

**HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING**

Tuesday, June 25, 2019, 6:00 p.m.  
90 Shuter Street, Eleventh Floor Boardroom  
Buzzer Code "11TH"

**Agenda**

1. 6:00 p.m.	<b>Call to Order</b>
2.	<b>Declaration of Conflict of Interest</b> <i>Board members must declare any conflict of interest which relates to an item of discussion; arrears of a board member is a conflict of interest</i>
3. 6:05 p.m.	<b>Confirmation of Minutes</b> A. Confirmation of the Minutes of the Meeting of May 14, 2019 <i>Motion to accept</i> B. HFS Board Action Items Tracking <i>For information</i>
4. 6:10 p.m.	<b>Board Matters for Discussion and Decision</b> A. HFS Executive Committee Update <i>For information</i> i. HFS 2019-2020 Committee & Task Team Membership <i>For approval</i> ii. HFS 2019-2020 Board Meeting Schedule <i>For approval</i> B. HFS Finance & Audit Committee Update <i>For information</i> C. HF Communications Committee Update <i>For information</i> D. HFS Governance & Nominating Committee Update <i>For information</i> E. HFS Shuter Task Force Update <i>For information</i> F. HFF Update <i>For information</i>
5. 7:00 p.m.	<b>Matters for Information</b> A. HFS Chief Executive Officer's Update <i>For information</i> B. HFS Responsive Programming Update <i>For information</i> C. HFS Partnerships Update <i>For information</i> D. HFS Communications Update <i>For information</i>

6. 7:15 p.m.	<b>Other Business</b> A. Information Sharing
7.	<b>In Camera</b>

**Materials for this agenda:**

- 3.A. - HFS Board May 14, 2019 Minutes
- 3.B. - HFS Board Action Items Tracking Table
- 4.A.i. - HFS 2019-2020 Committee & Task team Membership
- 4.A.ii. - HFS 2019-2020 Board Meeting Schedule
- 5.A. - HFS CEOs Update
- 5.B. - HFS CEOs Responsive Programming Update
- 5.C. - HFS Partnerships Update
- 5.D. - HFS Communications Update

<b>HOMES FIRST SOCIETY BOARD MEETING</b> Tuesday, May 14, 2019, 6:00 p.m. 90 Shuter Street, 11th Floor Boardroom
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**Present:****Regrets:****Board Members**

**Directors** Jeremy Roach (Chair)  
 Mo Ettehadieh  
 Mervyn Horn  
 Shelagh O'Donnell  
 Jose Querubin  
 Paulina Salamo  
 Jeff Shannon  
 Alexis Van Halen  
 Carla Whillier

Abiodun Ayinla  
 Warren Booth  
 Gabriele Grach  
 Merav Jacobson  
 Kitty Tsang

**Guest** Dan Shereck (Akler, Browning, Frimet, & Landzberg, LLP)  
 Mike MacMillan (Akler, Browning, Frimet, & Landzberg, LLP)

**Staff** Patricia Mueller (Chief Executive Officer)  
 Ade Olubode (Director of Finance)  
 Kim Mole (Recorder)

**1. Call to Order**

- Jeremy Roach called the meeting to order at 6:00 p.m.
- Jeremy introduced and welcomed Ade Olubode, Director of Finance, as well as auditors Dan Shereck and Mike MacMillan of Akler, Browning, Frimet, & Landzberg, LLP.

**2. Declaration of Conflict of Interest**

- None.

**3. Confirmation of Minutes****A. Confirmation of the Minutes of the Meeting held on April 16, 2019**

**MOTION:** That the HFS Board March 16, 2019 Minutes be accepted.

**MOVED:** Jeremy Roach

**SECONDED:** Jose Querubin

**CARRIED**

**B. HFS Board Action Items Tracking**

- Received for information.

**4. Board Matters for Discussion and Decision****A. HFS Executive Committee Update**

- Jeremy Roach reported that a number of items would be In Camera.

**i. HFS Notice of Annual General Meeting**

- Received.



ii. HFS Proxy Form

- o Received.

B. HFS Finance & Audit Committee Update

i. HFS 2018 Audited Draft Financial Statements

- o Dan Shereck briefly reviewed the financial statements, explained the variances, as well as explaining how the purchase and the anticipated sale of the Lawrence property was recorded in the 2018 financial statements. In addition, Dan explained if the sale does not take place, the audited statements would remain materially accurate.
- o Patricia added that the City is our primary funder, and as the purchaser of the Lawrence property, was well aware of all of the details.
- o It was also noted that as the Lawrence property was never operational, it is not included in the Statement of Operations.
- o Dan added, that a couple of rounding errors appear in the statements' sub notes (none greater than one or two dollars) and these errors would be corrected.
- o To meet auditing requirements, Dan enquired of both Patricia Mueller, Ade Olubode, and the Board of Directors whether "they were aware of any contingent liabilities that have not been properly reflected in the financial statements; if any events have occurred up until the meeting date which they feel I [Dan] should have been made aware of; or whether there have been any changes in events already reflected in the financial statements that occurred up to the date of the meeting?". Patricia, Ade, and Board Members present confirmed that this was not the case.

**MOTION:** To approve the HFF 2018 Audited Draft Financial Statements with the slight modifications to be made to correct the sub notes' rounding errors.

**MOVED:** Jose Querubin                      **SECONDED:** Mervyn Horn                      **CARRIED**

- o Dan Shereck and the Board of Directors thanked Ade Olubode and Patricia Mueller for a job well done.

C. HF Communications Committee Update

- Shelagh O'Donnell reported that the Committee had had a meeting on May 8th:
  - o Hania Ahmed (HFS Communications & Community Engagement Coordinator) has reviewed the complete Street Needs Assessment and identified a number of new facts and statistics that are relevant and impactful for us to include in the Homes First key messages including the new homeless stat that has increased from 5,000 to 8,700.
  - o Hania will update the existing Key Messages/FAQS document with this content and provide to the Committee for review.
  - o Hania provided an update of the new website redesign by C7, planned for completion in fall 2019, and includes updating to the WordPress format, improved navigation, and a client stories blog.
  - o To support the creation of a promotional video, Hania has created an RFP and a creative brief outlining the requirements of this video, which will be reviewed by the Committee.

- The Committee will compile a list of video producers who may consider pro bono production including student programs (i.e. Humber’s Film Program, Ryerson Film Program) as well as advertising/production agencies.
- Patricia has reviewed the Board orientation binder and indicated sections that can be removed and has confirmed development of a password-protected Board intranet portal to house this material.
- Paulina Salamo has also reviewed the table of contents and has sent her recommendations to Patricia.
- The final table of contents for the Board orientation will be reviewed by the Communications Committee before being posted on the portal.
- Securing a pro-bono public relations agency remains a priority; the Communications Committee will prepare an agency pro bono proposal, compile a list of potential agencies, and solicit requests.
- Received for information.

**D. HFS Governance & Nominating Committee Update**

- Kim Mole reported that the deadline for Resident Representative was that day at midnight, and to date, no candidate forms had been received.
- It was noted that Alexis Van Halen was in her eighth year, and when asked, she stated that she would be happy to serve an additional term.

**MOTION:** To invite Alexis Van Halen to stand for re-election at the June 4, 2019 HFS AGM for an additional year, subject to receiving no Resident Representative candidate forms by the midnight deadline.

**MOVED:** Mo Ettehadieh      **SECONDED:** Paulina Salamo      **CARRIED**

- Paulina Salamo reported that the Committee has deferred reviewing the bylaws, especially in light of the state of affairs regarding the Foundation, but would be reviewing them in detail at a later date.
- A request was made for the Board Action Items Tracking Table to include the dates and details regarding proposed changes to the bylaws.

**Action:** The Board Action Items Tracking Table will include a history of the proposed changes to the bylaws.

**Action:** A request was made to add the review of our Portfolio to the Board Action Items Tracking Table.

**i. HFS In-Camera Policy**

- Under the heading of “Participation”, the second point stated “An in-camera meeting with the CEO may be held...” will be revised to “An in-camera meeting with the CEO shall be held...”

**MOTION:** To approved the HFS In-Camera Policy including the above amendment.

**MOVED:** Paulina Salamo      **SECONDED:** Mo Ettehadieh      **CARRIED**

**ii. HFS Rules of Order**

- It was suggested that time limits be set on agenda items; that Committee and Task Team Chairs provide the Chair with a timeframe.
- An additional point will be added under the heading “Some key guiding principles”: “Discussions are to be brief, on topic, and move along.”



**MOTION:** To approved the HFS Rules of Order including the above amendment.  
**MOVED:** Paulina Salamo      **SECONDED:** Mervyn Horn      **CARRIED**

iii. **To confirm the poll made on March 24, 2019 to extend Jeremy Roach’s term an additional year**

**Note:** Jeremy was excused from the room while this item was discussed and during the subsequent vote.

**MOTION:** To confirm the poll made on March 24, 2019 to extend Jeremy Roach’s term an additional year.

**MOVED:** Paulina Salamo      **SECONDED:** Mo Ettehadieh      **CARRIED**

iv. **To invite Jeremy Roach to stand for re-election for an additional year at the June 4, 2019 HFS Annual General Meeting**

- o The Board invited Jeremy to stand for re-election; Jeremy agreed.
- Jeremy Roach added that he had spoken with Merav who has been absent for personal reasons and has offered her a six-month leave of absence from the Board of Directors; after that time has passed, Merav’s status will be re-evaluated.

**MOTION:** To confirm the Board of Directors’ decision to exempt Merav Jacobson from attending meetings for a period lasting 6 months beginning on June 4, 2019.

**MOVED:** Mo Ettehadieh      **SECONDED:** Jeremy Roach      **CARRIED**

**E. HFS Shuter Task Force Update**

- Talks with Haven have been postponed until after their next Board meeting to ensure we avoid any perception of overstepping boundaries.
- While a number of activities and options were discussed, it was decided that Patricia would keep the Executive informed, and would then decide upon the next steps.

**F. HFF Update**

- None.

**5. HFS Chief Executive Officer’s Update**

**A. HFS Chief Executive Officer’s Update**

- Deferred.

**B. HFS Responsive Programming Update**

- Deferred; will be recirculated at the June 25, 2019 HFS Board of Directors’ meeting.

**6. Other Business**

- Patricia reported that Justin Ryan (Director of Property Management Operations) and Ade Olubode (Director of Finance) had toured a number of our buildings with Colin Kinnear and Cynthia Goodchild (Johnston & Daniel Real Estate Services) who is providing a high-level evaluation of Society owned properties.
- Justin has contacted them with additional dates to tour the remaining buildings and is currently awaiting their reply.



- The Management Team is currently developing a RFP for an organizational evaluator (consultant); the RFP will be reviewed by the Executive Committee before being released.

**7. In-Camera**

**MOTION:** To move the balance of the meeting into In-Camera.

**MOVED:** Jeremy Roach                      **SECONDED:** Mo Ettehadieh                      **CARRIED**

The meeting adjourned at 9:30 p.m.

