

HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING

Tuesday, August 27, 2019, 6:00 p.m.
90 Shuter Street, Eleventh Floor Boardroom
Buzzer Code "11TH"

Agenda

1. 6:00 p.m.	Call to Order
2.	Declaration of Conflict of Interest <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.	Confirmation of Minutes A. Confirmation of the Minutes of the Meeting of June 25, 2019 <i>Motion to accept</i>
4. 6:10 p.m.	Board Matters for Discussion and Decision A. HFS Executive Committee Update <i>For information</i> B. HFS Finance & Audit Committee Update <i>For information</i> i. HFS June 2019 Financials <i>For approval</i> ii. HFS 4117 Lawrence Avenue East Details <i>For information</i> C. HF Communications Committee Update <i>For information</i> D. HFS Governance & Nominating Committee Update <i>For information</i> i. HFS In-Camera Policy <i>For approval</i> E. HFS Portfolio Committee Update <i>For information</i> F. HFS Board Action Items Tracking <i>For information</i>
5. 7:00 p.m.	Matters for Information A. HFS Chief Executive Officer's Update <i>For information</i> B. HFS Annual Resident Survey <i>For information</i> C. HFS Communications Update <i>For information</i>

6. 7:15 p.m.	Other Business A. Information Sharing
7.	In Camera A. HFF Update <i>For information</i>

Materials for this agenda:

- 3.A. - HFS Board June 25, 2019 Minutes
- 4.B.i. - HFS June 2019 Financials
- 4.B.ii. - HFS 4117 Lawrence Avenue East Details
- 4.D. - HFS Governance & Nominating Committee Update
- 4.D.i. - HFS In-Camera Policy
- 4.F. - HFS Board Action Items Tracking Table
- 5.A. - HFS CEOs Update
- 5.B. - HFS Annual Resident Survey
- 5.C. - HFS Communications Update

HOMES FIRST SOCIETY BOARD MEETING Tuesday, June 25, 2019, 6:00 p.m. 90 Shuter Street, 11th Floor Boardroom

Present:**Regrets:****Board Members**

Directors Jeremy Roach (Chair)
 Mo Ettehadieh
 Gabriele Grach
 Mervyn Horn
 Jose Querubin
 Paulina Salamo
 Alexis Van Halen
 Carla Whillier

Merav Jacobson (on leave)
 Kitty Tsang

Staff Patricia Mueller (Chief Executive Officer)
 Kim Mole (Recorder)

1. Call to Order

- Jeremy Roach called the meeting to order at 6:00 p.m.

2. Declaration of Conflict of Interest

- None.

3. Confirmation of Minutes**A. Confirmation of the Minutes of the Meeting held on May 14, 2019**

- Paulina Salamo clarified that one of the points under 4.C. (the HF Communications Committee Update) reported that she had reviewed the Orientation's table of contents, when it had been reviewed by all HFS Governance & Nominating Committee members.

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

MOVED: Jeremy Roach **SECONDED:** Mervyn Horn **CARRIED**

B. HFS Board Action Items Tracking

- The HFS Board Action Items Tracking table, updated prior to the June 25, 2019 Board of Directors' meeting was reviewed and discussed.
- Item 1:
 - The following was assigned on March 19, 2019: "All Directors will update their individual line in the HFS Board Skills Inventory Matrix and send their completed form to Kim".
 - As not all Directors have completed the matrix, it was deferred to the August 27, 2019 Board of Directors' meeting.
- Item 2:
 - As assigned at the January 23, 2019 meeting: "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)."

