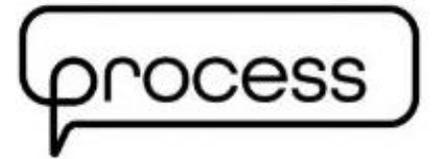


***New Housing Models
for Youth Transitioning
Out of Care***



WOODGREEN
INNOVATION
LAB

PARTISANS



WoodGreen Community Services

Vision: A Toronto where everyone has the opportunity to thrive.

Mission: WoodGreen Community Services enhances self-sufficiency, promotes well-being and reduces poverty through innovative solutions to critical social needs.

what might home mean or look like for youth who are aging out of care and transitioning into adulthood?

Part of a national movement



Outcomes we are driving towards

- Better access to resources and supports for youth aging out of care
- Spaces we design for youth are informed by key perspectives – i.e. they are trauma informed, anti-oppressive, and not euro-centric
- Ultimately, youth truly benefit from this work
- Help ensure kids are going to spaces that provide opportunities to fix broken systems, and prevent youth aging out of care and into homelessness
- Making a contribution to a broader body of research for youth aging out of care, and to the development of more evidence-based interventions
- Exploring unique models that could inform the development of more affordable housing developments for youth

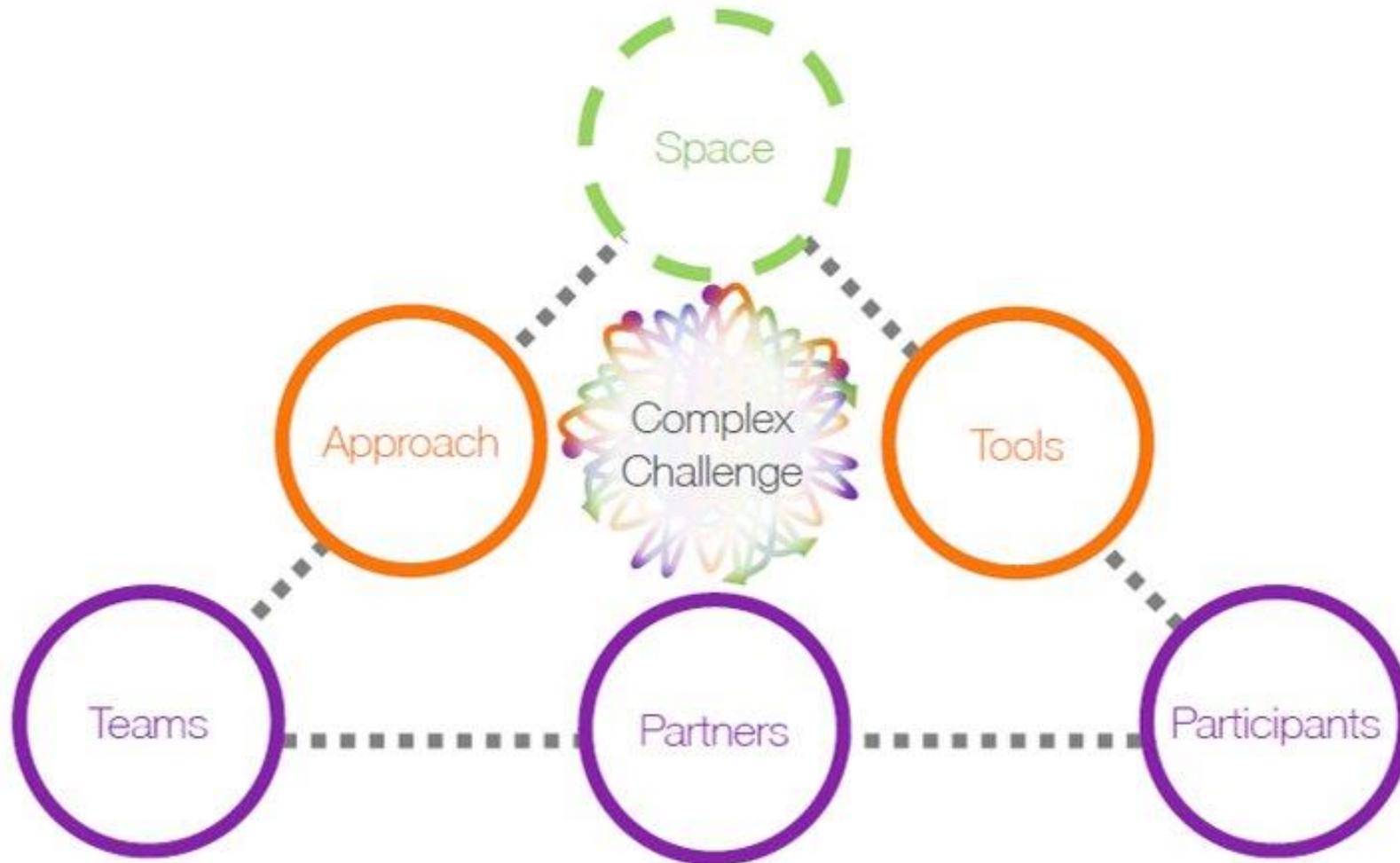
Why should a social innovation lab be used?