The Annual General Meeting is scheduled to be held on Tuesday, June 4, 2019 at the Oakham House/Ryerson Student Centre located at 55 & 63 Gould Street, Toronto, ON M5B 1E9, in the Oakham Room.

The next HFS Board of Directors' meeting has been scheduled to be held on Tuesday, June 25, 2019 at 6:00 p.m.

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Jeremy Roach, Chair

Respectfully Submitted By:  
Kim Mole, Recorder  
On May 14, 2019





3.B.

**HFS BOARD OF DIRECTORS ACTION ITEM TRACKING**

Updated prior to the June 25, 2019 Board of Directors Meeting

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1.	June 2019	All Directors will update their individual line in the HFS Board Skills Inventory Matrix and send their completed form to Kim.	All Directors	March 19, 2019	
2.	June 2019	The HFS Finance & Audit Committee will review the revised budget as soon as the information becomes available (relating to the sale of the building located at 4117 Lawrence Ave. East).	HFS Finance & Audit Committee	January 23, 2019	
3.	June 2019	The HFS Governance & Nominating Committee will amend the HFS In-Camera Policy to include electronic approval of the minutes.	HFS Governance & Nominating Committee	June 25, 2019	
4.	June 2019	The recommendations made at the October 30, 2018 HFS Board of Directors meeting of changes to the Bylaws be reviewed and the Committee bring their recommendations to the March 2019 meeting.	HFS Governance & Nominating Committee & HFS Chair	October 30, 2018; January 23, 2019	At the January 23, 2019 meeting, it was noted that the issues of partial-terms should be clarified in the bylaws.
5.	August 2019	That the HFS Financial Policies be reviewed by the Finance & Audit Committee during the summer months to ensure that third-party expenditures are in alignment with the HFS Financial Policies' Purchasing Policy.	HFS Finance & Audit Committee	January 23, 2019	
6.	August 2019	Review of the Portfolio assets.	HFS Shuter Task Force	May 25, 2019	

	<b>DATE DUE</b>	<b>ITEM/TASK</b>	<b>RESPONSIBLE FOR ACTION</b>	<b>DATE ASSIGNED</b>	<b>NOTES</b>
7.	August 2019	The HFS Governance & Nominating Committee, as well as the Communications Committee, will collaborate on the review of the orientation binder before uploading to the intranet.	HFS Governance & Nominating and Communications Committees	January 23, 2019	Paulina has sent her recommendations to staff; awaiting Shelagh's input.
8.	TBD	Business Plan to be prepared by management after talks/discussion with management of Haven.	HFS Management	June 21, 2019	

To: Homes First Society Board of Directors  
From: Jeremy Roach, Chair  
Subject: HFS 2019-2020 Committee & Task Team Membership  
Date: June 25, 2019

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**Recommendation:**

That the following recommendations be approved:

1. That the Board of Directors approve the following membership in the Executive Committee: Jeremy Roach (Chair) and Jose Querubin (Treasurer).
2. That all other Chairs and members of Committees and Task Teams as listed be maintained for the 2019-2020 term with new members added to fill vacancies or meet a skill required.

**Background:**

The HFS Board has four standing committees: the Executive, Finance & Audit, Governance & Nominating, and Communications, in addition, there is presently the Shuter Task Team.

**Crossover positions with HFF.**

*Board Member.* This person represents HFS on HFF Board to build collaboration between the two Boards and facilitate understanding of and participation in joint fund raising initiatives. They bring HFF Board issues to HFS Board that need Board approval. (e.g., change to the HFF Corporation or HFF by laws.)

*Other cross over members.* These positions represent HFS on HFF committees and bring back to the HFS Board all relevant issues and updates.

## HFS 2019-2020 Committee & Task Team Composition:

<p><b><u>Executive Committee:</u></b>          Jeremy Roach (Chair)          Jose Querubin (Treasurer)          TBD (Secretary)</p>	<p><b><u>Finance &amp; Audit Committee:</u></b>          Jose Querubin (Chair)  <i>Puneet Goyal</i>          Mervyn Horn          Kitty Tsang          Alexis Van Halen  <i>Michelle Wong</i></p>
<p><b><u>Governance &amp; Nominating Committee:</u></b>          Mervyn Horn          Jose Querubin          Paulina Salamo          Carla Whillier</p>	<p><b><u>Communications Committee:</u></b>  <i>Shelagh O'Donnell</i>          Jeremy Roach</p>
<p><b><u>Shuter Task Team:</u></b>          Jose Querubin (Chair)  <i>Mariana Balaban</i>          Mo Ettehadieh          Mervyn Horn  <i>Marc Pourvahidi</i>  <i>Jeff Shannon</i></p>	<p><b><u>HFF Crossover (HFS Representative on Foundation Board):</u></b>          Jeremy Roach  <b><u>HFF Events Committee Crossover:</u></b>          TBD (HFS Director)  <b><u>HFF Finance Committee Crossover:</u></b>          Kitty Tsang (HFS Director)</p>

### Notes:

- *Italics* indicate non-HFS Board of Directors member.
- **HFF Crossover:** This person represents HFS on HFF Board to build collaboration between the two Boards and facilitate understanding of and participation in joint fundraising initiatives. They bring HFF Board issues to HFS Board that need Board approval. (e.g., change to the HFF Corporation or HFF bylaws.)
- **Other cross over members:** These positions represent HFS on HFF committees or HFF on HFS Committees and bring back to their respective Boards all relevant issues and updates.

**To:** Homes First Society Board of Directors  
**From:** HFS Executive Committee  
**Subject:** HFS 2019-2020 Board Meeting Schedule  
**Date:** June 25, 2019

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HFS 2019-2020 Board of Directors Meeting Schedule:

- Tuesday, August 27, 2019
- Tuesday, September 24, 2019
- Tuesday, October 29, 2019 (2020 Operating Budget)
- Tuesday, December 3, 2019
- Tuesday, January 28, 2020
- Wednesday, March 18, 2020
- Tuesday, April 14, 2020
- Tuesday, May 12, 2020
- Tuesday, June 2, 2020 Annual General Meeting
- Tuesday, June 23, 2020

**Please note:** All Board of Directors' meetings are scheduled to begin at 6:00 p.m.



To: Homes First Society Board of Directors  
 From: Patricia Mueller, Chief Executive Officer  
 Subject: HFS Chief Executive Officer's Update  
 Date: June 25, 2019

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**Recommendation:**

That this report be received for information.

**Background:**

At its meeting on November 30, 2010, the Performance Measures Task Team's proposed HFS Performance Measures to be used for this and future reports was approved. (The approved HFS Performance Measures appear in italics.)

**1. Financial sustainability:**

- *The cost per bed for shelters and the cost per unit of housing, measured by month and annually, is within the amount provided for by funders.*
- The HFS draft statements for April 2019 are currently under review, and include the information required for this section.
- **Monthly accounts receivable by site as of May 31, 2019 (Monthly arrears, vacancies, LTB applications, evictions):**

Site	Units	# of Units Occupied	Total Accounts Receivable	Maintenance & Other Arrears	Monthly Rent Arrears	Repayment Agreements on File	Month's N4s	Month's L1	Total YTD Evictions	Move In	Move Out	Vacancies
Bellevue	28	27	1775	488	1287	1					1	1
Brandon	5	5	0	0	0							
Huron	10	10	353	0	353							
Jarvis	24	24	8933	363	8,570							
Meegwetch	64	64	1871	1511	360		3			1		
Northcote	6	5	844	376	468							1
Pleasant Manor	16	16	414	196	218	1						
Sheila Miller	22	22	3742	320	3422	2	2					
Shuter	77	77	5801	308	5493	4	4		1	3		
140 Spadina	7	7	380		380		1					
164 Spadina	6	6	138		138		1					
Strachan	83	83	2951	1425	1526	4						
Vaughan	29	28	4517		4517	1	2				1	1
Wales	5	5	700		700	1						
<b>TOTALS</b>	<b>382</b>	<b>379</b>	<b>32419</b>	<b>4987</b>	<b>27432</b>	<b>14</b>	<b>13</b>		<b>1</b>	<b>4</b>	<b>2</b>	<b>3</b>

**Account Receivable Notes:**

- The arrears of \$32,419 also include maintenance and other arrears of \$4,987.
- Arrangements for repayment agreements with residents in arrears for the amount of \$18,187 have been made.

## 2. Safe and comfortable buildings:

- *All projects identified as top priority projects in building condition audits and included in the approved capital budget are completed within 2 years of budget approval.*
- *90% or better of authorised work orders are completed within the following timeframes:*
  - *The highest priorities, including broken pipes, broken down doors, broken locks, etc., are completed within 24 hours.*
  - *Broken windows, plugged toilets, appliance breakdowns, for example, are completed within one work day.*
  - *Regular maintenance (such as replacing light bulbs, drywall repairs in common areas) are completed within five working days.*
  - *Unit turnovers are completed within 30 days within housing, and 5 working days at Strachan House.*
  - *Pest control work orders are scheduled as negotiated with client.*
  - *In addition to the above, planned inspections are conducted on the planned date, or on the next business date in the case of staff illness.*
  - *Contracted work is completed as negotiated with contractor.*

### **Priority Repair Record:**

#### **Priority 1 Calls:**

*For example, lock replacements, doors broken into, and temperature control issues, electrical, lighting, floods from burst pipes, unit fires, and window problems at Strachan House.*

- May:
  - Of the 18 Priority 1 calls, all were completed within the same business day representing a 100% completion rate for this priority.

#### **Priority 2 Calls:**

*For example, cutting keys, buzzer systems, door closers, some minor plumbing issues, clogged drains.*

- May:
  - Of the 36 Priority 2 calls, all were completed within 24 hours for a 100% completion rate.

#### **Priority 3 Calls:**

*For example, patching of drywall, minor plumbing, and kitchen cabinet repairs, bulb replacement, and appliances repair.*

- May:
  - Of the 169 Priority 3 calls logged, all but 7 were completed within four weeks for a completion rate of 96%. The delay of the 78 work orders were a result of the higher-than-normal quantity of work resulting from the closure of the Q.E. Respite, and the opening of the new 545 Lakeshore Shelter; the delays did not negatively impact the residents and were completed by mid-June.



**Priority 4 Calls:**

*For example, monthly fire inspections, preventative maintenance checks, and generator testing.*

- May:
  - Out of 28 preventative maintenance events, all were completed for a 100% completion rate.

**Unit Rollovers:**

- May:
  - Of the 2 units rolled over, both were completed for a 100% completion rate.

**Pest Control and Hoarding:**

- May:
  - 71 clutter image inspections were completed, resulting in seven clutter interventions taking place.
  - 18 pest control interventions took place throughout the month.
  - Seven units were treated for cockroaches.
  - Eleven units were treated for bedbugs and retreated within 14 days for a 100% completion rate.
  - 98 shelter bed bug treatments were completed and were re-sprayed in 14 days for a 100% completion rate.