- As this had yet to take place, it was deferred to the August 27, 2019 Board of Directors' meeting.
- Item 3:
 - Subsequent to the May 14, 2019 Board of Directors' meeting, it was noted that the HFS In-Camera Policy approved during that meeting had not included the option for electronic approval of In-Camera minutes.
 - This item is to be addressed later in the meeting during the HFS Governance & Nominating Committee Update.
- Item 4:
 - The review of the recommendations regarding the bylaws made by the HFS Governance & Nominating Committee at the October 30, 2018 HFS Board of Directors' meeting (as well as those made by the Committee at subsequent meetings) would possibly be deferred as the Director who had made the requests was not in attendance at this stage of the meeting, and furthermore, might not be in attendance during HFS Governance & Nominating Committee Update section of the meeting.
- Item 5:
 - The review of the HFS Financial Policies is not due until the August 27, 2019 HFS Board of Directors' meeting.
- Item 6:
 - The task entitled "Review of portfolio assets" will include staff's task of the creation a portfolio dashboard.
- Item 7:
 - The HFS Governance & Nominating and the Communications Committees have collaborated on their review of the orientation binder, which will be uploaded by staff onto the intranet.
- Item 8:
 - To avoid any confusion, the task as recorded in the HFS Board Action Items Tracking table as "Business Plan to be prepared by management after talks/discussion with management of Haven" will be reworded to "Business Plan for the Shuter Renovation is to be prepared by management after talks/discussion with management of Haven".
- Received for information.

4. Board Matters for Discussion and Decision

A. HFS Executive Committee Update

- Jeremy Roach reported that he had attended a governance workshop offered by the City of Toronto.
- Jeremy added that other opportunities for Board governance training are being provided by the City of Toronto and the HFS Governance & Nominating Committee were tasked with encouraging Director attendance and participation.
- As some of these training opportunities were available as webinars, the possibility of including information in the Board Orientation was suggested.



i. HFS 2019-2020 Committee & Task Team Membership

o The table in the circulated document was updated as follows:

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

MOTION: That the Board of Directors approve the following membership in the Executive Committee: Jeremy Roach (Chair) and Jose Querubin (Treasurer).

MOVED: Mervyn Horn **SECONDED:** Carla Whillier **CARRIED**

MOTION: That all other Chairs and members of Committees as listed above be approved for the 2019-2020 term with new members added to fill vacancies or meet a skill required.

MOVED: Jose Querubin **SECONDED:** Paulina Salamo **CARRIED**

B. HFS Finance & Audit Committee Update

- Patricia Mueller reported that the preparation of the financial statements had been delayed due to the recent closure of the Queen Elizabeth Respite, the closure of the George Street Respite, as well as the opening of Bathurst-Lakeshore Shelter.
- Jose Querubin noted that in addition to the financial statements, the HFS Finance & Audit Committee would be reviewing the HFS Financial Policies at its next meeting.
- Received for information.

C. HF Communications Committee Update

- Jeremy Roach reported that Hania Ahmed (Communications & Community Engagement Coordinator) has been overseeing the upgrading of the Homes First website as well as much of the social media.
- The Committee's agenda includes plans to explore ways to raise our profile for fundraising purposes.
- The creation of an information publication or brochure to distribute to the public or to potential funders is also an item for future discussion by the Committee.
- Received for information.

D. HFS Governance & Nominating Committee Update

- Gabriele Grach had announced that this was her last meeting, as she would soon be moving out of Homes First.
- The Society Board of Directors is short three Community Directors, and three Resident Directors.
- As noted earlier in the meeting (item 3.B – HFS Board Action Items Tracking), as not all Directors have completed the HFS Board Skills Inventory Matrix, and since that document's initial distribution in January, some improvements to the document have been made and it was redistributed as the "Updated - HFS Board Skills Inventory Matrix and Training Needs" document. Directors were given time during the meeting to complete it.

Action: The Directors not present at the meeting would be sent the "Updated - HFS Board Skills Inventory Matrix and Training Needs" document" and asked to send their completed forms to Kim Mole.

- Once the Committee has collected and reviewed the findings of the Board Skills Inventory, they would identify skill-set gaps and work towards filling these vacancies.

