive feedback have you received from your staff about providing services at the Living Space?

OPEN ENDED TEXT BOX

6c) What feedback have you received from clients about services at Living Space?

- Would like services available more often
- Would like evening hours for service delivery
- Would like weekend service delivery
- Would like the same staff to deliver services
- Would like different services offered
- Space is appropriate
- Other: please share _____
- Comments (OPEN ENDED TEXT BOX)

6c) What suggestions can you share that may help improve the delivery of community services at Living Space?

OPEN ENDED TEXT BOX

6d) What other services might be helpful to be offered at LivingSpace?

OPEN ENDED TEXT BOX

7. Final thoughts

Do you have any other comments or suggestions to address the needs of the homeless and those At Risk of Homelessness?

OPEN TEXT BOX

Thank you for your time today and your efforts to help reduce homelessness in Timmins! Together we can end chronic homelessness by 2025! You will now be redirected to the Living Space website.

Appendix E: Select Survey Results

E1 Client Recognition of Living Space and related Feedback

Living Space uses informal mechanisms to gather feedback from clients using hub services but no documentation was available for the evaluation. Living Space holds monthly meetings with transitional housing clients and staff have discussions with clients during intake. Living Space has tried to hold meetings with shelter patrons to discuss what is working well, challenges and areas for improvement, but staff indicated that this approach has not resulted in much feedback.

In absence of a database or documentation cataloguing client feedback, this evaluation gathered data from service providers and staff at Living Space regarding what feedback they have received from clients. This information is 'third party' and should be verified with Living Space clients; the following information could serve as starting points for discussions with clients.

In the survey, service providers stated that client feedback they had received included:

- Clients concerned for personal safety at / near shelter
- Female clients do not feel safe at the shelter. Some have experienced harassment and sexual assaults; abusers and traffickers may be at the shelter.
- Facilities are crowded
- Location is not an appropriate place for those trying to stay away from / in recovery from drug use
- Case managers would be helpful
- Clients do not like repeating their story to multiple service providers;
- Clients have stated that they would prefer to see consistent staff (by partner service providers) to help build relationships and trust.
- Clients have asked for haircuts and an ID clinic
- Clients appreciate being seen at Living Space, where they are at.

E2 What is working well?

Survey respondents identified the following as “What is working well” for service provision at Living Space:

1. Our staff / volunteers have a better understanding of homelessness issues (65%)
2. Helped us develop trusting relationships with clients (52%)
3. Our staff have developed closer relationships with other service providers (48%)
4. Helped us refer clients to other agencies
5. Increased the number of clients we see (35%)
6. Diversified our client base (21%)
7. Increased the frequency we see clients (21%)
8. The space meets our needs (17%)

E3 Possible barriers to agency service provision at Living Space

Survey respondents who do not currently offer services at Living Space cited the following reasons:

- Need for appropriate space (safe, confidential)
- Need for increase security
- Partner Agency Staff were being asked to provide out of scope services (e.g. security, laundry)
- They provide on-call / as needed services

Survey respondents suggested the following may be possible barriers to agencies providing services at Living Space:

Safety

- Concerns for Staff safety / fear of clientele
- Unsafe location, especially in the evening
- Clients with past criminal activity
- Perception that there is a lack of consequences for those involved in violent actions

Knowledge gaps / perceptions

- Lack of “full understanding of Living Space’s goals in the community”
- Need for staff training
- Prejudice toward clients
- Lack of understanding of Living Space services and purpose (one service provider respondent cited that they did not know what services are available)
- Clients who don’t show up for appointments
- Lack of understanding of homeless population/ need for information and education around social issues, progressive strategies
- Perception that patrons are “all addicts or criminals”
- Perception that people abuse Living Space (e.g. people who are not homeless access meals, services)

Location

- Lack of parking
- Inadequate space
- Need for office space
- Kitchen is too small for programming
- Limited accessibility of location

External constraints

- Under staffed agencies
- Funding constraints
- Time constraints

E4 Awareness of Living Space among Service Provider organizations

On average, survey respondents felt that 75% of staff at their partner organization had a good understanding of Living Space's services and purpose. It is important to understand that is the average; the range of staff awareness at partner organizations

Respondents felt that 57% of volunteers at Living Space had a good understanding of the services and purpose at Living Space.

Survey respondents suggested the following as the most effective communication methods:

- Presentations by Living Space staff to partner organizations (55%)
- Information about Living Space shared to staff by someone who works at the partner organization (48%)
- Living Space social media (42%)

Respondents suggested the following additional communication efforts:

- Training for outreach team on approaching other organizations in a positive and productive manner
- In service presentations about services offered
- Use email, newsletter to communicate
- Active offers of presentations to more/different/key organizations
- Newspaper to reach a broader population
- Use of postcards for service descriptions, referral options
- Provide a detailed listing of services offered at Living Space, including partner services; link those services to the purpose and communicate impact of services
- Ensure all staff and partners are made aware ASAP when new services are available, the process for referrals
- Provide regular updates to address staff and Board member turnover

Appendix F: Executive Director Board Report, 2019 in Review

The Executive Director Report: 2019 in Review summarizes Living Space's 2019 activities and outcomes. The report identifies partnerships, statistics, funding, activities, outcomes, partnerships, successes, challenges and next steps.

Section 5 of the report identifies significant issues at Living Space and the risk management strategies the organization employed; this section may be of interest to other groups working with persons who are homeless or at risk of homelessness (complaint from shelter neighbors, plumbing issues, challenges with security, etc.).

The report also includes the organization's workplan highlights for 2020 that focuses on the following four areas:

1. Develop comprehensive communications plan
2. Improved sustainability through the enhancement of programs (includes data collection and reporting, improved staff training, capacity development, etc.)
3. Develop community support for Living Space through relationship development and demonstrating success (includes participation in a broader community safety plan)
4. Development of programs to respond to identified system gaps (includes systems navigation table, advocacy role, etc.)

The Executive Director's 2019 Annual report follows on the next page.