**Closure of George Street Respite:**

- Preparations for the closing of the George Street Respite were put in place; however, the City postponed the Respite's closure throughout the month of May while they explored possible solutions for the shortage of shelter beds.

**Bathurst-Lakeshore Shelter:**

- In May, the setting-up and opening of the of the new second-floor 100 bed women's shelter took place.
- Work included the organization for the transition of clients, staff, security systems, technology, waste management, and equipment from the Queen Elizabeth Respite to the Bathurst-Lakeshore Shelter.
- The development of an extensive recycling program has been put in place to try to reduce the impact of waste, and to better educate the residents of the positive impact they can have on the environment.

**3. Effective program/service delivery:**

- *Number of referrals by month to outside agencies etc. that can help residents.*
- *Number of ongoing supports.*
- *Number of group activities and number of participants in each.*

**Non-24 Hour Housing Service Delivery:**

- May:
  - There were a total of 122 active case management files.
  - There were 32 referrals to outside agencies.

- A total of 40 events/activities were held, including programs, meals programs, and food bank with a total 260 participants.
- There were 32 eviction prevention interventions (including rent arrears, unit clean up and pest control assistance).
- Fifteen stabilization supports were provided (for example, pest control assistance, facilitating mediation between residents).

### **Shelters – Service Delivery:**

- Kennedy:
  - May:
    - Kennedy had 116 active case files and staff made 337 referrals to external agencies.
    - Through our Activity and Programming Coordinator, seven programs and activities took place, with a total of 184 participants in all events, which included:
      - 32 women participated in yoga this month;
      - 44 women participated in Pet Therapy this month;
      - 13 women attended the tax clinic on site;
      - 16 women participated in the volunteer barber haircuts;
      - 18 women attended a police event on site – “Coffee with the Cops”;
      - 16 women participated in the art workshop;
      - 45 women attended the Mother’s Day Dinner Gala on site.
    - The ICM Team supported 106 residents, and 20 “Service, Triage Support, and Screening Tool” interviews were administered. Activities included case planning and goal assessments, referrals for income and housing supports, connecting residents with various health care providers, legal services, and adult education programs and counselling.
    - Eight women were successfully housed in May and 4 furniture bank referrals were made. Four clients were successfully supported with eviction prevention. Five Housing Stabilization Funds (HSF) requests were made. Twelve Housing Connections applications were completed, and the team connected with landlords 58 times. The team also accompanied 31 residents in the community.
    - 41 Division collected donations from the community for the shelter and dropped them off on May 20th.
    - Agincourt Community Services Association (ACSA) and The FIX (Scarborough Harm Reduction Services) presented a harm reduction workshop and info session on harm reduction services in Scarborough at the May staff meeting.
- Savards:
  - May:
    - Savards had 39 active case files and staff made 78 referrals to external agencies.
    - The Housing Worker referred 30 residents to landlords; one resident obtained permanent housing.
    - The Recovery Group had an average of 8 residents participating weekly, and covered a variety of topics.
    - Five residents benefited from weekly visits from a nurse from St. Elizabeth Health Care.

- The Life Skills Worker made a number of accompaniments (including, medical, immigration, I.D. clinic, etc.).
  - In celebration of Mother's Day, residents were treated to lunch, as well as haircuts/styling and spa day; six residents of Savards, and five residents from Kennedy participated; in addition, six residents participated in a special cake-decorating event.
  - Ten clients participated in the drumming circle.
  - The weekly sewing class saw five clients participating each week.
  - The weekly word puzzle game, bingo, and colouring saw an average of 5 women weekly.
- St. Clair Shelter:
  - May:
    - St. Clair Shelter had 151 active case files including 87 intakes, and staff made 333 referrals to external agencies.
    - The Housing Help Worker assisted 25 clients with housing applications, and ten residents found permanent housing.
    - Our Life Skills and Intensive Case Manager Workers provided assistance with finances to 15 individuals, including ODSP and OW.
    - Clients were assisted with substance abuse and harm reduction help. 25 clients were provided referrals to harm reduction services at The FIX (Scarborough Harm Reduction Services). Three clients were provided referrals to withdrawal management (detox) services.
    - Fifteen clients were referred to and attended appointments to the ID clinic to either apply for new or replace lost ID's.
    - Fourteen clients were referred to the clothing bank, and 8 clients referred to the furniture bank.
    - The Intensive Case Manager was able to provide clients with immigration and settlement services, including 6 clients obtaining work permits, and 1 client obtaining a study permit.
    - The Life Skills worker assisted clients with Employment related case management, including assisting with resume writing, completing applications to various volunteer programs, and referrals to a program offered by Neighbourhood Link called New Knowledge, New Steps for Newcomers.
    - Our Life Skills Worker also facilitated a number of workshops and activities with a total of 61 clients participated in the Life Skills programming this month. Some of the programming included:
      - Cooking and baking workshops;
      - Arts and craft activities;
      - Weekly game nights (Bingo & Jeopardy);
      - And to celebrate spring, a gardening workshop was held, a community clean-up where clients helped pick up litter outside the shelter and in the neighbourhood.
- Strachan House:
  - May:
    - Staff made 40 referrals to external agencies, with a total of 86 active case files.

- Four new residents signed a lease; three new occupants were introduced into our shelter beds; and two other clients were also referred but have not yet signed a lease.
- Assistance with laundry services and room maintenance supports were provided to 72 residents.
- The Strachan Personal Support Worker was off for the entire month; an external agency provided PSW services for the month.
- Nine residents saw the in-house doctor.
- There were a total of 4507 meals served through the Strachan House Meal Program.
- The monthly birthday party had 26 residents in attendance.
- The Intensive Case Management and Pest Control Worker focused on hoarding, housekeeping, and bed bug control.
- Five residents received hoarding/cleanliness support, eleven received pest control treatments, and sixteen received support around maintaining their unit.
- 34 storage units were installed.
- The Intensive Case Manager made three accompaniments in the community.
- We received a donation of harm reduction supplies and 60 people received support.
- The Life Skills Worker made three accompaniments in the community.
- A total of 136 people attended social events and programs during the month including:
  - 4 Residents for cultural meal lessons;
  - 63 residents attended the barbeque;
  - 14 residents attended movie night;
  - 55 residents attended an ice cream social.
- George Street Winter Respite Services:
  - May:
    - The George Street Respite Centre had 234 active case files and staff made 128 referrals to external agencies.
    - The Respite's Housing Help Worker has assisted eight residents in securing housing, and met with 84 additional residents.
    - A Personal Support Worker visits twice-a-week to assist residents with bathing and laundry.
    - The Health Bus visited twice-weekly to offer basic medical assistance to residents.
    - Activities included a weekly trivia night with prizes, and a weekly games night.
    - Beginning in June, the George Street Respite Centre will be preparing to close.
- Bathurst-Lakeshore Shelter:
  - May:
    - Homes First's newest shelter, the Lakeshore-Bathurst Shelter, was at full capacity – 100 beds for women and couples – by the end of May. With the Fred Victor Respite vacating the property, preparations began for the opening of the bottom two floors of the building with an eye on opening another 100 beds by early June.

- Medical supports continue to be provided by Inner City Health Associates and resident meetings are being held on a regular basis.
- As part of the new “Enhanced Services” model of shelters, each floor will have a supervised team of Intensive Case Managers/Housing Workers, along with a Community Engagement and Programming Coordinator for the entire site. Hiring has begun in earnest for all these positions.

**Additional Programs & Supports:**

- **Assertive Follow-Up Support Services Pilot Project (External Services):**
  - By the end of May, we had three Follow-Up Support Workers supporting 50 clients and are running at capacity for this program.
  - The team is now in the third year of the program and continues to support clients to ensure they retain their housing and are able to live successfully and independently with the supports provided by our team.
  - The team discharged 3 clients each for a total of nine; as we hit capacity, some of the clients were ready to graduate from the program and have done so.
- **Addiction and Life-Skills Program (St. Clair and Kennedy Shelters):**
  - In May, the Addiction and Life Skills Worker has successfully built rapport with many clients at both shelters, and more clients are coming to see her. She has seen up to four clients per day on a drop-in basis with the potential to continue, and has been seeing two clients at each site on an ongoing basis.
  - The Addiction and Life Skills Worker counsels in a client-centre framework, and is responsive to client’s input, assuming that the client is the expert when building solutions to addiction issues. Her referrals to external partners and case management services reflect the client’s need and choice, and this month included assistance with applications to peer worker positions, as well as referrals to external partners, including trauma counselling services, and Harbour Light Residential Treatment.
  - The Addiction and Life Skills Worker collaborated with another Life Skills Worker to create an innovative workshop on the topic of Pay Day Lending, presented to clients at the St. Clair Shelter. Residents described the workshop as “informative” and “inspiring” on feedback forms.
- **Harm Reduction in Supportive Housing (Jarvis, Meegwetch, Shuter, and Strachan):**
  - The Harm Reduction Worker has engaged the volunteer peer representatives and is helping them to learn about Harm Reduction. They have attended monthly Toronto Harm Reduction Alliance meetings together to ensure engagement and up-to-date knowledge about Harm Reduction. The Harm Reduction Worker also engaged the peer representatives to help to design the harm reduction bulletin boards at each site. Information posted includes bad drug reports, information about having safer sex, drug injection practices, locations of the safe injection sites, community resources, and peer worker job postings. A box with free condoms for clients is also located beside each bulletin board.
  - The volunteer resident representative at Meegwetch is planning on leading an art-based creative group in order to build community and rapport with other residents, and to gather feedback from residents for the Harm Reduction Program.

- Weekly Harm Reduction outreach has been scheduled at our Meegwetch site, through our partnership with Parkdale Queen West Community Health Centres.
- The Harm Reduction Worker has planned workshops at all 4 housing sites for the later part of June with our community partners, Regent Park Community Health Centre for the East sites and Parkdale Community Health Centre for the West sites.
- The Harm Reduction Worker has organized an upcoming Harm Reduction 101 Workshop for staff at Strachan House, and will continue to conduct workshops to ensure staff are informed about Harm Reduction and current best practices.
- Harm reduction supplies are available at each site and are distributed to residents upon request.
- Feedback indicators continue to point to increased client knowledge about harm reduction and where to obtain harm reduction supplies. Clients are coming to staff to obtain safer use supplies, especially at Strachan House, with supplies being distributed to clients on a daily basis.

**4. Increased staff productivity:**

- *Training plans are developed for all employees and are carried out over the year; all employees pass the tests following in-house training.*
  - May:
    - In the month of May, we did 12 new hire orientations.
    - 6 employees attended an information session on CPP and OAS.
    - 3 employees attended training on Secondary Trauma and Other Occupational Stress.
    - 5 employees attended training on Counselling Skills Part 1.
    - 11 employees attended SMIS training.
- *Staff turnover rates (number of resignations, vacancies, and new hires) and absenteeism are monitored to ensure appropriate policies are in place to encourage productivity.*
  - May:
    - Staff turnover: 4
    - Vacancies: 28
    - New hires: 7 Relief Community Shelter Workers; 3 Weekend Contracts; 2 Community Shelter Workers; 1 Community Engagement and Programming Coordinator; 4 Shelter Supervisors; 1 Life Skills Worker.