Action: Kim Mole will oversee the distribution of posters for Resident Representative recruitment with a deadline of August 24th.

- The discussion of the bylaws and the Committee's recommendations was deferred as the Committee would like an opportunity to review them once more before the bylaws are reviewed by our lawyer; as there may be changes in legislation or further recommendations by our lawyer, they would again be reviewed by the Committee before being brought back to the Board.
- The Committee hoped to have these reviews of the bylaws, as well as any recommendations to the Board, completed in time for the August 27, 2019 HFS Board of Directors' meeting.
- Received for information.

E. HFS Shuter Task Force Update

- As noted earlier in the meeting (item 3.B – HFS Board Action Items Tracking), the Business Plan for the Shuter Renovation is to be prepared by management after talks/discussion with management of Haven.
- The purpose for the creation of the Shuter Task Force has been accomplished, but the need for the creation of a Committee to oversee all property-related projects has become clear.



MOTION: That the Board of Directors approve the following:

1. That the Shuter Task Force be dissolved.
2. That a HFS Portfolio Committee be created to oversee all property-related projects.
3. That members of the Shuter Task Force be invited to participate on the HFS Portfolio Committee.

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

MOTION: That Mervyn Horn be appointed as Chair of the HFS Portfolio Committee.

MOVED: Jose Querubin **SECONDED:** Jeremy Roach **CARRIED**

Action: All members of the former Shuter Task Force will be contacted and invited to serve on the HFS Portfolio Committee.

F. HFF Update

MOTION: To move the HFF Update in camera.

MOVED: Jeremy Roach **SECONDED:** Jose Querubin **CARRIED**

- The update on Foundation business was discussed in camera.

5. HFS Chief Executive Officer's Update

A. HFS Chief Executive Officer's Update

- In addition to her circulated report, Patricia Mueller added that the Bathurst-Lakeshore Shelter was originally designated as a shelter for 50 couples and 100 single women. However, shortages of shelter beds for men have resulted in the 100 beds for single women being re-designated co-ed and now 60 of the beds have been allocated for women and 40 beds allocated for men.
- Received for information.

B. HFS Responsive Programming Update

- Received for information.

C. HFS Partnerships Update

- Received for information.

D. HFS Communications Update

- Received for information.

6. Other Business

- Jeremy Roach thanked Gabriele Grach for her years of fellowship and all wished her well.

7. In-Camera

- None.

The meeting adjourned at 8:00 p.m.



The next HFS Board of Directors' meeting has been scheduled to be held on Tuesday, August 27, 2019 at 6:00 p.m.

