



Value Contribution

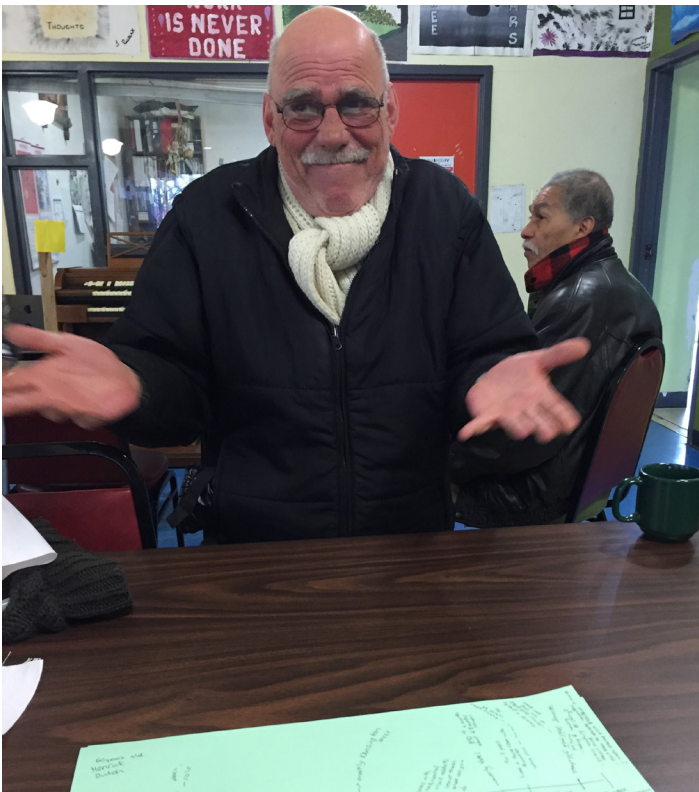
MISSION STATEMENT

We believe people are far more than the labels attached to them - and that it is our job to help people diversify the roles they take on, how they perceive themselves, and how other people perceive them. The more meaning people ascribe to their roles, the more positive their sense of self and future.

The story

Tom talks in the past-tense. He used to run his family's plumbing supply company. He used to be a father, a husband, and a golfer. He used to be on the straight and narrow. That was then. For seven years, ever since his wife cheated on him, he has found alcohol to be a more reliable companion.

Without a job to demarcate the days, Monday doesn't feel so different to Saturday. He doesn't miss the workplace drama. But, he does miss having somewhere to be. These days he gets up because he has to. The shelter doesn't let him stay past 7. He bounces from drop-in to drop-in, and sees himself as a peace keeper.



Tom has a friendly relationship with the staff at the drop in, and helps out where he can: washing dishes, putting things away, stepping-in to break up fights. He'd be interested in taking more on, but there isn't always that much to do. His buddies have some arrangements: they come-in early to help set-up, or courier items for pay. Tom doesn't know how to make that stuff happen. He tells us that maybe he hasn't been around for long enough to be in the know.

The research is clear that engagement in an occupation - in an activity that creates a sense of meaning and purpose - can facilitate people's forward movement, underpinning transitions from homeless to housed.

So, what would a drop-in centre where contribution, meaning, and purpose are the core values look like? Think co-ops, informal marketplaces, business incubators, and kibbutzim.

Drop-in as a co-op would be one where members are also part of the governance structure, and play a formal decision making role. Drop-ins as informal marketplaces would be those where trading systems and local exchanges are given explicit space and voice - not just as something that happens on the side, or out the back. Drop-ins as business incubators would be platforms for people to try out micro enterprises - and offer some resources for business development. Drop-ins as kibbutzim would function more as a collective group; there would not necessarily be a distinction between staff and members. Everybody would be given jobs or tasks to make the place self-sustaining.

Behind all these possible scenarios is the concept of role authenticity. In other words, a drop-in with contribution at the core would generate a range of roles for members and make these roles visible, accessible, and part of the daily fabric.

One of the dehumanizing aspects of homelessness is how it can strip people of status and legitimacy. They are no longer afforded the same rights as residents, community members, homeowners, or employees. Their role as a citizen is questionable. The informal activities many do - be it panhandling or bartering - are perceived as on the economic fringe, and often put them in legal risk.