Staff Absenteeism – Average Number of Sick Days per Individual			
Employees	May Average	2019 Year-to-date	12 Month Average for 2018
Unionized Employees (59)	0.99	1.01	1.23
Non-Unionized Employees (9)	0.89	0.73	0.46
Management (32)	0.44	0.52	0.36
All Staff (100)	0.81	0.83	0.90

**Note:** The number in brackets in the employee category indicates the number of persons currently in that category.

- *The number of grievances monitored for potential liability and levels of liability involved.*
  - As of the end of May, there were three outstanding grievances, of which all are non-monetary; however, there is a possible cost of arbitration.

## 5. Volunteer Program:

- *The goal of the Volunteer Program is to help people stay housed through an integrated two-way volunteer program at Homes First that gets residents, neighbours, and donors engaged in their community.*
  - May:
    - A drum workshop/circle was held to celebrate mother's day at Savards; one volunteer and one placement student helped run the group for 2 hours.
    - On May 9th, 17 volunteers from Keller Williams Real Estate Group visited Meegwetch and Bellevue to do some outdoor spring cleaning; each group donated 3.5 hours of their time.
    - We on-boarded one volunteer who is going to run a "Job Readiness" group at 545 Lakeshore once a week for 2 hours. The program is set to start in June.
    - On May 30th, three volunteers from the community come to our Jarvis House location to help do some yard work and clean up the patio and garden; the volunteer donated 4 hours of their time.
    - On May 31st, we had 25 volunteers from Milliken Mills High School come to Kennedy to play games, help prepare and serve lunch, and do some yard maintenance; donating 3 hours.
    - As always, we continue to run existing volunteer programs and student placements as mentioned in previous reports.

## 6. Community Development:

- In early May, Savards hosted another cupcake decorating day for Mother's Day; six residents participated in the decoration of 60 cupcakes for the shelter.
- The Community Engagement Coordinators met with residents of Meegwetch twice in May to plan the summer gardens. We made multiple trips to garden centres to buy supplies, flowers, and saplings for garden programs at Jarvis, Meegwetch, Sheila Miller and Kennedy.
- The Community Engagement Coordinators also met with staff at a community centre on McCaul Street (University Settlement) to explore the possibility of Homes First residents accessing their gym facilities at a reduced price. The Coordinators are working on a proposal to present to our CEO and, if approved, the community centre.
- One hiking trip was held and five residents from three sites participated; the group went to Mono Cliffs Provincial Park in Orangeville.
- One Community Engagement Coordinator attended the Annual General Meeting for our partner organization, Street to Trail. Homes First is excited to continue partnering with Street to Trail for hiking trips throughout the summer.
- The Communications and Community Engagement Coordinator met with two residents this month to interview them about their journey to Homes First. These stories will be shared with the public in donor newsletters and on the website when needed.
- The Community Engagement Coordinators hosted a group of 25 high school students at the Kennedy Shelter for a day of volunteering. Students helped in the kitchen, facilitated games

with prizes, and weeded the front door area and planted flowers in planters. The students were engaging and positive and want to return next year.

#### **7. Toronto Community Housing Rooming House Project (RHP):**

- A new Community Development Worker was hired in May for this project. The Rooming House Project now has a full team of 8 Housing Support Workers, 2 Community Development Workers, and 1 Hoarding and Pest Control Specialist.
- The team completed two full-team trainings this month; one training on conflict resolution and the other on Trauma Informed Care.
- We continue to support a caseload of over 100 tenants, with areas of focus in increasing housing stability, eviction prevention, pest control, and addressing safety and security issues in the buildings.
- We received notification from TCHC that 7 rooms will become available to house residents from Homes First, Dixon Hall, and Seaton House, and we are working with the City in housing new clients through the Coordinated Access list.
- We invited a TCHC Pest Control Technician to meet with the team and discuss best practices for pest control treatment and better communication between our team and TCHC.
- Staff from Centre for Equality Rights in Accommodation (CERA) attended a Friday dinner in May to share info about tenants' rights in housing.
- The Community Development team began work on a pollinator garden in front of 190 Carlton, a collaboration between the Rooming House Project and Dixon Hall's Seniors' program. Tenants from the Rooming House project are helping set up garden beds, and building raised garden beds to be enjoyed by seniors in the seniors program.
- Two staff attended the St. Jamestown Health Access Committee meeting where potential opportunities for collaboration with Sherbourne Health Cancer Prevention program and the St. Jamestown Community Corner were established.
- Staff continued to support a monthly Harm reduction group, a peer group, and an art group.

#### **8. Health & Safety:**

- *Homes First Society is required by the Ministry of Labour to conduct monthly inspections of every building that is a workplace for more than six people. This means that inspections are required at our three shelters and Shuter. Although not required by legislation, an annual inspection is conducted at all of our other buildings as well. The legislation also prescribes that inspections be carried out by both Supervisors and a Health and Safety Worker Representative. From time-to-time, the Worker Representative does not complete their inspections; management's remedy is to work with the union to ensure this is done, although this is not always effective or timely.*
  - In May, one staff at the Kennedy Shelter was assaulted by a client.
  - The police were called and a report was filed. The staff did not press charges.
  - The client was relocated and service restricted for 30 days. The Intensive Case Management Team at Kennedy continued to support the client to ensure that there were no gaps in her service during this time.



- The staff had no lost time but did receive medical attention. A WSIB form 7 was submitted, an investigation took place, and there was a debriefing with the staff affected.
- The client had no history of physical violence and was very remorseful after the fact.
- One of the immediate changes stemming from the investigation was the addition of more security cameras outside of the staff office so we can have better coverage of the area going forward.



**To:** Homes First Society Board of Directors  
**From:** Patricia Mueller, Chief Executive Officer  
**Subject:** HFS Chief Executive Officer's Responsive Programming Update  
**Date:** June 25, 2019 (previously circulated on May 14, 2019)

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**Recommendation:**

**That this report be received for information.**

**Background:**

This report is an update of reports provided in previous years. Much of the information contained remains unchanged; however, this report does include updates where changes have been made.

**Comments:**

There are some key program metrics that are shared with the Board as part of my regular Chief Executive Officer's update. In 2010, the Board of Directors engaged a consultant to establish the key measures required by the Board for their oversight of the organization. The HFS Management Team uses additional measures to evaluate our programming to ensure we are enhancing the quality of life and the stability of our residents.

For the purposes of this report, the focus is on client services and not services provided by the Property Department as part of their property maintenance activities (these measurements are provided as part of a separate report to the Board); however, it should be noted that keeping property in good condition enhances the quality of life of our residents as well.

As noted to the Board in the past reports, program metrics are based on the City of Toronto's key performance indicators. All of our client services start with a needs assessment and the collection of demographic information. We have recently greatly increased the demographic information being collected; however, this has met with resistance from clients and staff. We now have a database and case management system which facilitates data collection.

Staff continue to find the collection of the demographic information sometimes derails the engagement process, particularly around topics such as the clients' history with the justice system, HIV, as well as mental health and sexual orientation. Legally, we can only *ask* the client to self-identify, and as a result, we do not believe our demographic information is as accurate as it could be as many of our clients will not self-disclose out of fear or stigma.

The analysis of programs is based on both quantitative and qualitative information. The management team's experience has shown that there is a risk when we strive to measure and translate our services into metrics, that it can drive us away from the people-service aspect of our services.

None of Homes First's programs work in isolation; there is an inevitable overlap in many of our programs' and hence, activities.

## HOUSING PROGRAM:

The supportive housing program is designed to support the hardest to house – those individuals with the fewest housing options.

This program is funded with the main objective of homelessness prevention. Homes First provides a case management process to support our clients maintain housing, as well as to set and reach goals that will improve their quality of life on *their* terms.

There are residents who declare they are unwilling to participate in case management, therefore the goal given to those residents is eviction prevention, as well as the expansion of client engagement in self-goal setting.

There are also residents whose needs are so vast and complex, that we must bring in other expertise. Part of the housing workers' role in these situations, is to act as a broker to support clients in accessing these services. The types of services for which we provide referrals include addictions, as well as medical and psychiatric needs.

The housing performance indicators include:

1. Households provided housing stabilization services:
  - Measures the number of households at risk of eviction provided with services to help them stay in their housing.
2. Evictions avoided:
  - Measures the number of households at imminent risk of eviction who would otherwise have likely been evicted and become homeless without a service intervention, who were able to retain their housing.
3. Households diverted from homelessness:
  - Measures the number of households at risk of homelessness who may otherwise have become homeless without a service intervention.
4. Households maintain housing:
  - Measures the percentage of people who receive ongoing housing supports who were assisted to maintain their housing for a specified period of time.
5. Number of ongoing supports (active case management files).
6. Number of referrals.
7. Number of eviction prevention services.
8. Number of activities and participants.
9. Number of evictions.

**Housing Program Performance Indicators:**

Households Provided Stabilization Services at Risk of Eviction	Evictions Avoided	Households – Diverted from Homelessness	% of at Risk Households Maintaining Housing With Supports	# of Ongoing Supports	# of Referrals	# of Eviction Prevention Services	# of Activities/ Participants	# of Evictions
<b>2014:</b>								
103	102	242	81%	181	404	102	370/2849	1
<b>2015:</b>								
109	108	262	87%	2465	532	108	555/4037	1
<b>2016:</b>								
138	135	266	82%	2504	617	135	780/5419	3
<b>2017:</b>								
144	142	266	84.5%	2705	804	144	382/4178	2
<b>2018:</b>								
256	136	298	90%	3096	328	137	470/3389	1

Homes First’s Housing Program works very well in supporting the hardest-to-house become stabilized. Of our 257 housing residents, 136 were facing eviction and our interventions were able to support 135 of those people maintain their housing. There was one eviction in 2018.

Ninety percent of our clients regularly used our services. This means that the remaining residents are in the engagement process or the client has become stabilized.

The number of eviction prevention services is measured per household as per the City’s definition. It should be noted that there may be several intervention services (i.e., letters, arrears agreements, pest/cleaning services) which represents a great deal of support of our residents.

Although many of the measures have been newly adopted by the City, it is our assessment that our hands-on approach is supporting the quality of life of our residents.

**HOSPITAL TO HOMES PROGRAM:**

Homes First’s Hospital to Homes Program is designed to support residents formerly hospitalized for Schizophrenia by CAMH, to transition into permanent housing. This program included the hiring of Personal Support Workers, as well as the contracted services of a Registered Practical Nurse.

Much of the initial programming is in support of residents learning (or relearning) basic life skills of managing an apartment such as buying groceries, budgeting, meal planning, and cleaning. In addition, staff supported the clients' integration within the building, as well as within the local neighbourhood.