Jeremy Roach, Chair

Respectfully Submitted By:
Kim Mole, Recorder
On June 25, 2019

HOMES FIRST SOCIETY - FINANCIAL DASHBOARD

BALANCE SHEET		YTD	Audited	YEAR-TO-DATE		Explanation for changes +/- 5% or significant changes	
		30-Jun-19	2018	\$ Change	% Change		
ASSETS							
Current:		768,637	243,941	524,696	215%	This account will fluctuate monthly as funding is received and invoices & payroll are paid.	
Cash and cash equivalents		3,467,271	2,568,969	898,302	35%	This consist of City payment for B.I. Grpe. & OE. HST. CAMH.	
Accounts Receivable		61,715	(83,009)	(144,724)	-57%	Balance decreased as payments are expensed.	
Prepaid Expenses		4,297,623	2,951,634	1,339,989	45%		
Total Current Assets		8,813,290	9,244,624	(431,334)	-5%	Decreased by principal mortgage payments.	
Property and Equipment		2,925,304	3,175,512	(250,208)	-8%	Decreased by principal mortgage payments.	
Assets under capital lease		2,277,292	2,125,979	151,313	7%	Increase due to reserve contribution.	
Restricted Investments		18,313,599	17,503,749	809,760	5%		
TOTAL ASSETS		18,922,485	19,044,062	(121,577)	-1%		
LIABILITIES							
Accounts Payable and accrued liabilities		1,892,125	2,130,472	(238,347)	-11%	This account will fluctuate monthly as invoices are entered and paid.	
Deferred Revenue		172,688	518,503	(345,815)	-67%	Deferred revenues consists of advance funding payments received (SOL - Shelter Allocations, Shelter Program Funding, Donations). This account will be drawn down monthly as revenues are earned.	
Total Current Liabilities		2,064,812	2,648,975	(584,163)	-22%		
Deferred contributions related to property & equipment		563,647	656,357	(92,710)	-14%	Decreased by deferred amortization contributions.	
Restricted Contribution		116,757	116,757	(0)	0%		
Mortgages payable		10,385,927	10,974,759	(588,832)	-5%	Decreased by principal mortgage payments.	
TOTAL LIABILITIES		13,131,143	14,396,848	(1,265,705)	-9%		
NET ASSETS							
Externally Restricted Reserves		2,065,935	1,764,621	301,314	17%	Increase due to reserves contributions.	
Internally Restricted Reserves		278,902	244,601	34,301	14%	Increase due to reserves contributions.	
Unrestricted Net Assets		2,837,528	1,097,679	1,739,850	159%	Year-to-date surplus.	
Total Net Assets		5,182,365	3,106,901	2,075,465	67%		
TOTAL LIABILITIES AND NET ASSETS		18,313,599	17,503,749	809,760	5%		
INCOME STATEMENT							
		ACTUAL	BUDGET	\$ Change	% Change	Explanation for changes +/- 5% or significant changes	
Government Funding:		12,213,311	9,852,280	3,160,931	35%	OE respite has been extended till April & George St extended till June. wasn't anticipated in the budget.	
City of Toronto		276,610	176,610	100,000	57%	Received \$100K LHIN funding for a health program in George & OE.	
Province of Ontario		12,489,821	9,228,890	3,260,931	35%		