1. Highlights:



Living Space's Centralized Service HUB @ 27 Cedar St. N

- ⦿ 24/7/365 Access to Supports
- ⦿ 20 (50) bed Emergency Low-Barrier Shelter/Drop-in
- ⦿ 6 (12) Transitional Housing Units
- ⦿ 6 (10) Justice Transitional Housing Units
- ⦿ Health Services Partnership providing access to weekly medical care, including foot care, dental care, access to Nurse Practitioners and Physicians via partner organizations.
- ⦿ 24/7/365 Harm Reduction Program & Naloxone Site
- ⦿ 24/7/365 Street-Level Outreach
- ⦿ Intensive Case Management partnership with Ontario Aboriginal Housing Services
- ⦿ Access to Community Partners via Drop-in
- ⦿ Vocational/Skills Development Program
- ⦿ Non-judgement, Culturally Safe Activities and Support
- ⦿ * post renovation @ 21 Cedar St.N

1.1 Living Space Growth:

Living Space experienced tremendous growth in 2019 as the organization expanded its governance and administrative capacity allowing for rapid expansion of operations and the ability to provide innovative programs.

<p>January 2019</p>	<ul style="list-style-type: none"> • Living Space partners with the City of Timmins and the Timmins Native Friendship Centre to coordinate an “Cold Weather Alert” response system. The partnership helped to facilitate a change in services to provide 24/7 access. • The Cochrane District Social Services Administration Board & The Ontario Aboriginal Housing Services begin renting office space at Living Space improving ability to collaborate. • Volunteer Coordinator hired. • CTV provides a free television and radio media campaign to recruit volunteers • First monthly patron meeting held to ensure programs are designed with input/participation of people who are homeless/at-risk of homelessness.
<p>February 2019</p>	<ul style="list-style-type: none"> • Living Space participates in the Coldest Night of the Year event and participates as a rest stop for walk participants. This presented an important opportunity to open our doors to the public and showcase the developments with the organization. • Drop-in program expands and adds hours from 1:00 – 4:00pm (Monday to Friday). Partners participating include: 1) Porcupine Health Unit, 2) Timmins Area Women in Crisis, 3) Ontario Native Women’s Association, 4) Ontario Aboriginal Housing Services, 5) Misiway, 6) Canadian Mental Health Association Justice Case Managers, 7) Timmins Native Friendship Centre, 8) South Cochrane Addiction Services, 9) Ontario Works • “Giving to Living Space” fundraiser organized by the band Johnson’s Creek at Full Beard brewery to raise awareness of Living Space programs. • “Lawyers Feed the Hungry” is developed by community members and begin providing monthly

Executive Director Board Report

2019 in Review

	<p>brunches at Living Space.</p> <ul style="list-style-type: none"> • Living Space incorporates as a Non-Profit, forms the first Board of Directors and by-laws. • Transitional Housing Program launches, and 11 people move from the shelter into the units. • Living Space collaborates with Nishnawbe Aski Nation to organize a forum to discuss and create strategies to urban indigenous homelessness. Participants include CDSSAB, City of Timmins, Misiway, the Timmins Native Friendship Centre and others.
<p>March 2019</p>	<ul style="list-style-type: none"> • Living Space is selected to proceed to step two of the application process for Reaching Home: Designated Community Status (Federal homelessness funding). • United Way begins renting office space enhancing Living Space’s ability to collaborate. • Living Space and Misiway collaborate to organize meetings with stakeholders with the goal of developing health services programs out of Living Space. • Five Nations energy donates \$25,000 to Living Space (Total fundraised since Nov.2018 now over \$60,000)
<p>April 2019</p>	<ul style="list-style-type: none"> • CDSSAB ends the service agreement with CMHA and Living Space launches independent operations. • Chamber of Commerce donates \$10,000 toward the upgrading of Living Space’s kitchen as part of the “100 people Who Care” campaign. • Living Space collaborates with NEOFACS for the provision of back-office and bookkeeping support. • Living Space applies and is approved to receive \$65,000 (2019-20) from the United Way Simcoe Muskoka through the Reaching Home: Rural and Remote stream. • Living Space collaborates with the Ininew Friendship Centre and the Ministry of the Attorney General to develop a Bail Beds program and receives \$182,000 to operate the program in 2019-20. • Living Space participates in Northern College’s Annual Pow Wow
<p>May 2019</p>	<ul style="list-style-type: none"> • Living Space is closed for a two-week period to allow for the transition to independent operations and 6 FTE, 6 PTE, 10 CAS Program Workers hired. Rooms were rented at the Bon-Air Motel to ensure patrons of the shelter program had temporary housing. • Coordinator and Program Manager hired. • Living Space launches free 24/7/365 low-barrier services. • Launch of the Health Services Program through partner collaboration: <ul style="list-style-type: none"> ○ Weekly primary care support through Misiway ○ Monthly foot care through Rainville Health ○ Weekly health outreach through the Porcupine Health Unit • Living Space partners with the Porcupine Health Unit to complete a community garbage cleanup event.
<p>June 2019</p>	<ul style="list-style-type: none"> • Living Space collaborates with the Porcupine Health Unit to provide the community with 24/7/365 access to naloxone and harm reduction support. • Living Space collaborates with the Porcupine Health Unit and the Timmins and Area Drug Strategy to launch the opiate monitoring system • Ontario Aboriginal Housing Services expands presence at Living Space by increasing to three full-time Housing Case Managers who work with the participants of the transitional housing program. • Drawings are completed for the renovation/expansion of the new Living Space property at 21 Cedar St. • Directors and Stakeholders meet to develop Living Space’s first strategic plan.