This would not be the case at a drop-in with contribution front and centre. Here, informal activities would be given more of an official platform. Tom knows heaps about plumbing. He could offer his skills to businesses in the local community in exchange for things on his wish list: money, a quality place to sleep, legal help. Staff's role would be to help broker connections, negotiate agreements, and ensure fair relationships. They would work with members to regularly advertise the skills and latest 'micro-businesses' of members. Over time, the norm would be that drop-ins are a place where you are expected to actively contribute, in whatever way work for you.

Beliefs

WE BELIEVE THAT...

Many hats (not labels)

No matter what labels have been put on a person, there are lots of other things that define who they are.

Legitimize informal roles

People already engage in lots of roles such as pan handler, street mum so give these roles legitimacy and visibility.

Move from member to co-producer

People can be more than passive consumers or actors. They can govern, lead, and co-produce the spaces they use.

Teach a wo(man) to fish.

The best way to help people is to build their capacity to try out roles and take on responsibilities. You build capacity by modeling how to do something, rather than doing it for them.

Citizen is a valued role.

Living on the streets does not mean living in the shadows. Enable people to exercise their full citizenship, and help their perspective to be seen and heard.

Outcomes

WE'RE AFTER ...

Increased sense of social inclusion

Members report feeling 'part of' society, and see themselves as active contributors.

Greater sense of purpose

People report a greater sense of purpose and accomplishment in their day-to-day life.

Less boredom

People are spending their time more engaged in meaningful activity, and less time using substances.

More goal setting and routines

People are increasingly making future plans, taking on responsibilities, and organizing their days.

More active (less passive) self-narratives

People report a change in how they see themselves, and have narratives more focused on future action.

More economic opportunity

People have access to a broader range of economic opportunities, and are taking those opportunities up.

Metrics

- % of people who engage in a recognized pursuit each day
- # of new micro-businesses, and average income generated each year
- The productive output of the co-operative - what people make and what is distributed, shared and sold.
- % of people who self-report feeling increased purpose and sense of value.

Practices

MICRO

Temp Agency (bridging)

How do you help people engage in a life they find more meaningful? By giving them roles and meaningful work to be a part of. Research on occupation shows that engagement in a role and an activity that creates a sense of meaning and purpose can facilitate a person's transformation from homeless to housed. Building on this theory, the temp agency involves formalizing and legitimizing much of the informal work that takes place at community centres, as well as creating new roles for folks in and outside the centre. A centre run temp-agency would collect names of folks and their skills. The agency would use weekly emails to advertise within the community centre the skills on offer, and would use Facebook and posters to do the same in the broader community. When help is needed- to deliver a package or move some furniture or shovel some snow or cater a party -the temp agency would become a hub of people offering many skills. Tom is one person who is keen to put his name on this list. He has never had a formal job and so the idea of taking on a role, tasks, and some responsibility, although a bit daunting, is something he is ready to do. He sees this as a chance for him to see what kind of person, other than an addict, he is.

Read more about this practice & how we have been doing it! Go to page 80

MESO

Start-up coaching (bridging)

How can people be encouraged to do something big using their skills and ideas? This is where the practice of start-up coaching comes in. Inspired by micro-businesses in developing countries, coaches at the centre help members find their entrepreneurial flare. Coaches help people come up with an idea for a service or product, develop the value proposition, and test the market for their idea. The best ideas could receive a small amount of money and further mentorship. Stores at community centres could be used to market test their ideas.



**=Spotlight practices**

Practices that have been developed and practiced more than the others, follow the page numbers to see more.

Guilds Modeling and Rehearsal

How do we help people to share their ideas and skills with other like minded folks? By building out a structure of 'guilds'. Through a guild structure members have the opportunity to join one or two interest groups. Groups might be around things like building, woodworking, sewing, baking, etc. Members meet regularly and meetings are a chance for sharing, discussion and opportunities for capacity building. Olivia is one person who is keen to join a guild. She is a talented artist and wood worker and often keeps herself busy leading informal workshops with folks hanging around. Olivia is interested in sharing tips and techniques with other folks. She sees it also as a chance to build up her identity as a woodworker, not just an alcoholic.