Total Government Funding		12,489,821	9,228,890	3,260,931	35%		
Revenues from Operations:		799,395	671,472	127,923	19%	Awaiting payment from HFF.	
Donation Revenues:		-	10,500	(10,500)	-100%	No donations have been received from the Foundation.	
Restricted Donations		-	-	-	0%		
Unrestricted Donations		15,964	39,000	(23,036)	-59%		
Donations - Other		15,964	49,500	(33,536)	-68%		
Total Donation Revenues		15,964	49,500	(33,536)	-68%		
Other Revenues:		102,041	100,341	1,700	2%		
United Way Funding		58,044	58,045	(1)	0%		
Management Fees		244,903	143,212	101,692	71%	Increase due to Deferred 2016 SASP funding & Dhoni Hall payment.	
Program Funding		92,710	92,710	0	0%		
Deferred Amortization Contributions		497,698	394,307	103,391	26%		
Total Other Revenues		13,802,818	10,344,169	3,458,709	33%		
TOTAL REVENUES		13,802,818	10,344,169	3,458,709	33%		
Property Management Expenses:		425,112	592,013	(166,901)	-28%	Combination of timing issue & lower consumption.	
General Repairs and Maintenance		1,140,535	636,187	504,348	79%	Increase due to extension of OE respite & start up cost for Lakeshore.	
Building and Equipment		980,174	620,798	359,376	58%	Increase due to extension of OE respite & start up cost for Lakeshore.	
Mechanical		132,521	210,311	(77,790)	-37%	Timing issue.	
Security, Health & Safety		136,264	118,935	17,329	15%	Increase due to extension of OE respite & start up cost for Lakeshore.	
Mortgage & Rent Expense		845,219	822,793	22,426	3%		
Municipal Taxes		165,170	177,551	(12,381)	-7%	Timing issue.	
Insurance		63,630	67,746	(4,116)	-6%	Refund in Premium due to OE respite closing in April.	
Reserve Allocations		91,749	90,222	1,548	2%		
Amortization of Capital Assets		92,710	92,710	-	0%		
Bad Debts		51,796	8,975	42,821	477%	Annual income reviews need to be completed in most sites as system is charging market rent to subsidized units therefore the arrears are being inflated. Actual amount of bad debt for tenants being served NRS & taken to tribunal is \$464.	
Total Property Management Expenses		4,124,900	3,438,240	686,660	20%		
Tenant Support Expenses:		4,812,641	4,880,186	(67,545)	-1%		
Salaries and Benefits		1,523,037	851,690	671,347	79%	Increase due to extension of OE respite & start up cost for Lakeshore.	
Tenant Services		428,081	116,684	311,397	267%	Increase due to extension of OE respite & start up cost for Lakeshore.	
Office Administration		6,763,759	5,848,560	915,199	16%		
Total Tenant Support Expenses		11,890,916	10,316,975	1,573,941	15%		
Expense Allocations:		781,853	780,072	1,781	0%		
Central Admin Expense Allocation		220,004	250,103	(29,699)	-12%		
Property Management Expense Allocation		1,002,257	1,030,174	(27,917)	-3%	Timing issue.	
Total Expense Allocations		1,890,916	1,890,916	0	0%		
TOTAL EXPENSES		1,911,862	271,194	1,640,668	693%		
NET SURPLUS/(LOSS)		1,640,668	1,640,668	0	0%		