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	<ul style="list-style-type: none"> Living launches a joint Health & Safety Committee with input from participants of the transitional housing program and patrons of the emergency shelter.
July 2019	<ul style="list-style-type: none"> Living Space collaborates with the NE-LHIN to facilitate a meeting with service providers to review Dr. Brian Rush’s Substance Use Service Needs report and discuss gaps in the local support system. Living Space collaborates with the Anti-Hunger Coalition Timmins and becomes a distribution site for ACT’s Good Food Box program to enhance access to nutritious fruits and vegetables to people living in poverty. Living Space ends the service contract for cleaning of the building and partners with March of Dimes to develop a vocational program aimed at hiring people who access Living Space services to complete cleaning of the building. The restaurant “Foster Jane” partners with Living Space to provide a free “dinner and night out” for over 130 people living in poverty with transportation to the event provided by Timmins transit. “Bubble’s Fries” organizes a substance abuse awareness/fundraiser and donates \$4000 to Living Space to facilitate transportation to detox, treatment programs.
August 2019	<ul style="list-style-type: none"> Living Space achieves “On Deck” status with Built for Zero Canada and begins receiving support with data management, the creation of a by-name list and with development of quality improvement measures. Living Space is invited to join the Canadian Alliance to End Homelessness (CAEH’s) Shelter Transformation Network and the National Alliance to End Rural and Remote Homelessness. Living Space partners with the Homeless Coalition of Timmins to produce Crisis Resource Guides that are distributed to patrons and service partners. Living Space ends service contract with security company and launches Outreach Workers and Street Outreach Program.
September 2019	<ul style="list-style-type: none"> Living Space strategic plan is completed and sent to stakeholders for review/feedback. 2nd Bi-annual Summit on Solving Homelessness is held by Living Space to explore the themes of system integration, coordinated access, and local context. Living Space and Misiway begin collaborating with London Inter-Community Health Centre to learn best practices and develop health programs for people who are homeless in Timmins. Living Space Program Manager completes tour of Toronto homelessness and harm reduction programs with goal of learning best practices and innovative ideas. Cast Clinical begins providing weekly trauma-informed crisis counselling to patrons at Living Space free of charge. Meeting held with service partners to coordinate justice supports and discuss the needs of improved collaboration amongst partners and systems. The United Way dedicates their annual payroll deduction campaign to raising funds for Living Space.
October 2019	<ul style="list-style-type: none"> Living Space launches “Community Feedback Protocol” to track, respond, and monitor interaction with the community and neighbours of Living Space. Living Space launches “Sharps Disposal Initiative” in partnership with the City of Timmins, the Downtown BIA, and the Porcupine Health Unit. Living Space participates in training provided by Ian Dejong of OrgCode on creating “trauma informed and housing focused programs” organized by the Sault Ste. Marie Housing Services. Living Space expands upon the spring community cleanup and partners with stakeholders to hold the second cleanup event of the year.

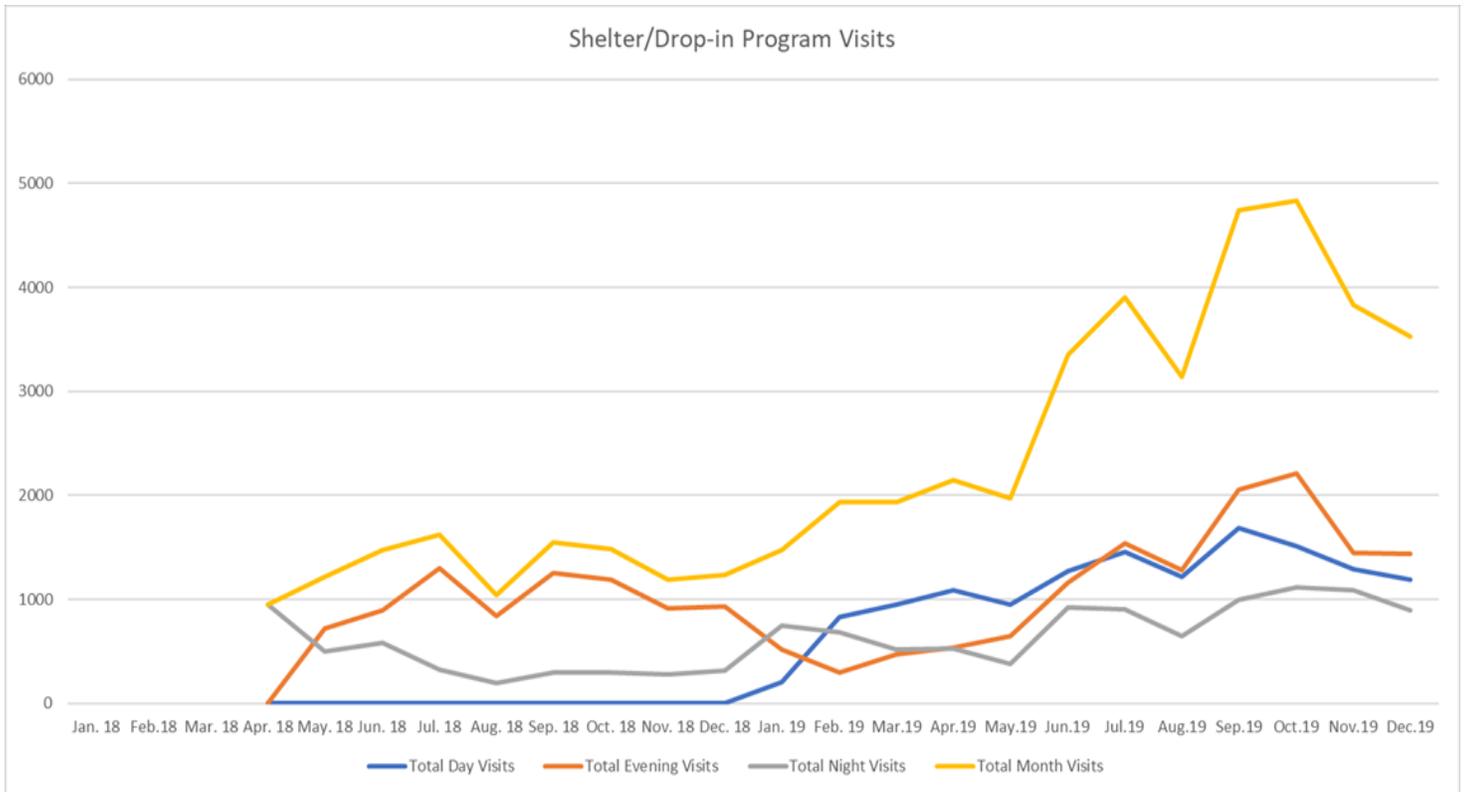
	<ul style="list-style-type: none"> Living Space holds an open house as part of World Homeless Day activities.
November 2019	<ul style="list-style-type: none"> Living Space joins the Community Safety & Well-Being advisory and implementation committees. Living Space partners with the Cochrane District Social Planning Council to promote implementation of “Help Seeker” amongst service partners and stakeholders. Living Space Board of Directors welcomes representatives from the Timmins and District Hospital and Downtown Business Improvement Association Living Space joins the Canada wide Human Trafficking Hotline/National Referral Directory Representatives from Living Space attend the annual CAEH Conference in Edmonton. Living Space collaborates with the Timmins and South Porcupine Food banks to improve access to people with no fixed address and no identification.
December 2019	<ul style="list-style-type: none"> Living Space Board of Directors approves Living Space’s strategic plan for 2019-2021 Living Space partners with the Timmins Native Friendship Centre, the City of Timmins, and the Salvation Army to operate cold weather emergency overflow beds. Living Space begins collaborating with the Mushkegowuk Council to develop strategies to respond to the increase in urban indigenous homelessness. Living Space presents to the Chamber of Commerce Board of Directors as part of efforts to increase involvement of the business community in a community plan to end homelessness.