Social Innovation Labs
A “Simple” Process To Create More Value

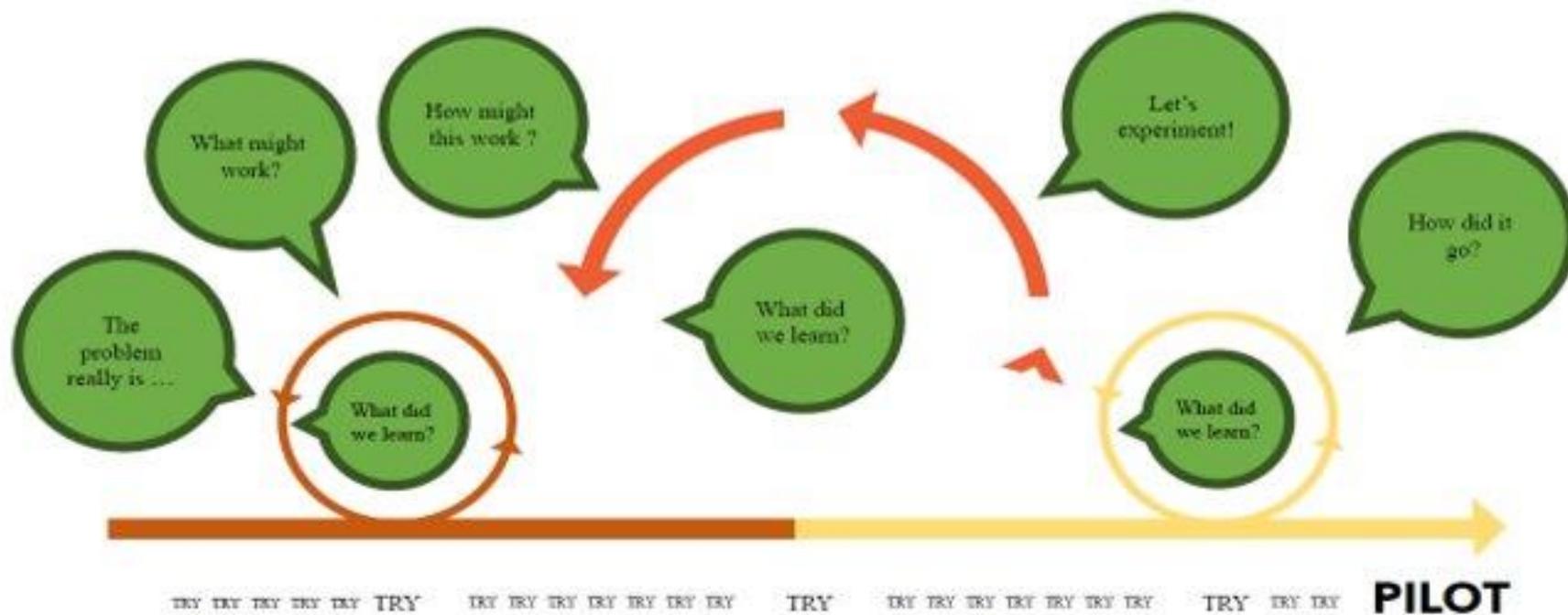


Source: Alex Ryan - MaRS

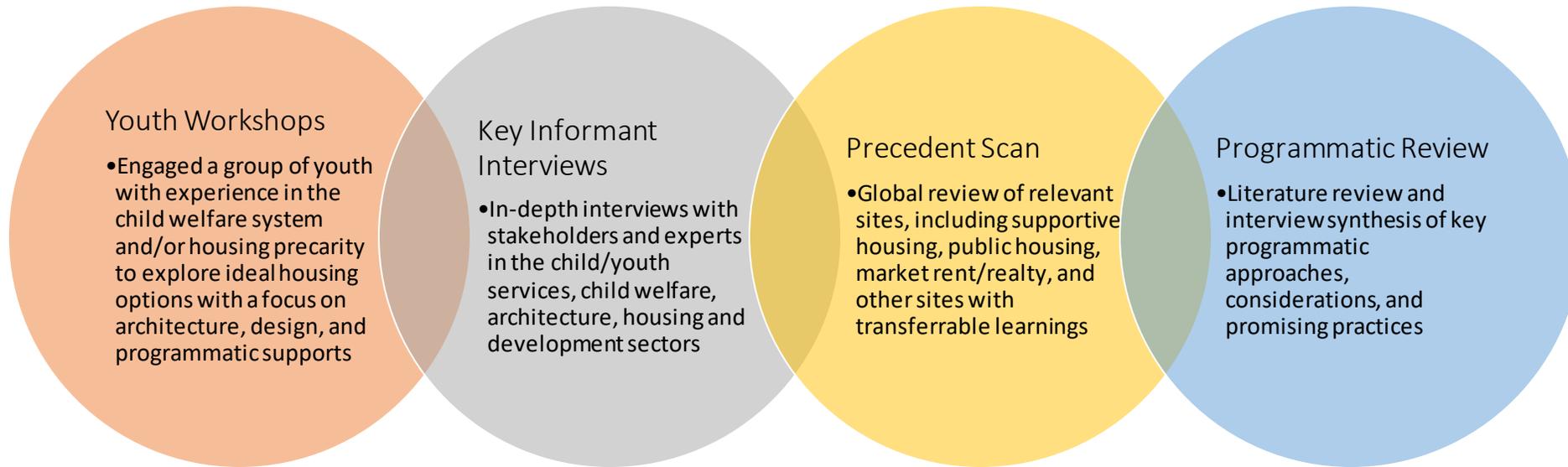
Key components of a social innovation lab