Practice: Temp agency

The temp agency practice provides street-involved adults with many more visible opportunities to try on short-term roles and projects. Street-involved adults already have many roles; the temp agency practice emphasizes the value and legitimacy of their know-how. Staff performing the temp agency practice act like brokers and coaches, matching people who need a job done inside and outside the organization with people who have the skills. They also help to spread stories and language about work and capacity building. Key to this practice is mobilizing and curating relationships between the community and members, supporting both through any challenges or questions that arise, and empowering members to begin developing their own relationships and exchanges.

The temp agency is a micro practice as it allows individuals to engage in new roles, and through that, redefine their identities.

When the youth centre attached to the drop-in needed a new shelving unit, rather than going to Ikea, a staff member advertised the job on the internal board. Veronica put up her hand; her woodworking skills matched what was needed. She built the shelving unit in a week. Veronica was pretty happy that she had the chance to give back to the youth centre. She didn't even realize there was a youth centre! She also loved keeping her hands busy and getting explicit feedback on her work.

While plenty of drop-ins already engage folks in volunteer roles, many of the roles are informal and under the radar. Perhaps there isn't an obvious discourse around new opportunities each and every week. Folks who want to take on roles and tasks don't know how or where to access these opportunities. This is where the temp agency practice can be useful. It becomes a platform to provide more folks with opportunities and meaning. Folks become much more than the labels they have been stuck with, they become skilled builders, chefs, couriers, painters, hair dressers, etc.

Outcomes

Increased sense of social inclusion.

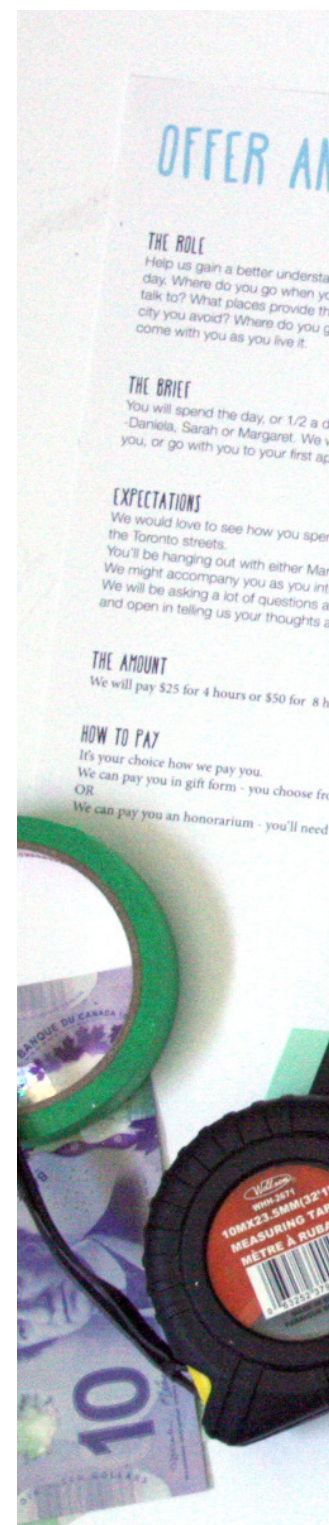
Members report feeling 'part of' society, and see themselves as active contributors.

Greater sense of purpose

People report a greater sense of purpose and accomplishment in their day-to-day life.

More economic opportunity

People have access to a broader range of economic opportunities, and are taking those opportunities up.



EXPLANATION

A DAY IN YOUR LIFE TOUR GUIDE

...nding of your Toronto and your every-day life. Show us what you do in a day, as a day in your life tour guide with one of the In/Out team members...
 ...are not in the Drop-In centre? What services do you use? Who do you...
 ...best food? Where do you meet your friends? Are there any places in the...
 ...o at night? We want you not just to talk to us about your life, but let us...
 ...ay, as a day in your life tour guide with one of the In/Out team members...
 ...will meet you at an arranged time and place and then hang-out with...
 ...pointment or follow you somewhere you want to take us.

Other ways?

conversations, 5 pain points, 5 opportunities

Pain Point 1
 Not much time to do today
 Q: Are you heard?
 A: "No, I've not heard I'm just hanging..."
 "Shower, laundry, computer, food, writing..."
 "Just..."