2. Programs & Service Statistics:

Living Space experienced rapid growth in service demand once services began adopting harm reduction, housing first, low barrier, culturally safe and trauma-informed approaches. The transition to 24/7/365 services has enabled Living Space to work on prevention and diversion from the shelter during the day while mainstream service partners are open.

Month	Harm Reduction Stats							Disposal Fees	Harm Reduction Supplies	Outreach / Security Wages	Promotion Costs
	Visits	Distributed	Returned/ Collected	Return Rate	Naloxone	Community Requests	Overdoses responded to				
May 2019	11	N/A	N/A		N/A	N/A		\$767.78	\$0	Security from January to August = \$60,000 Outreach Workers from August to December = \$60,000	
June 2019	92	2,592	5000	192%	60	N/A	1	\$0	\$353.35		
July 2019	282	10,471	15,730	150%	52	N/A	2	\$1249.78	\$856.44		
August 2019	348	16,083	13,980	87%	41	N/A		\$0	\$0		
September 2019	396	12,954	10,520	81%	45		1	\$587.60	\$1455.34		
October 2019	394	17,671	17,010	96%	48	5	1	\$124.30	\$731.73		
November 2019	280					2		\$961	\$182.01		
December 2019								\$426.57	\$1178.64		
TOTALS	1,083	59,771	62,240	104%	246	7	5	\$4,117.03	\$4757.51	\$120,000	\$1000
								\$8874.54 – Unfunded Harm Reduction Program			
								\$129,875 – Total Estimated Program Expenses 2019 (unfunded)			

Shelter/Drop-in Program Visits						
	Total Day Visits	Total Evening Visits	Total Night Visits	Total Month Visits		
Jan. 18					Stats not tracked	
Feb. 18						
Mar. 18						
Apr. 18	N/A	N/A	949	949		
May. 18	N/A	717	496	1213	Only open 8pm-8am	
Jun. 18	N/A	898	580	1478		
Jul. 18	N/A	1304	320	1624		
Aug. 18	N/A	844	196	1040		
Sep. 18	N/A	1258	293	1551		
Oct. 18	N/A	1192	293	1485		
Nov. 18	N/A	912	279	1191		
Dec. 18	N/A	927	311	1238		
Jan. 19	204	519	751	1474		Open 8pm-8am & 1pm-4pm
Feb. 19	829	298	679	1932		
Mar. 19	946	468	518	1932		
Apr. 19	1086	537	524	2147		* closed for 2 weeks in May
May. 19	949	642	380	1971		
Jun. 19	1272	1159	921	3352	24/7 services started May	
Jul. 19	1458	1538	904	3900		
Aug. 19	1221	1278	645	3144		
Sep. 19	1687	2058	996	4741		
Oct. 19	1514	2207	1117	4838		
Nov. 19	1290	1451	1092	3833		
Dec. 19	1188	1442	898	3528		
2019 Totals	13644	13597	9425	36792		
2018-29	13644	21649	13142	48561		



Transitional Units				
	Total # Housed in Transitional (12 MAX)	New Move-Ins	Moved to Housing	Evicted
Jan. 18	N/A	N/A	N/A	N/A
Feb.18	N/A	N/A	N/A	N/A
Mar. 18	N/A	N/A	N/A	N/A
Apr. 18	N/A	N/A	N/A	N/A
May. 18	N/A	N/A	N/A	N/A
Jun. 18	N/A	N/A	N/A	N/A
Jul. 18	N/A	N/A	N/A	N/A
Aug. 18	N/A	N/A	N/A	N/A
Sep. 18	N/A	N/A	N/A	N/A
Oct. 18	N/A	N/A	N/A	N/A
Nov. 18	N/A	N/A	N/A	N/A
Dec. 18	N/A	N/A	N/A	N/A
Jan. 19	N/A	N/A	N/A	N/A
Feb. 19	6	6	0	0
Mar.19	7	1	0	0
Apr.19	9	2	1	0
May.19	11	2	1	0
Jun.19	12	1	0	0
Jul.19	12	4	4	0
Aug.19	12	1	1	0
Sep.19	11	0	1	0
Oct.19	12	1	0	1
Nov.19	12	5	3	1
Dec.19	12	1	1	0
Totals		24	12	2

3. Finance & Grant Development:

Living Space continues to explore opportunities to create sustainability for operations through grant opportunities at all three levels of government, via donations, and through opportunities created by systems integration. The following is a summary of Living Space grants and pending applications. (Living Space fiscal year = January 1 to December 31)