Design and prototype for change



Work done to date





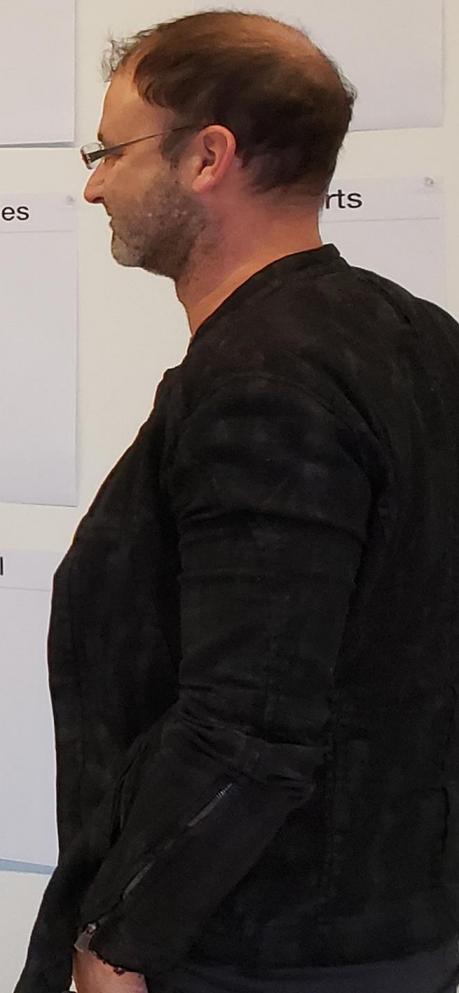
restaurants

entertainment

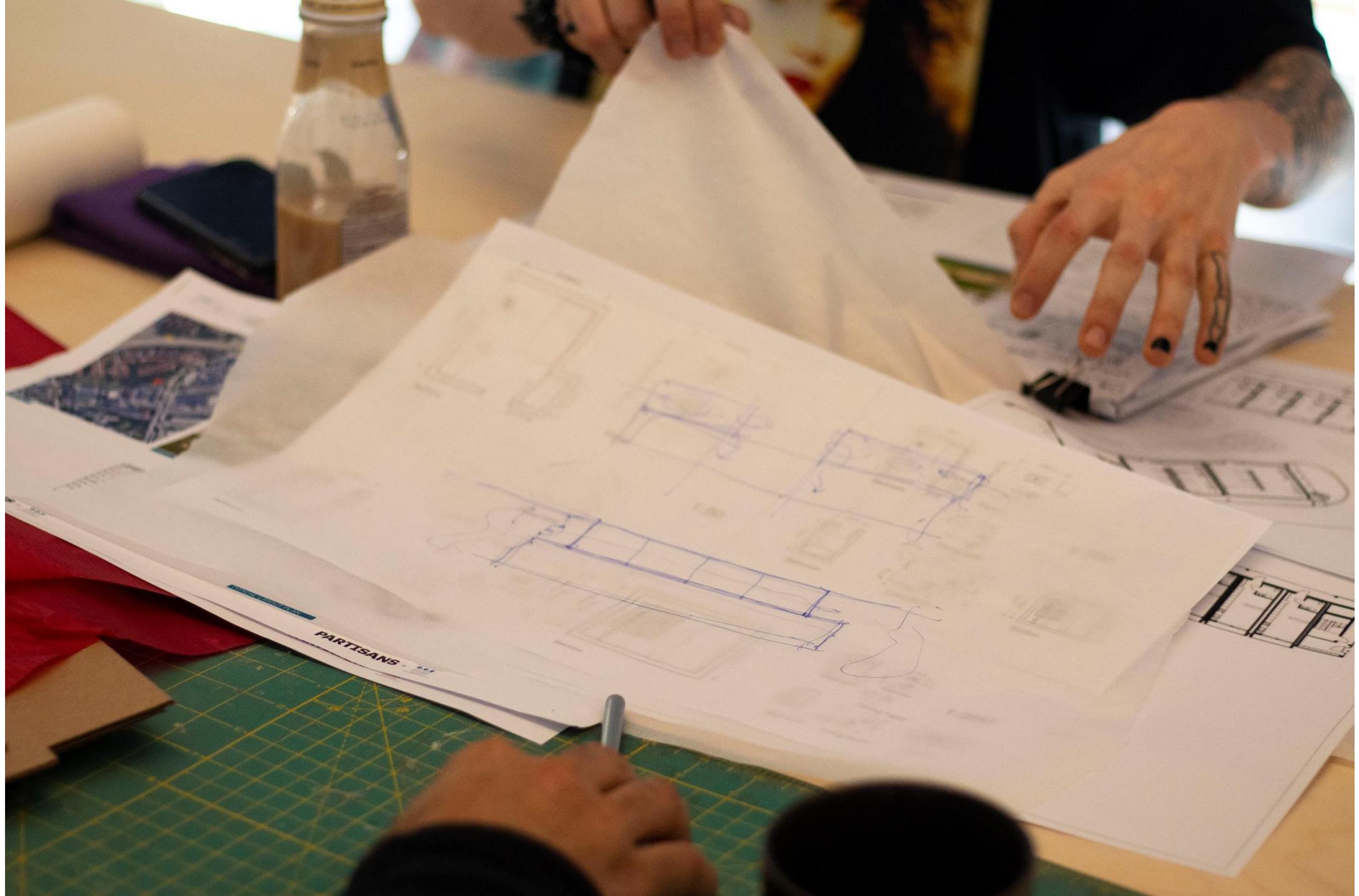
groceries

arts

retail











Emerging Themes

Transitional housing definitions and timeframes

Youth Centered Design at the Core

Co-Creating a New Vision for Better Housing at a Systems Level

Place Matters—Finding the Right Site for Youth Housing

Construction Constraints Can Breed Innovation

Innovative Financing Required

Wrap Around Program Model Can Support Youth to Thrive

Community Engagement Is Key



Global Supportive Housing Precedents

The precedent study was comprised of projects from across Europe and North America constructed since the turn of the millennium, with a particular eye to exemplary buildings by architects who have in-depth experience with affordable and supportive housing. While the size of projects ranges from compact lots with as few as 10 units, to large developments over 250,000 sf and 360 units, most were built with budgets significantly lower than typical housing developments.