Pain Point 2
 Homelessness
 Q: What's happening with housing?
 A: "Housing, I've forgot about it. The wait..."
 "I don't want substandard housing - the rooms..."
 "are too small, and I have to deal with mold..."
 "heads and the police. But that is all constant..."
 "If you refuse to take a photo, if you don't..."
 "want to live there, they take you off the list..."
 "they discharge you."

Pain Point 3
 Homelessness
 Q: What's happening with housing?
 A: "Housing, I've forgot about it. The wait..."
 "I don't want substandard housing - the rooms..."
 "are too small, and I have to deal with mold..."
 "heads and the police. But that is all constant..."
 "If you refuse to take a photo, if you don't..."
 "want to live there, they take you off the list..."
 "they discharge you."

Pain Point 4
 Absurdity
 Q: What got you sober? What keeps you sane, for the first time?
 A: "I met my grand-daughter and held her in..."
 "my arms, for the first time."
 "My daughter Helen, she has divine grace..."
 "and it is a home. If I don't take care of her..."
 "then no one will."

Pain Point 5
 Too painful to keep living!
 Q: What got you sober? What keeps you sane, for the first time?
 A: "I met my grand-daughter and held her in..."
 "my arms, for the first time."
 "My daughter Helen, she has divine grace..."
 "and it is a home. If I don't take care of her..."
 "then no one will."



Pain Point 6
 Where to keep my stuff?
 Q: What do you do with your junk?
 A: "I've not excited because I've to..."
 "in a storage unit. But it's spending a lot..."
 "money on it each month!"

Pain Point 7
 Frustrated with all the bureaucratic red tape!
 Q: What do you do with your junk?
 A: "I've not excited because I've to..."
 "in a storage unit. But it's spending a lot..."
 "money on it each month!"

Pain Point 8
 Frustrated with all the bureaucratic red tape!
 Q: What do you do with your junk?
 A: "I've not excited because I've to..."
 "in a storage unit. But it's spending a lot..."
 "money on it each month!"

Bureaucrat for a day
 Frustrated with all the bureaucratic red tape? Sign-up and get linked-up with a real live bureaucrat. They'll shadow you for a day and record system breakdowns and annoyances. Have your voice heard.

Biz Kickstarter
 Do you have an idea to start your own business? It's not as complicated and expensive as many people think. Our advisors are hosting drop-in clinics in the Meeting Place. We help you think through the steps. We can help sort out the admin, so you can focus on your new venture. All for free.

Next drop-in clinics:
 Wed 25 Nov 12:00 - 2pm
 Thu 26 Nov 2pm - 4pm

Or call / text to 000-000-0000 to book a personal appointment.

LIFE'S TOO SHORT FOR BAD BOOKS.
 Bibliography guides you to amazing works of literature and film, both past and present, that have the power to enlighten, enrich and inspire.

Plan to Live Your Life. Your Way.

Goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn your vision of this future into reality.

Goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn your vision of this future into reality. Get in touch for a free lesson, no strings attached.

SABBATICAL SWAP

Take a sabbatical from the drop-in centre.

Get matched to other community centers across Canada that could use your experience, skills, and expertise. A sabbatical is a period of paid leave for study or travel, traditionally every seventh year. At Sabbatical Swap, this period is typically 2-4 weeks. Application ends on November 27.

What do you really know challenges

Educate and inform experiences. Sign-up and get paid for recording a day you use, and where you use, and where you use. It's simple and easy. We'll provide you with a phone and text messages.

Fresh look

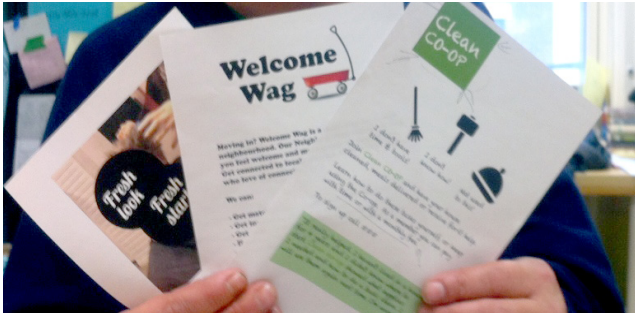
Fresh starts

Therapeutic sampling pack

There are many different approaches to health and healing. We've selected a series of therapies that are using these series - including smell, color, music, and laughing therapy.