HFS SEGMENTED STATEMENT OF OPERATIONS - ACTUALS
FOR MONTH ENDING JUNE 30, 2019

	SHELTERS						INITIATIVES				SEC95	MGD	SDL	TOTAL
	Savards	Strachan	St Clair	Kennedy	BLT	George	OE	FUSS	CAMH	Social Housing Units				
Units/Beds	30	88	90	90	200	105	180	0	15	174	77	48	275	
REVENUE														
Government Funding:														
City of Toronto	407,755	899,412	878,960	1,594,104	2,099,522	1,425,004	2,531,770	98,765	-	1,582,814	220,299	-	474,806	12,213,211
Province of Ontario	176,610	-	-	-	-	70,000	30,000	-	-	-	-	-	-	276,610
Total Government Funding	584,365	899,412	878,960	1,594,104	2,099,522	1,495,004	2,561,770	98,765	-	1,582,814	220,299	-	474,806	12,489,821
Revenue from Operations	2,397	223,838	1,516	2,397	-	-	-	-	-	402,128	133,962	33,157	-	799,395
Donation Revenues:														
Restricted Donations	505	-	12,708	25	-	-	-	-	-	-	-	-	-	12,228
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations - Other	-	-	12,218	746	3,000	-	-	-	-	130,292	-	-	-	15,964
Total Donation Revenues	(505)	-	24,925	771	3,000	-	-	-	-	130,292	-	-	-	28,191
Other Revenues:														
United Way Funding	45,926	41,142	14,973	-	-	-	-	-	-	-	-	-	-	102,041
Management Fees	-	4,000	-	-	-	-	-	-	-	-	-	58,044	-	58,044
Program Funding	9,798	82,912	-	-	-	-	-	-	130,292	-	-	-	96,798	244,903
Deferred Amortization Contributions	55,724	128,053	28,786	-	-	-	-	-	-	-	-	-	-	92,710
Total Other Revenues	641,981	1,251,303	934,188	1,597,273	2,102,522	1,495,004	2,561,770	98,765	130,292	1,984,941	354,261	91,201	571,604	13,815,106
TOTAL REVENUE														
EXPENSES														
Property Management Expenses:														
Utilities	13,198	78,630	40,045	53,986	-	-	-	-	-	152,340	76,903	10,011	-	425,112
General Repairs and Maintenance	31,228	90,621	59,387	123,232	211,210	202,248	276,689	-	-	92,796	34,234	18,889	-	1,140,535
Building and Equipment	40,173	277,316	13,731	49,569	66,309	5,480	2,000	-	-	500,786	19,915	4,894	-	980,174
Mechanical	5,103	36,588	9,131	30,336	4,610	-	-	-	-	30,723	13,557	2,474	-	132,521
Security, Health & Safety	11,664	31,816	4,114	5,191	7,291	7,280	1,460	-	-	48,454	16,786	2,208	-	136,264
Mortgage & Rent Expense	-	2	142,325	15,436	-	-	2	-	-	583,572	102,705	1,177	-	845,219
Municipal Taxes	-	-	19,615	-	-	-	-	-	-	145,542	13	-	-	165,170
Insurance	1,860	8,471	3,357	4,892	1,021	5,131	2,699	-	-	22,927	8,774	4,498	-	63,630
Reserve Allocations	-	10,800	-	-	-	-	-	-	-	69,719	11,250	-	-	91,769
Amortization of Capital Assets	9,798	82,912	-	-	-	-	-	-	-	-	-	-	-	92,710
Bad Debts	-	398	-	-	-	-	-	-	-	45,314	6,880	-	-	51,796
Total Property Management Expenses	113,024	616,758	291,704	282,642	290,442	220,139	282,850	-	-	1,692,173	291,017	44,151	-	4,124,899
Tenant Support Expenses:														
Salaries and Benefits	353,474	447,509	466,934	765,779	371,560	703,861	1,112,156	58,956	110,670	-	941	25,514	395,287	4,812,641
Tenant Services	37,183	43,859	59,900	97,007	275,881	368,554	627,397	760	-	5,053	1,717	224	5,503	1,523,037
Office Administration	9,472	12,427	11,243	31,175	44,977	16,314	243,842	2,255	24	13,364	11,042	2,736	29,209	428,081
Total Tenant Support Expenses	400,129	503,796	538,077	893,961	692,418	1,088,728	1,983,395	61,971	110,694	18,417	13,700	28,474	429,999	6,763,759
Expense Allocations:														
Central Admin Expense Allocation	38,837	39,093	31,274	52,716	84,943	138,691	221,966	15,637	8,573	118,283	15,637	8,575	7,627	781,853
Property Management Expense Allocation	10,487	11,020	8,816	15,461	26,993	41,062	56,608	4,408	2,013	34,629	4,408	2,371	2,128	220,404
Total Expense Allocations	49,324	50,113	40,090	68,177	111,937	179,753	278,575	20,045	10,585	152,912	20,045	10,946	9,755	1,002,257
TOTAL EXPENSES	562,477	1,170,667	869,870	1,244,779	1,094,797	1,488,620	2,544,819	82,016	121,279	1,863,502	324,761	83,571	439,755	11,890,915
NET SURPLUS/(LOSS)	79,504	80,636	64,317	352,494	1,007,725	6,384	16,951	16,748	9,013	121,439	29,500	7,630	131,850	1,924,191