The most inexpensive projects deployed modular and pre-fabrication construction in several different ways. The efficiency of creating modules fabricated offsite allowed for features such as intricate façade textures, expansive ceiling heights (3.5m), clean and simple detailing, and complex pocketed social spaces that might otherwise be beyond budget considerations.

Simple and durable finishes and materiality featured in several projects as a strategy to mitigate maintenance costs. These finishes were not regarded as cheap or an inferior choice, but rather, in some instances, they were considered as investments in achieving longer term savings. In several instances, the construction method (e.g. pre-cast concrete; pre-fabricated timber panels) doubles as the interior finish, simplifying coordination and reducing costs.

Social services, for those precedents which are supportive, are typically located on the ground floor and are tailored to the needs of the residents within the building. Some supportive projects are explicit in inviting the surrounding community into selective spaces (e.g. restaurants, retail, community services), allowing for casual engagement between residents and their neighbours. Supportive projects also typically feature varying sizes and types of internal communal spaces. Several deployed specific strategies such as single-loaded unit access opening onto communal courtyards or not including short cuts in circulation to encourage unplanned encounters between residents and staff.

The majority of the housing developments are in close proximity to city centres and a large proportion of them are less than a 10 minute walk from public transit. Many of the projects are built within neighbourhoods of similar densities and heights, maintaining a sense of scale in tune with the context.



Emerging Trends

Transitional, Supportive, and Independent Housing

Housing Stability

Emergency Housing

Short-term accommodation for the homeless, displaced, or those fleeing violence or abuse.

Transitional Housing

A bridge between emergency and permanent housing for a specified period of time. Often serves the homeless, those leaving the corrections systems, or families receiving special supports.

Supportive Housing Housing

Permanent housing for those requiring personal support services, medical assistance, or counseling to live independently. Often provides accommodation for the elderly, those with disabilities, addictions, and/or mental illness.

Rooming Houses

Single rooms in a house are rented out, and kitchens, bathrooms, and living areas are shared. Housing can be permanent or transitional.

Non-profit Housing

Provincial, municipal, or community-group built rental housing for low to moderate income people and families. Rents range from Rent-geared to income, to low-end of the private market.

Purpose-Built Rentals

Housing is owned by an individual or company who sets the rent based on local housing market.

Co-Op Housing

Housing for low to moderate incomes. Residents contribute their time to building governance and upkeep. Some tenants may have rent-geared-to-income arrangements, though most pay market rent.

Secondary Suites

Private-market option for affordable housing where units are created on the same land as a private home, often in a basement, upper floor, garage, or laneway house. Homeowner is the landlord.

Private Condo Rentals

Owned by investors and rented to tenants—these are the fastest growing segment of Ontario's rental housing sector. Often have rental rates higher than purpose-built rentals and serve middle to high-income households.

Private Home Ownership

Single detached family housing makes up 32% of the entire landmass of Toronto. One of the innovative ways to increase the affordability is to subdivide these single family homes to smaller lot and units, for micro units, by modifying the existing zoning by law and unlocking the land opportunities.

Co-creating for Better Housing at Systems Level

Speed is a Critical Factor

Policy Initiatives

An Integrated Approach is Essential

Policies must be coordinated across the spectrum of factors affecting affordable, transitional, and supportive housing, including land use policy, development incentives, operations and maintenance, and financing. The factors that impact the viability, quality, and effectiveness of these projects are highly interdependent and can only be meaningfully addressed holistically.

Value Innovative & Good Architecture

- Value Good Architecture
- Hold Design Competitions
- Test New Ideas

**Place Matters:
Finding the Right Site for
Youth Housing**



Find Productive Partnerships

There may be mutually beneficial relationships between affordable, transitional, and/or supportive housing and civic institutions, such as libraries, community centres, arts collectives, educational institutions, among many others.