Grant	Amount	Source	Description	Status
2017-2018 (Revenue = \$1,250,923)				
1. Ontario Trillium Foundation: Local Poverty Reduction Fund (LPRF)	\$180,500	Provincial	<ul style="list-style-type: none"> Original grant for the creation of the Community Homelessness Alleviation Trial (CHAT) Funded original CHAT Coordinator position Evaluation process currently being completed 	Ends February 2020
2. City of Timmins:	\$200,000	Municipal	<ul style="list-style-type: none"> Deferred to 2019 	One-time funding
3. Local Health Integration Network	\$42,000	Provincial	<ul style="list-style-type: none"> Used to create 0.5 FTE Housing Case Management position based out of CMHA 	Ended March 2019
4. Employment Skills Development Canada: Homeless Partnering Strategy (HPS)	\$252,812	Federal	<ul style="list-style-type: none"> Support hiring of Residential Support Workers at Living Space through CMHA 	Ended March 2019
5. Home for Good (HFG)	\$315,008	Provincial	<ul style="list-style-type: none"> Used to support the purchase, renovation of Living Space building. 	Ended March 2019
6. Community Homelessness Prevention Initiative (CHPI)	\$65,043	Provincial	<ul style="list-style-type: none"> Used to support the Coordinator position and Residential Support Workers based out of CMHA. 	Ended March 2019
7. Investment Affordable Housing (IAH)	\$235,000	Provincial	<ul style="list-style-type: none"> Supported the purchase, renovation of Living Space building: specifically, the transitional units. 	Ended March 2019
2019-2020 (Revenue = \$1,058,491)				
1. City of Timmins	\$200,000	Municipal	<ul style="list-style-type: none"> Used to support the operation of 24/7/365 services in 2019 	Carried over from 2018
2. OTF-LPRF	\$38,000	Provincial	<ul style="list-style-type: none"> Funds remain for evaluation of grant 	Carried from 2017-18
3. United Way Simcoe Muskoka: Reaching Home: Rural & Remote Stream	\$65,000	Federal	<ul style="list-style-type: none"> Used to support 1 FTE Program Worker 	Ends March 2020
4. Community Homelessness Prevention Initiative (CHPI)	\$467,000	Provincial	<ul style="list-style-type: none"> Main source of funding for administration, operations, Program Workers, Outreach Workers 	Confirmed until 2021 <ul style="list-style-type: none"> 2020/21 amounts to increase

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5. Home for Good (HFG)	\$149,689	Provincial	<ul style="list-style-type: none"> Used to support Program Workers, Outreach Workers and rent subsidies for transitional units 	Confirmed until 2021: 04/2020 = \$315,008 04/2021 = \$330,341
6. Ministry of Attorney General: Bail Beds	\$138,802	Provincial	<ul style="list-style-type: none"> Used to support Transitional Housing program, Program Workers 	MAG has requested to expand the program

Grants applied for in 2019

1. United Way Simcoe Muskoka: Reaching Home: Rural & Remote	\$65,000	Federal	<ul style="list-style-type: none"> Funding for 1 FTE Program Worker 	Applied March 2019 <ul style="list-style-type: none"> Approved
2. Public Health Agency of Canada: Harm Reduction Fund	\$125,000/year 2020-2021	Federal	<ul style="list-style-type: none"> Requested funding for 2 Peer-based Outreach Workers to improve engagement of people who inject substances 	Applied June 2019 <ul style="list-style-type: none"> Not approved
3. Ontario Trillium Fund: Capital	Up to \$150,000	Provincial	<ul style="list-style-type: none"> Support renovations of kitchen to commercial standards 	Applied June 2019 <ul style="list-style-type: none"> Approved, work scheduled to start spring 2020
4. Local Health Integration Network: Surplus Mental Health and Addictions funds	\$189,000	Provincial	<ul style="list-style-type: none"> Support the development of 2 FTE Case Manager positions at CMHA & SCAS to support Living Space 	Applied July 2019 <ul style="list-style-type: none"> Not approved
5. Reaching Home: Designated Community Status	Up to \$1,000,000/year for 5 years	Federal	<ul style="list-style-type: none"> 25 letters of support received from stakeholders Applied for funds to develop a community plan for Timmins, 1 FTE System Developer position, create sustainability for Program Worker/Outreach Worker positions 	<ul style="list-style-type: none"> Letter of intent submitted Feb. 2019 Full application submitted September 2019 Decision expected winter/spring 2020
6. Public Health Agency of Canada: Pathways to Care	\$950,000/ 15 months	Federal	<ul style="list-style-type: none"> Applied for funds to create 1 FTE System Developer, 1 FTE System Navigator, develop peer-led outreach teams 	Applied August 2019 <ul style="list-style-type: none"> Not approved

Grants expected and/or being applied for in 2020

1. Anti-Racism Action Program	\$905,00/2 years	Federal	<ul style="list-style-type: none"> Joint Application with Mushkegowuk Council 1 FTE to develop anti-racism policies, improve stakeholders understanding of systemic racism Expand/create sustainability for Street 	Application due January 13, 2020
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			<ul style="list-style-type: none"> Level Outreach Program Develop strategy to address online racism in Timmins 	
2. United Way Simcoe Muskoka: Reaching Home: Rural & Remote	Up to \$250,000	Federal	<ul style="list-style-type: none"> Improve sustainability of Program Worker & Outreach Worker Support the development of Coordinated Access in Timmins 	Application due January 17, 2020

4. Successes & Challenges with System Integration & Collaboration:

The original CHAT (Community Homelessness Alleviation Trial) and Living Space were created with the goal of ending homelessness in Timmins through the development of a centralized and coordinated service hub which address identified barriers to support. Barriers identified in the CHAT proposal include services being widely dispersed, fragmented, and uncoordinated. CHAT/Living Space was created to develop a sustainable model of service re-alignment and data collection that supports those experiencing or at risk of homelessness (EH/ARH). The success of the model requires services that address the reality of homelessness in Timmins; this includes a disproportionate number of indigenous people, pervasive and systemic racism in housing and service provision, a high number of people with complex concurrent disorders currently not receiving support, the opiate/fentanyl crisis, and public stigma surrounding poverty and homelessness. The following chart demonstrates key successes and challenges experienced by Living Space with systems integration and collaboration.