**HFS SEGMENTED STATEMENT OF OPERATIONS - BUDGET
FOR MONTH ENDING JUNE 30, 2019**

	SHELTERS										INITIATIVES				MGD	SDI	TOTAL
	Savards	Strachan	St Clair	Kennedy	BLT	George St	OE	FUSS	CAMH	Social Housing Units	90 Shuter	Managed Properties	Support for Daily Living				
Units/Beds	30	88	90	90	200	105	180	0	15	174	77	48	275				
REVENUE																	
Government Funding:																	
City of Toronto	407,755	723,167	1,061,267	1,393,640	1,858,187	963,717	282,191	98,765	-	1,587,554	234,570	-	441,469			9,052,280	
Province of Ontario	176,610	-	-	-	-	-	-	-	-	-	-	-	-	-	-	176,610	
Total Government Funding	584,365	723,167	1,061,267	1,393,640	1,858,187	963,717	282,191	98,765	-	1,587,554	234,570	-	441,469			9,228,890	
Revenue from Operations	-	219,258	-	-	-	-	-	-	-	287,890	129,928	34,397	-	-	-	671,472	
Donation Revenues:																	
Restricted Donations	8,000	-	-	-	-	-	-	-	-	-	-	-	-	2,500	-	10,500	
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Donations - Other	10,000	13,000	5,668	-	-	-	-	-	-	-	-	2,833	7,500	-	39,000		
Total Donation Revenues	18,000	13,000	5,668	-	-	-	-	-	-	-	-	2,833	10,000	-	49,500		
Other Revenues:																	
United Way Funding	29,947	40,447	29,947	-	-	-	-	-	-	-	-	-	-	-	100,341		
Management Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	58,045	58,045		
Program Funding	-	-	3,563	-	-	-	-	-	128,849	-	-	-	10,800	-	143,212		
Deferred Amortization Contributions	9,798	82,912	-	-	-	-	-	-	-	-	-	-	-	-	92,710		
Total Other Revenues	39,745	123,359	33,510	-	-	-	-	-	128,849	-	-	-	10,800	-	394,307		
TOTAL REVENUE	642,110	1,078,783	1,100,444	1,393,640	1,858,187	963,717	282,191	98,765	128,849	1,875,444	364,498	95,274	462,269	-	10,344,169		
EXPENSES																	
Property Management Expenses:																	
Utilities	18,640	68,543	48,471	66,735	88,980	-	-	-	-	202,216	90,861	7,568	-	-	592,013		
General Repairs and Maintenance	32,845	91,040	29,285	104,300	176,287	54,787	4,491	-	-	106,610	23,882	12,661	-	-	636,187		
Building and Equipment	10,750	47,068	34,295	26,048	34,730	15,000	3,000	-	-	395,358	43,300	11,250	-	-	620,798		
Mechanical	8,250	34,663	10,000	42,556	56,739	-	-	-	-	38,441	15,413	4,250	-	-	210,311		
Security, Health & Safety	9,505	16,091	10,953	10,145	13,527	3,500	-	-	-	37,723	13,805	3,688	-	-	118,935		
Mortgage & Rent Expense	-	2	118,609	14,968	-	-	-	-	-	584,374	102,866	1,975	-	-	822,793		
Municipal Taxes	-	-	38,166	-	-	-	-	-	-	139,385	-	-	-	-	177,551		
Insurance	1,790	8,030	7,138	4,980	6,640	4,000	1,000	-	-	21,650	8,280	4,238	-	-	67,746		
Reserve Allocations	-	10,800	-	-	-	-	-	-	-	68,172	11,250	-	-	-	90,222		
Amortization of Capital Assets	9,798	82,912	-	-	-	-	-	-	-	-	-	-	-	-	92,710		
Bad Debts	-	1,250	-	-	-	-	-	-	-	4,725	2,500	500	-	-	8,975		
Total Property Management Expenses	91,578	360,397	296,917	269,731	376,902	77,287	8,491	-	-	1,598,653	312,156	46,128	-	-	3,438,240		
Tenant Support Expenses:																	
Salaries and Benefits	394,841	511,615	614,203	910,910	1,153,901	469,550	216,900	84,242	114,172	-	-	32,358	377,495	-	4,880,186		
Tenant Services	36,954	56,845	92,319	99,386	189,000	310,850	56,300	850	500	-	-	1,725	6,962	-	851,690		
Office Administration	10,883	14,443	17,578	18,375	24,500	8,674	500	3,754	1,129	-	-	1,625	15,225	-	116,684		
Total Tenant Support Expenses	442,678	582,903	724,099	1,028,670	1,367,401	789,074	273,700	88,846	115,801	-	-	35,708	399,682	-	5,848,560		
Expense Allocations:																	
Central Admin Expense Allocation	81,806	100,277	52,806	71,250	86,378	73,827	-	7,523	9,897	199,367	39,583	9,897	47,463	-	780,072		
Property Management Expense Allocation	26,049	31,932	18,486	22,689	27,505	23,529	-	2,396	3,152	63,486	12,605	3,152	15,125	-	250,103		
Total Expense Allocations	107,855	132,208	71,291	93,939	113,883	97,356	-	9,919	13,049	262,853	52,188	13,049	62,587	-	1,030,174		
TOTAL EXPENSES	642,110	1,075,508	1,092,308	1,392,340	1,858,187	963,717	282,191	98,765	128,849	1,861,506	364,343	94,885	462,269	-	10,316,975		
NET SURPLUS/(LOSS)	-	3,276	8,137	1,300	-	-	-	-	-	13,938	155	390	1	-	27,194		