Select Good Sites

- Leverage data-rich mapping tools
- Locate Near Transit
- **Locate Near Amenities**
- Locate Near Jobs & Schools
- Housing in Different Contexts



Land-Use Policy: Unlocking Land

Our study found an exceptionally wide range of possible approaches and land-use policies for unlocking land to reduce costs for affordable housing. These approaches represent both clever solutions to existing policies and structures, to comprehensive government-led and supported plans.

- Density Bonusing
- Incentivize Private Development
- Update Rooming House Policies
- Expedite Approvals
- Introduce Idle Land Policies
- Temporarily Release Municipal Lands

**Construction Constraints
can Breed Innovation**



Value Engineering (Design-to-Value)

Value engineering is a dirty word for architects and engineers as it is often seen as a means to reduce the quality. In Canada, affordable housing is a synonym to low quality building. However, in many countries affordable housing is considered the most innovative sector of housing, where projects are given freedom to break the norms and each project is an opportunity for R&D.

- Work with the Site
- De-Specification
- Standardization
- More Collaboration with Integrated Project Delivery



Industrial Construction

The goal for industrial construction methods is to save cost and time by converting housing construction into housing production. This is conceptually simple, but it can be complex to implement on a large scale. Economy of scale is important to the success of industrialization and can help bring sustainable housing to market faster.

- Off-Site Construction
- Modular Construction
- Procurement at Large

Operations & Maintenance

Housing Quality Standard

Setting and enforcing standards for the quality and safety of housing and funding maintenance programs can have a significant impact on the stock of affordable housing. Not only do clear standards force owners to maintain properties in decent condition, but they also can prevent homes from falling into disrepair. This includes both existing housing stock and new development, it is important that new investment for upgrades meet these standards and that maintenance is designed as a long term solution rather than short term repairs.

Reducing Operations Costs

In Toronto, energy costs are the biggest component of operations. Creating policies that mandate energy efficient strategies in design and/or renovation can reduce operations costs by 10%-15%. Using sustainable materials and Net-Zero building approaches is critical to reducing operating costs, improving long-term affordability, and ensuring the future of affordable housing.

- **Retrofitting Existing Buildings with Energy-Saving Components**
- **Establish Stringent Sustainability Targets for New Developments**

Reducing Maintenance

The market for maintenance services is opaque and highly fragmented, on both the consumer and supplier sides. Individual homeowners, managers of multifamily housing, and homeowner associations have little buying clout and often lack the knowledge to negotiate for better service and pricing. On the supplier side, many small players lack scale and, in some cases, the training and resources, to maintain and repair housing professionally. There is limited market information on both sides. This market can be improved to the benefit of all parties in two ways:

- **Consolidating Buyers**
- **Consolidating and Certifying Suppliers**

By certifying providers and publishing listings with detailed information on certified property managers, the market becomes more transparent and providers have more incentive to offer high-quality service at reasonable prices. Providers can establish a record of quality and reliability that will enable them to attract better customers and to negotiate with buying consortia. Detailed listings can help property owners save time in the vendor-selection process and help them determine how much they need to budget for maintenance, using aggregated information on average maintenance costs for homes with a given set of features.