At the end of 2018, there were 33 residents in this program.

**Hospital to Homes Performance Indicators (2014-2018):**

Households Provided Stabilization Services at Risk of Eviction	Evictions Avoided	Households – Diverted from Homelessness	% of at Risk Households Maintaining Housing With Supports	# of Ongoing Supports	# of Referrals	# of Eviction Prevention Services	# of Activities/ Participants	# of Evictions
3	33	33	100%	*	*	33	12/125	0

*\*Supports included in Housing Program Performance Indicators.*

There continues to be a much higher community integration of the residents of Meegwetch as opposed to the residents of Shuter. At Meegwetch, of the fifteen previously extremely socially isolated residents, twelve are now active in participating in the programs and activities offered at the site. Two residents utilize the Personal Support Workers for meal planning and shopping, and thirteen are working with the Personal Support Workers for the upkeep of their unit.

It is our evaluation that this is an excellent program that supports clients in their recovery and quest to improve their quality of life.

**SHELTER PROGRAM:**

The Kennedy, Savards, and St. Clair Shelters are considered emergency shelters; Strachan House is a hybrid of housing and shelter. All of the shelter measurements are conducted at Strachan; in addition, a number of housing measurements are used to evaluate Strachan as well.

The shelters' performance indicators include:

1. Emergency shelter (intake):
  - Measures the number of unique individuals admitted to shelter(s).
2. Clients with completed needs assessment:
  - Measures the percentage of people who have completed a housing needs assessment within a defined timeframe.
3. Average length of stay in shelter (a short length of stay indicates success in moving people quickly into housing and efficiently in turnover of beds to meet demand):
  - Measures average number of days per stay in shelter.

4. Clients in shelter with housing plan (ensuring that all clients have a service plan in place is the first step to moving people quickly into housing):
  - Measures the percentage of people with a housing plan in place, within a defined timeframe.
5. Long-term clients in the shelter system.

**Shelter Program Performance Indicators:**

	# of Unique Individuals Admitted	# of Clients With Completed Needs Assessment	Average Length of Stay in Shelter (Days)	% of Individuals with Housing Plan in Place	# of Long-term Clients in Shelter System
<b>Savards and St. Clair Shelter</b>					
<b>2014:</b>	721	50%	39	40%	42
<b>2015:</b>	560	55%	63	67%	45
<b>2016:</b>	671	52%	50	55%	45
<b>2017:</b>	636	53%	102	57%	81
<b>2018:</b>	982	54%	43	59%	137
<b>Kennedy Shelter</b>					
<b>2017:</b>	549	60%	30	60%	40%
<b>2018:</b>	496	58%	66	66%	111
<b>Strachan House Shelter Clients*</b>					
<b>2014:</b>	101	100%	14*	100%	0
<b>2015:</b>	106	100%	14*	100%	0
<b>2016:</b>	135	100%	14*	100%	0
<b>2017:</b>	144	100%	14*	100%	0
<b>2018:</b>	113	100%	14*	100%	0

*\*Strachan House Shelter clients are either moved on to alternate shelters or housing, or become tenants after 14 days.*

The St. Clair Shelter has the highest turnover of all of our shelters. Many of the St. Clair residents stay for such a short term, that they do not participate in the needs assessment process that dramatically lowers the percentage of individuals with completed needs assessments, and thus, housing plans.

While many of the residents of Savards are long-term clients of the shelter system, as there are very few extremely high-support housing options available to them we continue to look at Strachan House as an appropriate housing options for many of the Savards' long-term shelter residents.

The Kennedy Shelter serves an aging female population, the majority of which have deteriorating health and mobility. As a result, securing housing with the appropriate supports is very challenging. The Kennedy Shelter was chosen by the City of Toronto as one of five Shelters to pilot a new shelter service model that provides increased resources to hire staff with a focus on assessment, securing housing, programs, and community engagement. A partnership with Inner City Health Association provides primary health care with physicians on-site, once a week.

All of Homes First shelter programs are excellent in dealing with clients considered by many to be the most complex of the shelter clients in the city.

**RESPIRE PROGRAMS:**

As a result of our expertise in serving a very complex population and our success in running excellent shelter programs, we were asked by the City of Toronto to open a 105 bed respite program at 354 George Street in January of 2018. This was meant to be a 5-month program; however, the city asked us to continue operating the program for the entire year.

The George Street Respite serves a heavily street-involved population made up of mostly men and couples. Most of the residents have experienced chronic homelessness and are dealing with profound addiction and mental health issues. As a result, harm reduction is a large part of our supports at this site. We found ourselves with a very similar population at the Queen Elizabeth Respite.

Towards the end of the year (2018) we were then invited by the City of Toronto to open and operate a 200 bed respite at the Queen Elizabeth Building starting Nov. 15 2018. We found that the population at Queen Elizabeth was very similar to that of the George Street Respite. Funding was secured through the LHIN to provide health supports at both respites. This funding allowed for a partnership with Inner City Family Health to provide Personal Support Workers, Social Workers, Nurses, and Chiropodists. An additional partnership with Inner City Health Associates provides Physician care on site once a week.

**Respite Program Performance Indicators:**

	# of Unique Individuals Admitted	# of Clients With Completed Needs Assessment	Average Length of Stay in Shelter (Days)	% of Individuals with Housing Plan in Place	# of Long-term Clients in Shelter System
<b>George Street Respite:</b>					
<b>2018</b>	1127	56%	30	62%	569
<b>Queen Elizabeth Respite (from November 15th to December 31, 2018):</b>					
<b>2018</b>	253	31%	29	33%	120

**HOUSING HELP WITHIN SHELTERS/RESPITES & LIFE SKILLS PROGRAM:**

This program assists residents with mental health issues to improve life skills and independent living skills. For many residents, staying at a Homes First shelter is the first step in breaking a years-long pattern of homelessness and marginalization. Our practice of “assertive tolerance”, doing whatever it takes to accommodate and support individuals with complex needs is the first step in stabilizing a client.

This program also provides housing readiness and searching services, as well as transitional supports to residents of Homes First’s shelters.



Staff prepare new intakes by assisting them in achieving basic housing readiness (income, identification, and financial stability), improving coping skills (life skills, activities of daily living), providing information on tenancy rights and obligations. Staff also assist clients in identifying and applying for appropriate housing.

This program assists individuals in moving from that initial stabilization through a process of worker-facilitated exploration to identify optimum housing solutions and to work on the life skills and activities of daily living necessary to achieve their housing goals.

Short-term impacts include clients achieving a basic level of housing readiness (income, ID, financial stability) and improving essential life skills and activities of daily living (personal hygiene, tenancy responsibilities, banking skills). Long-term impacts include clients moving into and maintaining successful tenancies, reducing the load on the shelter system, and improving personal health and life expectancies of our clients.

The criterion for evaluating this program includes:

- Number of clients (caseload).
- Identification of type of housing client requires.
- The number of life skill supports put in place.
- Housing referrals.
- Housing stabilization.

**Housing Help Within Shelters & Life Skills Program Performance Indicators:**

	# of clients (caseload)	Identification of type of housing client requires	# of life skill supports put in place	Housing referrals	Housing stabilization
<b>Kennedy Shelter:</b>					
<b>2016 (Dec.):</b>	21	21	N/A	N/A	N/A
<b>2017:</b>	560	560	140	840	108
<b>2018:</b>	587	587	152	968	190
<b>St. Clair &amp; Savards:</b>					
<b>2014:</b>	90	30	45	30	8
<b>2015:</b>	97	41	49	41	12
<b>2016:</b>	496	466	557	771	241
<b>2017:</b>	787	684	562	950	502
<b>2018:</b>	982	901	544	803	499
<b>Strachan:</b>					
<b>2014:</b>	76	76	76	n/a	76
<b>2015:</b>	81	81	81	n/a	81
<b>2016:</b>	135	135	135	n/a	130
<b>2017:</b>	144	144	144	n/a	121
<b>2018:</b>	113	113	113	n/a	106
<b>George Street:</b>					
<b>2018:</b>	1127	922	N/A	255	201

The significant increase in the performance indicator totals previous to 2016 reflects improvements in our data collection methods, enabling us to improve our ability to keep, collect, and organize information.

Our Housing Help and Life Skills Workers make a huge difference in improving the quality of life for the clients they serve.

## **MEAL PROGRAM:**

The meal program is distinctly different at Strachan than at St. Clair or Savards. In 2016, the Foundation secured funding for the creation of a Strachan Meal Program, enabling us to provide three meals a day to all residents at no cost to them.

As Strachan is a hybrid shelter, there is not a requirement by the City of Toronto to provide meals; however, as we recognize the precarious nature of our residents' health, particularly from mid- to end-of-month when they may be running out of money, the Meal Program now incorporates three meals a day for each resident of Strachan at no additional cost to the residents.

All meals are planned using the Canadian Food Guide Standards, as well as that of Toronto Hostel Standards. Shelter residents are provided with three meals a day, plus snacks. In addition, Homes First shelters provide meals based on the demographic tastes of our residents when possible.

The measurements utilized for Homes First's shelters food programs, is the number of meals served.

- **2014:** There were 98,550 meals served at the Savards and St. Clair Shelter, in addition to 65,700 snacks served.
- **2015:** There were 105,924 meals served at the Savards and St. Clair Shelter, in addition to 70,616 snacks served.
- **2016:** There were 105,571 meals served at the Savards and St. Clair Shelter, in addition to 59,400 snacks served.
- **2017:** There were 103,605 meals served at the Savards and St Clair Shelters, in addition to 58,990 snacks served.
- **2018:** There were 104,635 meals served at the Savards and St Clair Shelters, in addition to 65,300 snacks served.
- **2017:** There were 98,550 meals served at Kennedy Women's Shelter, in addition to 32,850 snacks served.
- **2018:** There were 98,550 meals served at Kennedy Women's Shelter, in addition to 32,850 snacks served.
- **2014:** There were 7,275 meals served at Strachan, which includes both meal club program and community meals.
- **2015:** There were 14,560 meals served at Strachan, which includes both meal club program and community meals.
- **2016:** There were 96,360 meals served at Strachan as a result of the newly created meal program.
- **2017:** There were 96,360 meals served at Strachan.
- **2018:** There were 96,360 meals served at Strachan.

- **2018:** There were 101,787 meals served at the George Street Respite, in addition to 33,929 snacks served.

In summary, over 400,000 meals and over 130,000 snacks were served to residents in 2018.

From time-to-time, different community agencies and neighbours donate meals and food to Strachan, which is immediately distributed to the residents and has not been included as part of meal program numbers.

Our food program is effective in serving the nutritional needs of our shelters residents.

The Meal Program at Strachan has benefited the residents in terms of not only health and nutrition, but it has also provided social advantages as more residents have begun to eat together at mealtime in the main floor common area. The existing funding for the Meal program is coming to an end and we are working with the City of Toronto to secure core funding for this essential program.