Interested? Book a taster to see what we're testing interest.

PACKAGE WORK



- Send a weekly email to staff and community members asking them to reply with tasks they need help with
- Take the tasks and see if you can group them into mini-projects, or short roles. See yourself as a 'job creator' and come up with a title and description.
- Using the flyer templates, mock-up a job ad. A good ad is short and uses punchy language. Things to include in the flyer:

-Invite people to apply for the job.

-Information about how to submit an application (requirements for the job and where and when to give the application)

Using flyers that look and feel professional will attract more attention. You want people to know that you are both serious about giving them a chance to work and about drawing upon their skills.

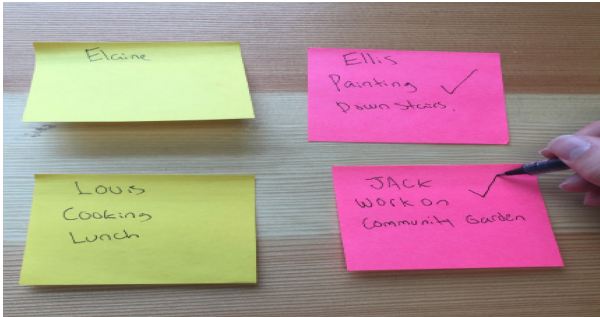
ADVERTISE FLYERS



- Create a regular routine for advertising roles.
- You might try sticking the ads into newspapers.
- You might create a weekly job board.
- You might post on Facebook.
- You might set-up an impromptu booth in front of the drop-in, or at check-in.
- You might put the 'weekly opportunity sheet' in people's mailboxes too.

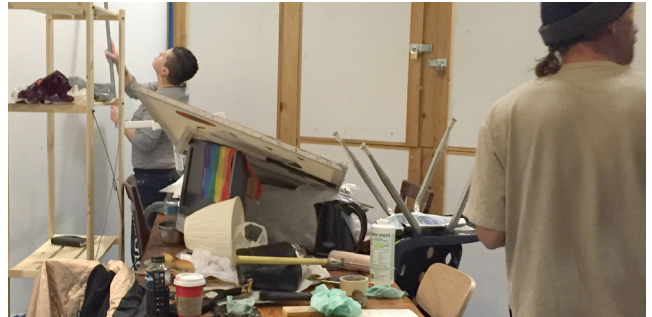
Social norming theory tells us that shifting the dominant culture requires changing the language and visual cues. You can use the flyers to start to create a language for productive opportunities.

SELECT WHO



- Create a transparent interview process - depending on the size of the role and the number of folks interested.
- Try a 'scenario-based' approach to interviewing. Give three scenarios for challenges they might encounter, and ask how they would respond.
- Find out what kind of supports they would need to do the role well. Explore their definition of doing well.

MAKE THE MATCH



- Match the person with the staff or community member who submitted the task. Get clear on expectations, time commitment, and incentives.
- We like to put this in writing and create a contract for all to sign. You can use a contract template to do this.
- Connect people to the Toronto Public Tool Library & other resources needed for getting the job done.

While employment programs put a big focus on resume writing and interviews, a lot of more manual labor jobs are based on people's experience, skill, and in-the-moment decision-making. You can use scenarios to help prepare people for what might lie ahead, and build capacities.

PROVIDE FEEDBACK



- Check-in with the member before or during their task.
- Offer direct feedback about their reliability and performance. Reiterate that feedback is not about judgement, but about learning and support.

We learn through reflection and feedback. One of the values of short roles and mini projects is they can help members to try out different things, and figure out what they like and want to improve at.

PAYMENT



- Once the task is complete, pay them according to what was agreed upon.
- Get a written receipt.
- Thank them and, if it went well, write up a testimonial for their Facebook (or if they happen to have Linked-in) or prefer a physical letter for their file.

Money is not always the preferred form of payment. You can get creative. People like choice. Some alternatives include buying them extra resources like wood or paint; paying off one of their debts directly, going with them to buy something they need, etc.