Type of Coordination/Integration	Actions Taken:	Outcomes:
<p>Drop-in Development</p> <ul style="list-style-type: none"> Service providers attend Living Space to outreach to people who are EH/ARH and offer prioritized support and referrals to programs <p><u>Goals:</u></p> <ol style="list-style-type: none"> Reduce barriers to people connecting with services by bringing supports to them in outreach capacity. Enhance opportunities for relationship development between people who are EH/ARH and service providers. Decrease stigma amongst service providers of people who are EH/ARH and people with complex concurrent disorders by increasing contact with target population. Improve housing outcomes by addressing root issues. 	<ul style="list-style-type: none"> Nov. - Dec. 2018 – pilot via Living Space Coordinator, CMHA Justice Workers (M, W, F: 1:00 - 4:00pm) Jan. - May 2019 – expand hours to 1:00 - 4:00pm Monday to Friday May 2019 – expand to 24/7/365 services. Slowly add service partners and sign MOU re: type and frequency of supports provided at Living Space 	<ul style="list-style-type: none"> Mixed success with on-boarding partners. Most success has been seen with Indigenous organizations like ONWA, OAHS, TNFC, Misiway, and NAN. Challenges experienced in getting mainstream services (mental health, substance use) on-board with approach citing internal capacity or concerns with safety. <p><u>Next Steps:</u></p> <ol style="list-style-type: none"> Develop guiding principles document and address specific concerns of partners though 1:1 meetings and discussions at board of directors’ meetings.
<p>Health Services Coordination:</p> <ul style="list-style-type: none"> Service providers providing access to health care out of Living Space. <p><u>Goals:</u></p> <ol style="list-style-type: none"> Reduce barrier to people receiving health care by bringing supports to 	<ul style="list-style-type: none"> Nov. – Dec. 2018 – initiated stakeholder meeting led by Misiway with goal of developing program through systems integration. Jan – May - continued committee meetings with participation of Misiway, EMS, PHU, CMHA. 	<ul style="list-style-type: none"> Challenges with getting mental health and addictions partners to implement partnership. <p><u>Next Steps:</u></p> <ol style="list-style-type: none"> Continue workplan with CMHA Resume health services meetings

<p>them.</p> <ol style="list-style-type: none"> Enhance opportunities for relationship development between people who are EH/ARH and service providers. Decrease stigma amongst service providers of people who are EH/ARH and people with complex concurrent disorders by increasing contact with target population. Improve housing outcomes by addressing medical issues. 	<p>Unfortunately, meetings stopped being attended by key partners.</p> <ul style="list-style-type: none"> May/June 2019 - launched services at Living Space, including: <ul style="list-style-type: none"> Misiway - Primary Care PHU – Harm Reduction Rainville – Foot Care Pearly Whites – Dental September 2019 – Implemented Community Sharps protocol with PHU and BIA October 2019 – Met with CMHA ED to develop workplan for Nurse Practitioner to start at Living Space, expected to begin Feb/March 2020 	<p>with all partners and work to improve participation</p> <ol style="list-style-type: none"> Explore simple and innovative solutions such as alternate site drop-off for EMS Partner with London Inter Community Health Centre to learn best practices that can be implemented in Timmins.
<p>Improving access to housing:</p> <ul style="list-style-type: none"> Address barriers to people EH/ARH to accessing supportive housing via partners. Improve access to private market rentals Develop new housing initiatives to respond to specific target population needs. <p><u>Goals:</u></p> <ol style="list-style-type: none"> Transition people out of homelessness by connecting with permanent supportive housing. Improve private landlords’ willingness to rent to people with complex needs. 	<ul style="list-style-type: none"> Outreach Workers developing relationships with private landlords Partnering with Misiway to develop transitional housing program attached to cultural and land-based learnings. Developing workplan with CMHA ED to address barriers to people accessing CMHA housing program Develop partnership with OAHS to provide case management support to people living in transitional units 	<ul style="list-style-type: none"> Success seen with the OAHS model and having Housing Case Managers on-site Outreach Workers have developed positive relationships with landlords after responding to request for support. Limited success with referring people to supportive housing for mental health, developmental, or substance use support. <p><u>Next Steps:</u></p> <ol style="list-style-type: none"> Develop landlord recruitment program. Expand OAHS involvement with Living Space. Continue Discussions with CMHA ED re: removing barriers.
<p>Expand access to emergency shelter through leveraging of partner resources:</p> <ul style="list-style-type: none"> Build community capacity so that no one is required to sleep outside. <p><u>Goals:</u></p> <ol style="list-style-type: none"> Reduce risk of people being harmed due to insufficient emergency shelter beds 	<ul style="list-style-type: none"> TNFC/City – Cold Weather Alert/ Overflow agreement Salvation Army overflow beds & discussions re: developing more transitional units Expansion of Living Space to 21 Cedar St. N 	<ul style="list-style-type: none"> Success with overflow/Cold Weather partnership Positive community feedback about efforts to reduce rough sleeping Challenges with keeping up with demand for services. <p><u>Next Steps:</u></p> <ol style="list-style-type: none"> Complete renovations at 21 Cedar St. N.