**HOARDING & HOUSEKEEPING PROGRAM:**

This program is a separately funded program designed to provide one-on-one and hands-on assistance to the residents of Strachan House. The support comes from one qualified full-time staff dedicated to address issues related to the residents' units as well as the shared living space. The focus is on dealing with issues of hoarding, bed bugs, and other pest problems, as well as general housekeeping, which will include regular cleaning of the unit and washing of laundry; thus ensuring a safe, clean, healthy, and permanent home for those who are at the greatest risk of homelessness by directly alleviating the issues that often lead to eviction.

The ability to support people with issues of hoarding, bed bugs, and other pest issues are paramount to our residents' quality of life and health. Through this program we are able to increase the health and safety of those who are incapable of, or struggling with, performing these tasks on their own.

Additionally, this program acts as an important tool for eviction prevention. Many residents are unable to maintain their housing due to excessive hoarding or extreme pest problems, others simply need some regular guidance and encouragement to maintain their units in a safe and healthy state.

**Hoarding & Housekeeping Program Performance Indicators:**

# of Residents Supported				Type of Assistance Provided
2015	2016	2017	2018	
54	67	67	59	Assistance of unit cleaning
13	32	34	33	Units cleaned
20	43	30	25	Units extreme-cleaned
13	32	36	84	Housekeeping assistance
25	43	33	41	Pest control preparation
54	67	104	100	Assistance with laundry

*\*This program began in mid-October of 2014.*

Before the implementation of this program, residents frequently did not adequately prepare their units for the pest control remediation to take place, resulting in delays, the potential for the problem to spread to other residents' units, misused staff time, and the additional expense of the pest control contractors multiple visits.

This program continues to be a huge difference in the quality of life and the ability to maintain housing for the residents of Strachan.

### **COMMUNITY DEVELOPMENT PROGRAM:**

The Community Development program was developed to create programs for Homes First's residents to engage in activities that promote well-being and social inclusion. Activities include providing workshops, educational seminars, and mentorship opportunities to promote knowledge and skill building for residents; also, to increase resident participation in community events and to provide opportunities for re-integration into the community.

Going forward, our goal is to create a peer program that focuses on skill, personal, and financial development.

The measurements for the Community Development Program include:

- The number of formalized community partnerships.
- The number of ongoing arts/wellness programs at sites across the agency.
- The number of workshop series and educational seminars delivered at sites across the agency.
- The number of Homes First residents participating in community events.
- Resident satisfaction through qualitative and quantitative collection of information.

### **Community Development Program Performance Indicators:**

- **2014:** 17 formalized community development partnerships.
- **2015:** 21 formalized community development partnerships.
- **2016:** 23 formalized community development partnerships.
- **2017:** 24 formalized community development partnerships.
- **2018:** 27 formalized community development partnerships.
- **2014:** 22 programs:
  - 13 arts/wellness programs.
  - 9 educational seminars.
- **2015:** 26 programs:
  - 16 arts/wellness programs.
  - 10 educational seminars.
  - 7 peer leaders leading writing and diabetes workshops.
- **2016:** 28 programs:
  - 18 arts/wellness programs.
  - 10 educational seminars.
  - 8 peer leaders leading writing and diabetes workshops.

- **2017:** 33 ongoing programs:
  - 18 arts/wellness programs.
  - 9 educational seminars.
  - 4 peer leaders leading writing and diabetes workshops.
- **2018:** 34 ongoing programs:
  - 6 creative writing/arts programs.
  - 11 health/wellness programs.
  - 17 educational workshops.
  - 6 peer leaders leading writing and diabetes workshops.
- **2014:** 1,346 resident participants.
- **2015:** 1,481 resident participants.
- **2016:** 1,629 resident participants.
- **2017:** 1,075 resident participants.
- **2018:** 1,167 resident participants.

Our Community Development Coordinator was injured in October, and was off due to that injury for the balance of the year, which affected the numbers for 2018.

### **VOLUNTEER PROGRAM:**

The Volunteer Program was developed to enable our residents to stay housed through an integrated two-way volunteer program at Homes First that get residents, neighbours, and donors engaged in their community.

- The number of residents volunteering in the community.
- The number of neighbours engaged in volunteering at Homes First.
- The number of residents who benefit from services provided by volunteers at Homes First.

### **Volunteer Program Performance Indicators:**

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
# of Weekly Programs Run by Volunteers	26	40	26	27
# of Residents Volunteering In-House and In the Community	116	108	111	117
# of Community Members Engaged in Volunteering at Homes First	359	405	385	416
# of Hours Given by Volunteers to Homes First	3026	3370	3355	3579

Between 2017-2018, we focused on increasing of number of external volunteer groups and resident engagement. We also had a significantly more placement students throughout the year resulting in higher number of hours given.

### **COMMUNICATIONS PROGRAM:**

The Communications Program was developed to increase the sense of community among Homes First residents, as well as pride of place. Also to strengthen resident relations by the maintenance of a strong system of internal and external communications including policies and procedures that promotes information sharing and collaboration within the organization and a unified professional voice outside the organization.

Measurements for this program include the number of newsletters distributed throughout the year, as well as the qualitative and quantitative feedback provided by our residents through questionnaires.

**Communications Program Performance Indicators:**

- **2014-2018:** Twelve resident newsletters were produced annually.
- **2014:** Resident Surveys:
  - Three focus groups were conducted
  - 461 surveys were distributed across all 16 sites
  - 62% rise in survey response from 2013
- **2015:** Resident Surveys:
  - Six focus groups were conducted
  - 461 surveys were distributed across all 16 sites
  - 2% rise in survey response from 2014
- **2016:** Resident Surveys:
  - 479 surveys were distributed across all 16 sites
  - 24% rise in survey response from 2015.
- **2017:** Resident Surveys:
  - 569 surveys were distributed across all 17 sites
  - 17% rise in survey response from 2016.
- **2018:** Resident Surveys:
  - 732 surveys were distributed across all 18 sites
  - 4% rise in survey response from 2017.

**ADDITIONAL PROGRAMS & SUPPORTS:**

**Assertive Follow-Up Support Services (External Services):**

The Assertive Follow-Up Support Services Program began in March 2017, however, did not receive its first referral until April 2017. This program is funded through the City of Toronto and was originally funded as a one-year program; however, it has since been approved for renewed funding until April 2020.

**Assertive Follow-Up Support Services Indicators:**

Timeline	January-June 2017	July-December 2017	2017 Total	2018 Total
Total Follow Up Support Clients	15	30	31	54
Follow Up Support Workers	2	3	3	3
Clients Discharged from Caseload	-	1	1	14
Clients Homeless and Receiving Supports	-	1	1	2

In 2017, the number of clients referred to the program increased by 100% by the second half of the year.

### **Addictions and Life Skills (St. Clair and Kennedy Shelters):**

This program started in April 2017, and is funded through the Scarborough Addictions Services Partnership Network (SASP), as well as CAMH. The Addictions and Life Skills Program was initially funded for a one-year pilot project; however, funding has been extended through to 2019.

#### **Addiction and Life-Skills Indicators:**

<b>Timeline</b>	<b>January- June 2017</b>	<b>July- December 2017</b>	<b>2017 Total</b>	<b>2018 Total</b>
Number of clients seen for one-on-one counselling	70	158	228	192
Referrals to external services	11	41	52	96
Group sessions (clients in group therapy)	8	30	38	48

In 2018, the number of clients seen for one-on-one addictions and life skills counselling with the Addictions and Life Skills worker was 192. Sessions normally run 20-40 minutes and the goal is to provide support through a trauma-informed approach and help clients build goals pertaining to substance use and developing life skills. There were 96 referrals made to external support services in the community for the clients to participate in and supplement the services they are receiving. In 2018, 48 group sessions took place within the Kennedy shelter. The purpose of the groups is to provide a different type of access to substance-use and life skill supports, as some people feel more comfortable in a social setting.

### **Harm Reduction in Supportive Housing (Jarvis, Meegwetch, Shuter, and Strachan):**

This program began in September 2017, and is funded for three years through the Toronto Urban Health Fund (a division of Toronto Public Health).

In 2018, we had a number of staffing gaps for this project; we continue to work with the funder to meet the project's overall goals.

- To employ one part-time Harm Reduction Worker for 15 hours/week for 32 weeks in year 1 and 22.5 hours/week in year 2 and year 3;
- Employ a Program Supervisor for 9.38 hours/week each year for 3 years;
- Recruit 6 Homes First Peer Workers for 4 hours/week in year 3 (it has become apparent that more time is required to identify suitable candidates);
- Conduct a needs assessment at 4 housing sites to determine the unique needs at each site in year 1;
- Develop a formal harm reduction policy document within Homes First in year 1 (however, this took place in year 2);
- Conduct 6 staff training on harm reduction strategies in year 1;
- Provide 48 harm reduction workshops for residents and distribute harm reduction supplies at 4 housing sites each year in year 2 and year 3 (we are exceeding this throughout the Homes First portfolio);
- Provide 5 one-on-one harm reduction mentoring session to residents each year in year 2 and year 3;
- Recruit, train, and support 6 peers in year 2 (currently development);

- Recruit 4 volunteer resident representatives each year in year 2 and year 3 (currently under development);
- Provide one training session to 6 peers in year 3 (currently under development).

**Harm Reduction in Supportive Housing Indicators:**

This three-year program has separately defined initiatives for each year. The first year required the development of certain foundational pieces in order to run a harm reduction program within the agency.

<b>Progress</b>	<b>Completed/In-Progress</b>
Harm Reduction Policy	Completed and approved.
Staff Training	Completed the required training for 6 staff.
Needs Assessment at 4 housing sites	Completed.

*Please note that these indicators will change in the second- and third-years of program, as the first year had separately defined initiatives.*



**To:** Homes First Society Board of Directors  
**From:** Patricia Mueller, Executive Director  
**Subject:** HFS Partnerships Update  
**Date:** June 25, 2019

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**Recommendation:**

**That this report be received for information.**

**Background:**

Our past practice has been to review partnerships for the past year and provide an update and plans for the upcoming year. This report is an annual qualitative update of reports provided in previous years. Much of the information contained is virtually unchanged and is presented to provide continuity.

**Comments:**

As a provider of housing and shelters, Homes First Society has diverse connections with social sector, peer, and umbrella organizations, as well as contacts with individuals and private businesses. This diversity is reflective of the myriad reasons for community partnerships. As a result of our successful funding proposals for Follow-up Supports in the Community Program, as well as the Addiction Support Program, we anticipate the development of further partnership opportunities.

**CENTRE FOR ADDICTION & MENTAL HEALTH (CAMH):**

**Pilot Place:**

The 18 residents at Shuter continue to live successfully in their units. There has been an observable increase in the integration into both the Shuter and greater community demonstrated by the residents increased presence, participation, and socializing activities.

**Strachan House:**

Homes First and CAMH has renewed the memo of understanding for the referral of CAMH clients to Strachan House, in which CAMH will provide extra supports to these high need residents. We now support 12 CAMH clients at Strachan House.