Innovative Financing Required



Attract Interest

- Increase Equity Contributions
- Inclusionary Zoning

Reduce Private Sector Risk

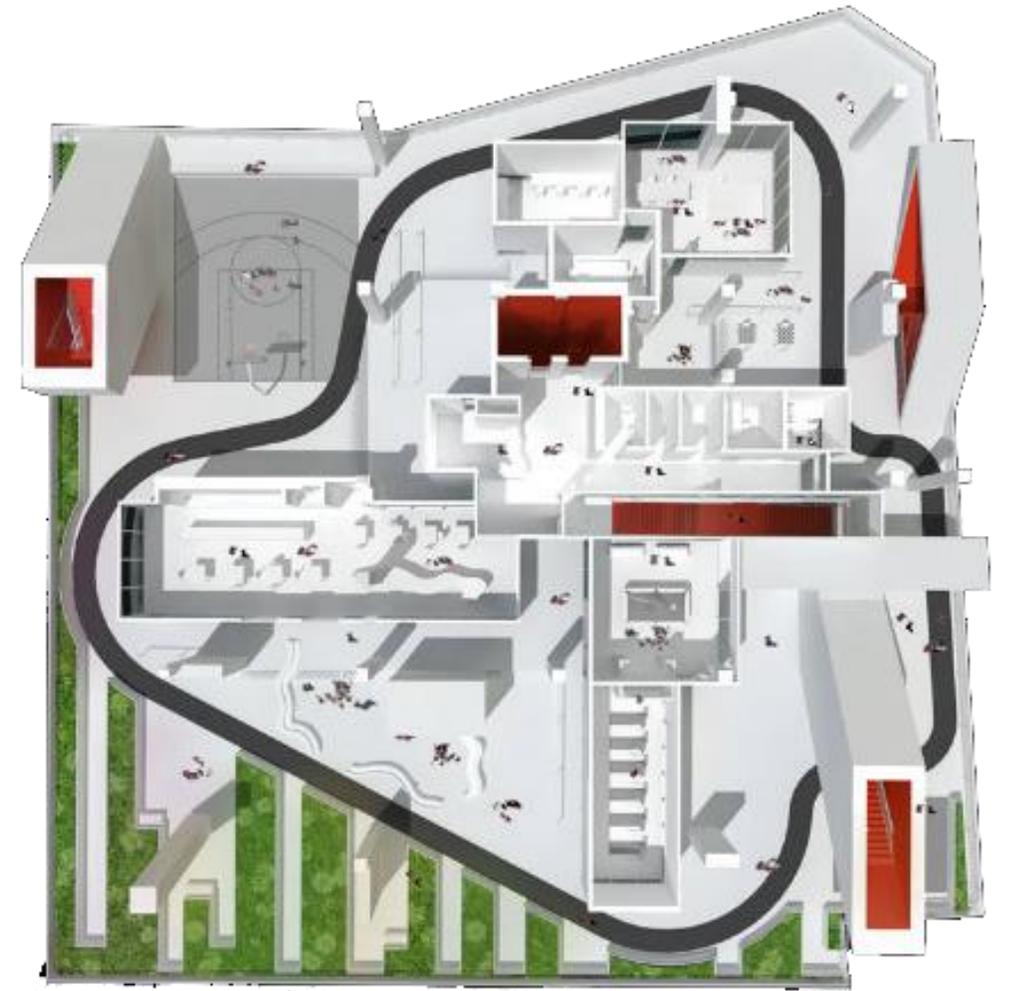
- Fast-Track Permits
- Government Buy-back
- Cross-Subsidization Through Mixed Development
- Parcelization of Land



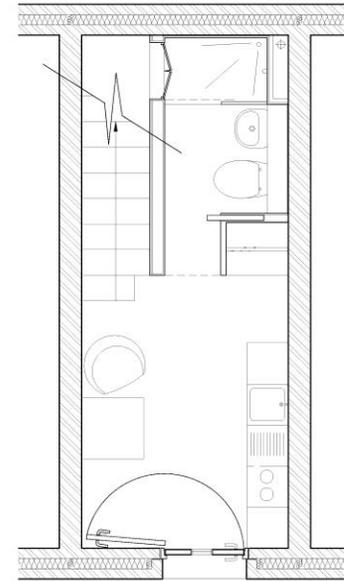
Actively Support Development

- Investment Loan Scheme
- Provide Tax Relief
- Rent Subsidies
- Land donation / lease
- Increase Density
- Infrastructure connectivity
- Social Infrastructure

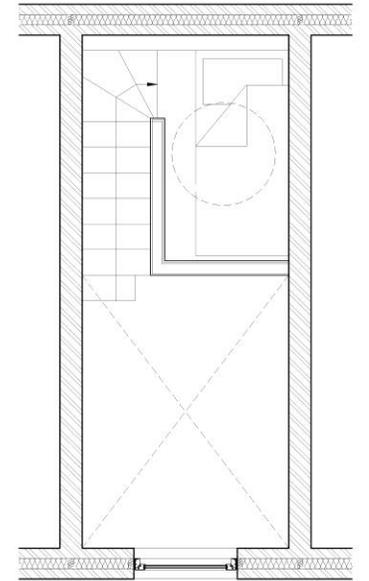
Youth Centred Design at the Core



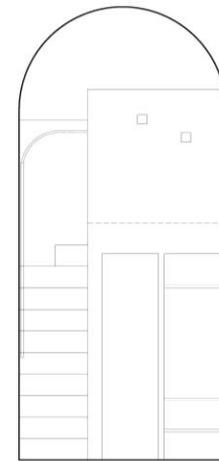
Michael Maltzan Architecture
Photo credit: Iwan Baan