<p>Justice Coordination:</p> <ul style="list-style-type: none"> Address disproportionate high involvement of Indigenous people and people who are EH/ARH and involved in the justice system. <p><u>Goals:</u></p> <ol style="list-style-type: none"> Provide alternatives to people in custody who are homeless and are unable to meet conditions for bail because they do not have a fixed address. Decrease frequency of contacts/improve outcomes of contacts with people who are EH/ARH and Timmins Police. Work with partners to improve coordination/efficiencies of justice support services. 	<ul style="list-style-type: none"> Partnered with the Ministry of the Attorney General and the Innew Friendship Centre to create 6 Justice Bail Beds and case management supports. Held meetings with partners to discuss coordination of justice supports. Advocated with representatives of the courts/judiciary to discuss innovative ideas. Held meetings with TPS administration re: partnership opportunities and to improve interaction between front-line workers 	<ul style="list-style-type: none"> Consensus built with partners for the need to coordinate justice supports. Improved collaboration with TPS senior administration. Challenges with TPS front-line officers understanding Living Space programs and guiding philosophies Living Space ED invited to join the Bail Review Committee <p><u>Next Steps:</u></p> <ol style="list-style-type: none"> Present to judiciary on January 22, 2020. Organize committee to move forward on coordination of justice supports Organize presentations/joint training with TPS.
<p>Indigenous Community Participation:</p> <ul style="list-style-type: none"> Address disproportionate high levels of people who are EH/ARH and are Indigenous Develop strategy for migration of people from Indigenous communities to Timmins who then EH/ARH. <p><u>Goals:</u></p> <ol style="list-style-type: none"> Improve collaboration with Indigenous communities to address urban indigenous homelessness 	<ul style="list-style-type: none"> Held two meetings with NAN pollical representation re: developing a multi-community and multi-stakeholder plan Initiated discussions with Mushkegowuk Council 	<ul style="list-style-type: none"> High amount of interest expressed from multiple Indigenous organizations and communities to collaborate with Living Space <p><u>Next Steps:</u></p> <ol style="list-style-type: none"> Meeting with Mushkegowuk Council January 7, 2020. Organize meeting with NAN to build on 2019 discussions. Develop culturally specific programming at Living Space.
<p>Food Security:</p> <ul style="list-style-type: none"> Improve access to food supports for people who are EH/ARH. <p><u>Goals:</u></p> <ol style="list-style-type: none"> Reduce barriers to people who are EH/ARH participating in food supports. 	<ul style="list-style-type: none"> Anti-Hunger Coalition Timmins (ACT) ACT good food boxes for Living Space food program Living Space registered as a distribution site for GFB Joint application with ACTT re: mobile food market application gardening partnership with ACT Advocacy with Food banks to create ID cards Led development of Food Rescue in Timmins 	<ul style="list-style-type: none"> Living Space kitchen program operating on 80% donated food Volunteers recruited for kitchen program <p><u>Next Steps:</u></p> <ul style="list-style-type: none"> Collect food program data for all programs in Timmins to be used for increased collaboration

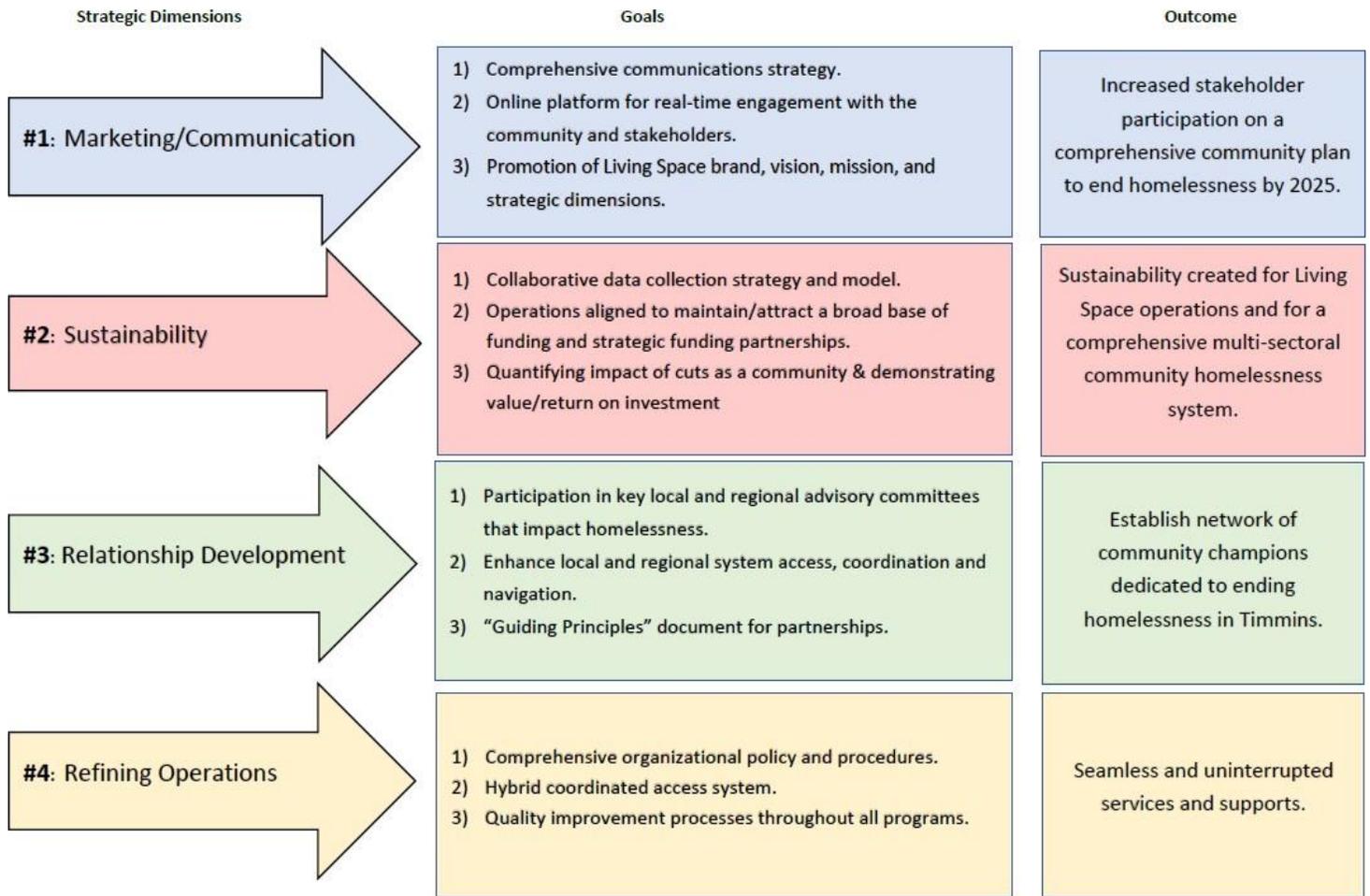
5. Significant Issues & Risk Management:

Please refer to the Risk Management document prepared for the Board which includes full details. The following is a summary of the main risks experienced and the strategies implemented by Living Space in 2019.