**Meegwetch:**

There is a full complement of fifteen CAMH residents in this exclusive partnership with CAMH. Clients are integrating well into the Homes First community, as well as within the local community. The extension of our partnership has been finalized.

**COMMUNITY CARE ACCESS CENTRE (CCAC):**

Approximately ten years ago, our agency approached CCAC with respect to our concerns that clients without primary care doctors were unable to access the supports of nurses and personal support workers. CCAC subsequently conducted a feasibility study and a pilot project initiated at Shuter, Fred Victor, and Women's Residence.

CCAC continues to operate an office at Shuter, where CCAC provides a daily Personal Support Worker care and nursing care twice weekly.

This partnership has provided great benefits for our clients, enabling more residents to access primary health care and enhance their quality of life.

#### **TORONTO COMMUNITY HOUSING (TCH):**

We have a formal relationship with TCH to manage three TCH-owned properties. Two of these properties, Brandon and Northcote, are strictly a property-management arrangement, the third, Jarvis House, differs in that TCHC pays us to manage the property and to provide housing supports to the tenants.

#### **DIXON HALL, ECUHOME, TCHC, CITY OF TORONTO, TENANTS FIRST:**

Homes First partnership with Ecuhome and Dixon Hall continues as the funding for this partnership has been renewed for an additional 2 years by the City of Toronto's Tenants First Program. The supports provided to the over 200 tenants living in the Cabbagetown Rooming Houses has brought an increase in tenant stabilization and community integration. The increased community development with local residents and businesses has been a great success and garnered great attention as model to be replicated.

#### **INNER CITY HEALTH ASSOCIATION:**

This valuable partnership with Inner City Health Association continues to provide primary medical care on site at our 702 Kennedy Road Women's Shelter. Doctors and nurses attend the site once a week to provide essential medical services.

#### **ANISHNAWBE:**

Our partnership with Anishnawbe Health Toronto for the referral of clients to our housing program continues and we have currently have 2 clients living with us through this partnership. These clients receive intensive supports through Anishnawbe in addition to our in-house supports.

#### **STREETS TO HOMES:**

Our service partnership with Streets to Homes and Strachan House continues to be successful. With the high support needs unit facilitating transitions from the streets for some of the most High need individuals in the City who have historically refused support services. We have transitioned over 10 individuals from street to permanent homes at Strachan House.

#### **THE WORKS:**

Our partnership with The Works has allowed our organization to be an official distributor of Naloxone. Training was provided which allows us to train other community organizations, as well as coordinating and supervising distribution of naloxone. Harm reduction supplies are ordered directly through this partnership and delivered to our individual sites.

**SCARBOROUGH QUADRANT NETWORK:**

Homes First continues to be a member of the Scarborough Quadrant Network which is made up of community agencies in Scarborough such as Cota and Hong Fook NP Clinic. This network works together to address Shelter, Housing and Support Services in Scarborough.

**SEATON HOUSE:**

Currently, individuals are referred exclusively from Seaton House to become tenants at Jarvis House, as well as a five-bedroom unit at Shuter. The individuals referred are older, alcoholic males. This is a long-standing and excellent partnership. It does not provide us with any additional funding, but does provide additional support services to these clients.

**CANADIAN CENTRE FOR VICTIMS OF TORTURE:**

This agency has consistently provided excellent referrals of individuals that meet our housing profile and who are also torture survivors. It is interesting to note almost all referrals were once from South America, but are now from Eastern Africa. This is a long-standing and excellent partnership, but does not show any growth potential.

**TORONTO NORTH SUPPORT SERVICES (TNSS) – MULTI-DISCIPLINARY ACCESS TO CARE AND HOUSING (MATCH):**

Our partnership with Toronto North Support Services allows for the referral of clients who have mental illness, addiction, and/or a history of homelessness. These clients are housed with Homes First and will receive additional, long-term supports from the multi-disciplinary team. This partnership enables Homes First to accept more clients with high-support needs to become successfully housed.

**PARKDALE-QUEEN WEST HARM REDUCTION:**

This partnership is based on the long-term connection between Strachan House residents and what is now the Parkdale- Queen West Harm Reduction team; this remains an important resource in terms of the harm-reduction practices and of the peer models. Additionally, we have partnered with them on our Harm Reduction in our west-end housing program which aims to provide education to our staff and residents about the strategies and tools of Harm Reduction.

**PARKDALE- QUEEN WEST COMMUNITY HEALTH CENTRE:**

Queen West Parkdale Community Health Centre is a long standing partner with Strachan House and provides on-site primary health care accessible to all Strachan residents on a monthly basis.

**SOUTH RIVERDALE COMMUNITY HEALTH CENTRE:**

Our partnership with SRCHC provides harm reduction training and outreach to increase access to our east-end residents in housing.

### **UNIVERSITY HEALTH NETWORK (UHN):**

A formal partnership with the University Health Network provides in-house clinical care to all the women at Savards in 2016. Through Toronto Western Hospital, the women now have weekly in-house access to a Mental Health Worker who provides assessment, diagnosis, and counseling, as well as access to a psychiatrist. Additionally, individuals whose needs require more intensive supports are connected to the Toronto Western Hospital ACT Team. This team named IMPACT provides assertive community treatment utilizing a multidisciplinary team to address the needs of those individuals with severe mental illness.

The presence of this level of support highly increases the overall health of the individual, reduces the incidents of mental health crisis and hospital admissions, and substantially increases success in maintaining housing as this support continues once an individual is housed. However, the loss of the Foundation funding reduced the hours that the Society is able to resource for staffing.

### **SCARBOROUGH HOUSING STABILIZATION PLANNING NETWORK (SHSPN):**

Homes First continues as partnering agency with the SHSPN. The network is a multi-agency planning table that seeks to build and support a coordinated and integrated system of services for homeless, at risk of homelessness, and under-housed populations in Scarborough. The network works to promote partnerships and collaborations across Scarborough to support service sector knowledge and skills development, improve service access for clients, and improve service efficiencies.

### **ST. MICHAELS ACT TEAM (FOCUS):**

A partnership is in place to facilitate referrals to Homes First that allow for housing options for the most vulnerable individuals in the city: Individuals who have diagnosed complex mental health, physical health, and addiction needs. We are now housing FOCUS clients throughout our portfolio.

### **INNER CITY HEALTH/ ST.ELIZABETH HEALTH CARE/ HOSPICE TORONTO: A HOSPICE FOR THOSE EXPERIENCING HOMELESSNESS PROGRAM: JOURNEY HOME HOSPICE**

As indicated in previous Board reports, Homes First approached representatives from St. Michael's Hospital's Inner City Health Program to suggest that 90 Shuter or another Homes First property may be appropriate as a hospice unit for end-of-life homeless individuals. Inner City Health reviewed Homes First sites, in addition to other sites in the community, and selected 90 Shuter.

This partnership provides a unique hospice model, one where individuals receive 24-hour healthcare support within the same building. It serves the most marginalized community with a welcoming, low barrier end of life option, where staff and volunteers are trained in harm reduction principles and in trauma informed approaches. This program is integrated with other programming within our supportive housing environment. This integration leverages the strengths of all and creates both synergies and efficiencies. The success of this

partnership has led to the development of an expanded partnership that will see a full 10 bed hospice at 90 Shuter and the possibility of palliative supports at some of our other sites.

#### **POST SECONDARY INSTITUTIONS:**

A formal partnership was developed to place social service students at various Homes First locations to complete their placement requirements. This opportunity provides valuable knowledge and experience to the students as well as provides Homes First with the opportunity to recruit new staff.

- Humber College
- George Brown College
- Centennial College
- Durham College
- Ryerson University
- triOS College

#### **RELATIONSHIPS WITH SOCIAL ENTERPRISES:**

Homes First has a long history of commitment to social enterprises and makes a conscious choice when the price is comparable and the quality and level of services is appropriate, to purchase services from organizations that have similar commitments.

**A-Way Courier:** Homes First has been using A-Way Courier as its main courier company for a number of years. A-Way Courier was founded by former psychiatric patients in 1987, specifically to provide jobs for survivors of mental health challenges, and today A-Way has more than 70 employees.

**Fresh Start Cleaning Services:** Homes First Society uses Fresh Start Cleaning Services for cleaning the common areas and the grounds' maintenance at almost all of our buildings. Founded in 1989 and run solely by psychiatric survivors, Fresh Start currently employs several of our residents.

#### **COMMUNITY DEVELOPMENT PARTNERS:**

The Community Development Program was initiated through the vision of the Board of Directors. The initial work of this program was to effectively respond to the needs of several Homes First locations in terms of programming, outreach, and community engagement. In that process, we have developed a number of information partnerships with agencies and/or organizations.

#### **BIG ON BLOOR:**

Over the past several years, Savards has developed an improved community profile in the Bloor/Lansdowne area in large part due to the participation in the Big On Bloor network. This network is a grass-roots organization that formed to create the Big On Bloor Street Festival. Comprised primarily of area business owners the network also involves agencies such as Homes First and Sistering, as well as individual residents and

resident associations such as Dig-In. Dig-In provided Savards initial introduction to Big On Bloor and has remained a steadfast ally. This year's Big on Bloor has shifted its focus to provide additional space for local artisans. Each year, a few Homes First residents display their artwork for sale at the festival, with all proceeds going back to the artists.

#### **TORONTO PRIDE:**

For the fourth year, Homes First is participating in Toronto Pride, a good opportunity to engage with the community and network with other agencies. This will be the third year we will be marching in the Pride Parade.

#### **SCARBOROUGH ADDICTION SERVICE PROVIDERS (SASP):**

Scarborough Addiction Services is a formal network of addiction service providers in the Scarborough area, funded and supported by CAMH. Partner agencies include:

- Coordinated Access for Addiction Services
- Concurrent Disorders Support Services (composed of 36 Agencies, organized through Fred Victor)
- John Howard (SMART Program)
- TEGH (Scarborough Day Withdrawal Program)
- Canadian Centre for Women's Education
- Salvation Army Homestead
- East Metro Youth Services
- Jean Tweed Society
- West Scarborough Neighbourhood Community Centre

The purpose of this network is to "fund and assist Scarborough agencies to create effective, appropriate, and accessible addiction services in order to address the addiction problems of Scarborough communities".

#### **TORONTO PUBLIC HEALTH:**

In the past, Toronto Public Health funded a film project at Strachan House and a writing program at Strachan and Savards, which culminated in an anthology titled "Streets to Script". We recently received funding to implement a harm reduction program within our housing sites that will provide for a peer program, a harm reduction coordinator, harm reduction training for our staff, and the development of a comprehensive harm reduction policy. Updates are provided regularly as part of the CEO's update to the Board.

#### **NEXT-STEPS EMPLOYMENT CENTRE (TRILLIUM):**

Next-Steps provides resume-writing workshops and employment support to residents at our Kennedy Shelter. Updates are provided regularly as part of the CEO's update to the Board as part of the "Active Living" program.