01_GROUND FLOOR PLAN 1:20



02_MEZZANINE FLOOR PLAN 1:20



03_TYPICAL INTERNAL ELEVATION 1:20



**Wrap-around Support
Program Models can
Help Youth Thrive**



Consider Symbiotic Partnerships

- Intergenerational Housing
- Co-Living with Students
- Peer Mentorship

Program Structure

- Flexible Programming Requirements
- Relax Time Restrictions

Next Steps



Phase 1:
Definition
Define the
problem
Launch the
project



Phase 2: Discovery
Scope out
solutions
Conduct research
1st Advisory
Group Meeting



Phase 3:
Development
Summarize
findings
Begin to distil
findings into
promising
solutions



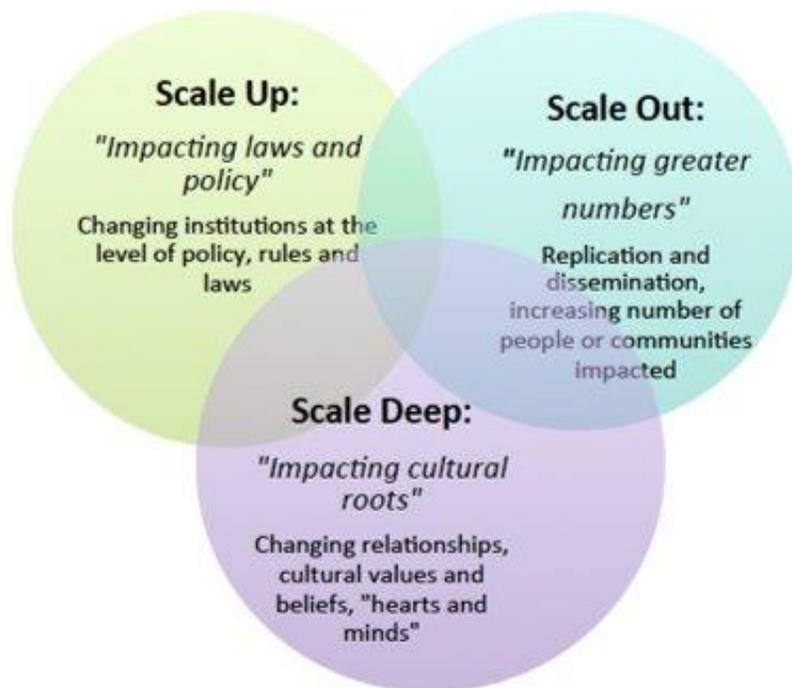
Phase 4:
Prototype
Refine, review,
and validate
promising
solutions



Phase 5: Roadmap
Prepare final
roadmap report
Launch report at
Symposium

I've found a solution through a social innovation lab! Now what?!

Scaling Up, Scaling Out, Scaling Deep



	Description	Main Strategies
Scaling Out:	<i>Impacting greater numbers.</i> Based on the recognition that many good ideas or initiatives never spread or achieve widespread impact.	Deliberate replication: Replicating or spreading programs geographically and to greater numbers Spreading principles: Disseminate principles, with adaptation to new contexts via co-generation of knowledge
Scaling Up:	<i>Impacting law and policy.</i> Based on the recognition that the roots of social problems transcend particular places, and innovative approaches must be codified in law, policy and institutions.	Policy or legal change efforts: New policy development, partnering, advocacy to advance legal change and redirect institutional resources.
Scaling Deep:	<i>Impacting cultural roots.</i> Based on the recognition that culture plays a powerful role in shifting problem-domains, and change must be deeply rooted in people, relationships, communities and cultures.	Spreading big cultural ideas and using stories to change beliefs and norms Investing in transformative learning and communities of practice
Cross-cutting strategies for scaling:	<i>Cross-cutting strategies</i> were those approaches all participants reported using to scale their initiatives, and were not specifically associated with scaling out, up, or deep.	Making scale a conscious choice Analyzing root causes and clarifying purpose Building networks and partnerships Seeking new resources Commitment to evaluation

Q&A Panel