Date	Risk	Mitigation Strategy	Outcome
Summer/Fall 2018	<ul style="list-style-type: none"> Panhandling, people in the downtown core, people sleeping in bank foyers. Banks hiring private security and seeking solution. 	<ul style="list-style-type: none"> Expanded afternoon drop-in hours Implemented low-barrier guidelines to increase engagement with target population Implemented communications strategy with banks to provide support with issues 	<ul style="list-style-type: none"> Increase in number of people attending Living Space Banks reported people were no longer sleeping in foyers on a consistent basis
Fall/Winter 2018	<ul style="list-style-type: none"> Death of a person sleeping outside and follow-up requested by Mayor 	<ul style="list-style-type: none"> Implemented low-barrier guidelines and implemented clear restriction process to minimize risk of a person needing to sleep outside Initiated discussions about providing cold weather alert system with City, TNFC, CDSSAB, EMS 	<ul style="list-style-type: none"> Alert/overflow system established for Winter 2018-19 & 2019-20 Zero deaths of people sleeping outside in 2019.
Winter/Spring 2019	<ul style="list-style-type: none"> Increase in fentanyl, bad drug supply and increase in overdoses in community 	<ul style="list-style-type: none"> Partnered with Porcupine Health Unit for Living Space to become a naloxone distribution site and for the PHU to conduct Harm Reduction Outreach at the emergency shelter/drop-in 	<ul style="list-style-type: none"> Reduction in fatal overdoses of people who are EH/ARH Zero fatal overdoses at Living Space Increase in people accessing Living Space for assistance calling 911 for an overdose in surrounding city block High participation rates in harm reduction programs at Living Space
Spring 2019	<ul style="list-style-type: none"> Increase in problematic behaviour due to increase in complex needs Increase in trespassing due to transitional units being operational 	<ul style="list-style-type: none"> Increased security to 24/7 coverage Provided CPI training to all employees Increased partners attending the drop-in to provide support (ie. PHU Harm Reduction Workers) 	<ul style="list-style-type: none"> Difficulties with security company fulfilling contract: Issues included security sleeping on the job, security having inappropriate contact with patrons, security violating standards of service for Living Space
Spring/Summer 2019	<ul style="list-style-type: none"> Complaints of sharps in the downtown core 	<ul style="list-style-type: none"> Expanded security function to picking up sharps in the block surrounding Living Space Organized community clean-up event to raise awareness about sharps safety, harm reduction, and to clean up sharps and garbage 	<ul style="list-style-type: none"> Security unable/unwilling to meet request, therefore cancelled contact and created Outreach Worker position Request from Downtown BIA, City to partner on the creation of a formal sharps cleanup protocol

			<ul style="list-style-type: none"> • Creation of committee to expand on community garbage cleanup events
Summer 2019	<ul style="list-style-type: none"> • Rapid increase in service demand 	<ul style="list-style-type: none"> • Increase in number of Program Workers and Outreach Workers on each shift. • Implementation of diversion strategies to quickly move people out of the emergency shelter 	<ul style="list-style-type: none"> • Contacts continued to increase and required improved oversight of front-line employees by management team due to complex issues
Fall 2019	<ul style="list-style-type: none"> • Increase in complex concurrent disorders meeting referral barriers 	<ul style="list-style-type: none"> • Partner with CMHA Executive Director on developing a workplan to build business case for and on-board stakeholders to the idea of a System Navigation Table 	<ul style="list-style-type: none"> • Workplan in development
Fall 2019	<ul style="list-style-type: none"> • Increase in complaints from specific neighbours of Living Space 	<ul style="list-style-type: none"> • Community Feedback Protocol • Chair of Living Space met with neighbours to review progress of addressing complaints 	<ul style="list-style-type: none"> • Transparent tracking of all complaints to establish trends
Fall/Winter 2019	<ul style="list-style-type: none"> • Increased frequency in issues with plumbing in shelter due to people flushing inappropriate items 	<ul style="list-style-type: none"> • Temporary reduction in hours washrooms are open • Improved monitoring of washrooms by staff 	<ul style="list-style-type: none"> • Significant reduction in damage/repairs needed in 2 weeks after restrictions put in place

6. Strategic Plan & Workplan Highlights for 2020



Living Space has created a three year strategic plan for 2019-21 to address lessons learned from the first two years of operations, while moving the community forward in the development of a comprehensive community plan to end homelessness by 2025 based on the principles of housing first, systems integration and coordinated access. The following items have been prioritized for completion in 2019. Please refer to the workplan presented at the December Board meeting for full details.

1. Development of a comprehensive communications plan:

- Re-development of website to include a director portal, updated information on programs and partnerships.
- Improved understanding amongst stakeholders of Living Space’s mission, vision, program guidelines and operating philosophies.
- Promotion of Living Space brand at public events.

2. Improved sustainability through the enhancement of programs:

- Implement By-Name-List with support of Built for Zero Canada to improve data collection and reporting.
- Investment in staff training, capacity development, and the drafting of comprehensive organizational policies and procedures.
- Ensuring alignment of all programs with broader goal of systems integration and the development of a CAB (Community Advisory Board).

3. Develop community support for Living Space through relationship development and the demonstration of success:

- Participation in Community Safety and Well-being Plan, Timmins Area Drug Strategy, Community Mobilization/Situation Table.
- Implementation and reporting on the Community Feedback Protocol and Sharps Response Partnership.
- Development of a guiding principles document for stakeholders.

4. Development of programs to respond to identified system gaps:

- Advocacy for the development of a hybrid coordinated access system, including a system navigation table as part of the Community Mobilization/Situation Table.
- Advocacy for the development of improved mental health and substance use services; including innovative ideas street outreach/mobile crisis, drug/mental health court, safe supply, safe consumption sites, managed alcohol programs, and local detox/treatment options.
- Support system enhancement by championing approaches such as trauma-informed care, harm reduction, housing first, low-barrier, and culturally safe and responsive programs.