**PROJECT COMFORT:**

Homes First has recently partnered with a resident association in the west end of the city that provides our agency with community support in the way of donations, event organization and community building.

**INFORMAL PARTNERSHIPS:**

Please see the following table to give you a sense of the variety of community relationships. These relationships provide referral conduits for potential, existing, and exiting residents as well as providing direct services to our residents. This list is not exhaustive.

Community Development	Applicant Referral	Community Colleagues	Funding	Information Sharing	Miscellaneous	Provides Referrals to Other Agencies	Security & Shift Coverage	Support Services	
							X		Adler
X					X				Agincourt Community Services (Harm Reduction Team)
							X		Alpha Resources
	X	X						X	Anishnawbe Health Toronto
	X								Arab Community Centre of Toronto
X									Arts Market
						X		X	A-Way Courier
X									Big On Bloor
	X							X	Canadian Centre for Victims of Torture
X									Canadian Centre for Women's Education
	X							X	Canadian Mental Health Association
		X				X		X	CATCH
	X	X				X		X	Centre for Addiction and Mental Health
	X								Christie Refugee Welcome Centre
	X							X	Christie-Ossington Neighbourhood Centre
			X					X	City of Toronto
		X	X	X				X	City of Toronto Shelter, Support & Housing
		X						X	Community Care Access Centre (CCAC)
		X							Community Policing
	X							X	Community Resource Connections of Toronto
X									Concurrent Disorders Support Services
	X							X	Focus ACT Team

Community Development	Applicant Referral	Community Colleagues	Funding	Information Sharing	Miscellaneous	Provides Referrals to Other Agencies	Security & Shift Coverage	Support Services	
X				X					Community Collective Committee
X									Coordinated Access for Addiction Services
	X	X				X		X	Corner Drop-In
	X	X				X		X	COTA Health
	X								Covenant House
						X		X	Crossroads Clinic
							X		CSS Staffing
		X						X	Daily Bread
X									Dig-In
	X	X		X	X	X		X	Dixon Hall
							X		Dorvict
		X		X	X			X	Ecuhome
X									East Metro Youth Services
	X								East York Housing Help
	X	X						X	Evangel Hall
		X							Field-to-Table
	X								Florence Booth (Women's Shelter)
					X			X	Food Rescue
	X	X				X		X	Fred Victor Centre
							X		Frontline Staffing
	X	X						X	Gerstein on Bloor
	X	X							Good Shepherd Ministries
		X			X				Grace Church
								X	Health Bus
		X						X	Hostel Outreach Program
					X			X	Hospice Toronto
					X				House of Praise
				X					Housing & Homeless Services Network
		X			X			X	Humber College
				X					IAPA – Health and Safety Organization
	X							X	Impact ACT Team Toronto Western Hospital
					X			X	Inner City Health Association



Community Development	Applicant Referral	Community Colleagues	Funding	Information Sharing	Miscellaneous	Provides Referrals to Other Agencies	Security & Shift Coverage	Support Services	
	X								Jean Tweed Society
	X								John Howard Society
X		X							Liberty Village Cares
X									Mad Pride
	X	X		X					Mainstay Housing
X				X	X				Malvern Employment Services
								X	Marginalized Access Partnerships
	X								Matthew House Refugee Reception
					X				Maytree Foundation
								X	Meals on Wheels
	X	X						X	Mental Health & Justice Program
X				X	X				Metropolitan United Church Drop-In
								X	Miracle Foundation
								X	Miziwe Biik
	X							X	Native Women's Resource Centre
X					X			X	Next-Steps Employment Centre
								X	Niagara Health Centre
				X				X	Older Persons' Mental Health & Addictions Network of Ontario
		X		X					ONPHA
	X			X				X	Ontario Works
	X							X	Opportunity for Advancement
X		X		X				X	Parkdale-Queen West Harm Reduction
X		X		X				X	Parkdale-Queen West Community Health Centre
					X				Pizza Pizza
X									Pride Toronto
X	X			X				X	Prisoners' HIV/AIDS Support Action Network
	X	X						X	Progress Place
X		X							Project Comfort
							X		Quality
X				X				X	Queen West Harm Reduction
	X	X						X	Reconnect Mental Health Services

Community Development	Applicant Referral	Community Colleagues	Funding	Information Sharing	Miscellaneous	Provides Referrals to Other Agencies	Security & Shift Coverage	Support Services	
								X	Red Cross Drop In
	X								Red Door Family Shelter
X					X				Redpepper Spectacle Arts
	X	X						X	Regent Park Community Health Centre
				X					RENT
					X				Revival Time Tabernacle
	X							X	Saint Elizabeth Health Care
	X							X	Saint Stephen's Community Homes
					X				Saint Vincent de Paul
X	X	X						X	Salvation Army (various shelters and programs)
		X							Scarborough Church of God
					X	X		X	Scarborough Community for Healthy Living
X									Scadding Court Community Centre
X		X		X	X				Scarborough Addiction Service Providers
X		X		X	X			X	Scarborough Housing Help
X		X	X	X				X	Scarborough Housing Stabilization Planning Network
		X		X		X		X	Scarborough Quadrant Network
		X							Scott Mission
X	X	X		X				X	Seaton House
		X						X	Second Harvest
X	X	X		X				X	Sistering
	X					X		X	Sojourn House
X		X		X				X	South Riverdale Community Health Centre
X		X			X			X	Springboard
	X			X				X	St. Michael's Hospital
X									Street to Trail
	X	X						X	Streets to Homes – HPI/HPS
X									TEGH (Scarborough Day Withdrawal Program)
X		X						X	Therapeutic Paws of Canada
					X				The Period Purse
X		X		X					Toronto Alliance to End Homelessness

Community Development	Applicant Referral	Community Colleagues	Funding	Information Sharing	Miscellaneous	Provides Referrals to Other Agencies	Security & Shift Coverage	Support Services	
X				X					Toronto Drug Treatment Court
	X					X		X	Toronto North Support Services (TNSS) – Multi-Disciplinary Access to Care and Housing (MATCH)
X					X			X	Toronto Public Health
X		X			X				Toronto Police Services
		X		X					Toronto Service Resolution Committee
		X		X					Toronto Shelter Network
						X		X	University Health Network (UHN)
							X		Unitas
X	X			X		X			Volunteer Toronto
	X							X	West End ACT Team
		X		X				X	West Scarborough Neighbourhood Community Centre
								X	The Works



## Homes First Marketing and Communications Report (May 19, 2019 to June 19, 2019)

### Twitter:

- 22 tweets in total
- 25.7K impressions
- 1,207 profile visits
- 9 mentions
- 9 new followers

#### Top Tweet earned 772 impressions

Thank you to the two amazing groups from [#KellerWilliamsReferredUrbanRealty](#) who braced the cold and helped us prep our gardens at Meegwetch Place and Bellevue! Now we're ready to start planting our summer crops and flowers. [#RedDay](#) [#everyoneneedsahome](#)  
[pic.twitter.com/sBHfWXfYC1](http://pic.twitter.com/sBHfWXfYC1)



1 retweet 3 likes

#### Top Tweet earned 810 impressions

Helps us win \$10,000 by donating online throughout Canada Helps in the month of June. Every dollar you donate enters us to win! [ow.ly/drES50urRRY](http://ow.ly/drES50urRRY)  
[pic.twitter.com/UYiWFq6u4I](http://pic.twitter.com/UYiWFq6u4I)



3 retweets 1 like

#### Top media Tweet earned 683 impressions

One party, one room. An intimate dinner party at the community based Wychwood Barns. Homes First will be the primary hosts. Guests will be treated to entertainment and a one of a kind culinary experience by Chef Cory Vitiello. [#everyoneneedsahome](#)  
[homesfordinner.com](http://homesfordinner.com)  
[pic.twitter.com/Dbe81C94tq](http://pic.twitter.com/Dbe81C94tq)

COME HOME  
FOR DINNER

SAVE THE DATE

SATURDAY, NOVEMBER 16<sup>TH</sup> 2019  
WYCHWOOD BARNs 601 CHRISTIE ST. TORONTO

3 retweets 3 likes

#### Top media Tweet earned 610 impressions


Thank you to the amazing group of students from Milliken Mills High School who helped out at our Kennedy Shelter. Your enthusiasm and energy in giving back to your community is amazing to see!  
[pic.twitter.com/wii8LLs9xb](http://pic.twitter.com/wii8LLs9xb)



1 retweet 2 likes

## Facebook:

- 16 posts in total
- 5 new page followers
- 107 page views
- 623 reached via posts
- 300 post engagements




**Homes First**

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👍 Like Page ...

We're excited to announce the opening of our new shelter, Bathurst-Lakeshore! This site will service women and couples, and we're excited to work with community partners and organizations to help our residents find safe, affordable housing #everyoneedsahome



**Get More Likes, Comments and Shares**  
Boost this post for \$41 to reach up to 8,500 people.

**389**  
People Reached

**66**  
Engagements

[Boost Post](#)

### Performance for Your Post

**389** People Reached

**38** Reactions, Comments & Shares

<b>30</b> Like	<b>22</b> On Post	<b>8</b> On Shares
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<b>5</b> Love	<b>3</b> On Post	<b>2</b> On Shares
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<b>2</b> Comments	<b>2</b> On Post	<b>0</b> On Shares
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<b>1</b> Shares	<b>1</b> On Post	<b>0</b> On Shares
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**28** Post Clicks

<b>3</b> Photo Views	<b>0</b> Link Clicks	<b>25</b> Other Clicks
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**NEGATIVE FEEDBACK**

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<b>0</b> Report as Spam	<b>0</b> Unlike Page

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**Homes First**  
Published by Hootsuite [?] · May 16 · 🌐

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One party, one room. An intimate dinner party at the community based Wychwood Barns. Homes First will be the primary hosts. Guests will be treated to entertainment and a one of a kind culinary experience by Chef Cory Vitiello. #everyoneneedsahome <https://www.homesfordinner.com/>



**COME HOME FOR DINNER**

**SAVE THE DATE**

**SATURDAY, NOVEMBER 16<sup>TH</sup> 2019**  
**WYCHWOOD BARNs 601 CHRISTIE ST, TORONTO**

For information on the event please contact Bassett Events Inc.  
info@bassettevents.ca 416-616-4660

 **BASSETT EVENTS** [homesfordinner.com](http://homesfordinner.com)  **HOMES FIRST**  
Everyone needs a home  
Charitable Registration: 86584 3922 RR0001

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**563** People Reached

**32** Reactions, Comments & Shares

<b>23</b> Like	<b>9</b> On Post	<b>14</b> On Shares
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<b>2</b> Love	<b>2</b> On Post	<b>0</b> On Shares
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<b>2</b> Comments	<b>0</b> On Post	<b>2</b> On Shares
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<b>5</b> Shares	<b>5</b> On Post	<b>0</b> On Shares
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**41** Post Clicks

<b>5</b> Photo Views	<b>5</b> Link Clicks	<b>31</b> Other Clicks
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