HFS STATEMENT OF OPERATIONS
FOR MONTH ENDED JUNE 30, 2019

	CURRENT MONTH			YEAR-TO-DATE			2019 BUDGET	
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	BUDGET	% OF BUDGET USED
REVENUE								
Government Funding:								
City of Toronto	1,863,475	1,622,636	240,839	12,213,211	9,052,280	3,160,931	19,031,847	64.2%
Province of Ontario	29,434	29,435	(1)	276,610	176,610	100,000	353,220	78.3%
Total Government Funding	1,892,909	1,652,071	240,838	12,489,821	9,228,890	3,260,931	19,385,067	64.4%
Revenue from Operations	140,001	111,912	28,089	799,395	671,472	127,923	1,342,944	59.5%
Donation Revenues:								
Restricted Donations	-	1,750	(1,750)	12,228	10,500	1,728	21,000	58.2%
Unrestricted Donations	-	-	-	-	-	-	-	0.0%
Donations - Other	15,518	6,500	9,018	15,964	39,000	(23,036)	78,000	20.5%
Total Donation Revenues	15,517	8,250	7,267	28,192	49,500	(21,308)	99,000	28.5%
Other Revenues:								
United Way Funding	17,558	16,724	834	102,041	100,341	1,700	200,682	50.8%
Management Fees	9,674	9,674	-	58,044	58,045	(1)	116,089	50.0%
Program Funding	119,049	23,869	95,180	244,903	143,212	101,692	286,423	85.5%
Deferred Amortization Contributions	15,452	15,452	-	92,710	92,710	-	185,420	50.0%
Total Other Revenues	161,732	65,718	96,014	497,698	394,307	103,391	788,614	63.1%
TOTAL REVENUE	2,210,161	1,837,951	372,210	13,815,106	10,344,169	3,470,937	21,615,625	63.9%
EXPENSES								
Property Management Expenses:								
Utilities	57,747	118,862	(61,115)	425,112	592,013	(166,901)	1,305,186	32.6%
General Repairs and Maintenance	174,467	126,964	47,503	1,140,535	636,187	504,348	1,429,404	79.8%
Building and Equipment	71,310	60,382	10,928	980,174	620,798	359,376	1,226,846	79.9%
Mechanical	31,434	44,508	(13,074)	132,521	210,311	(77,790)	477,361	27.8%
Security, Health & Safety	18,970	21,494	(2,524)	136,264	118,935	17,329	247,896	55.0%
Mortgage & Rent Expense	140,080	137,132	2,948	845,219	822,793	22,426	1,645,584	51.4%
Municipal Taxes	29,107	34,238	(5,131)	165,170	177,551	(12,381)	382,979	43.1%
Insurance	10,326	12,875	(2,549)	63,630	67,746	(4,116)	144,993	43.9%
Reserve Allocations	15,295	15,037	258	91,769	90,222	1,548	180,443	50.9%
Amortization of Capital Assets	15,452	15,452	-	92,710	92,710	-	185,420	50.0%
Bad Debts	10,899	1,496	9,403	51,796	8,975	42,821	17,950	288.6%
Total Property Management Expenses	575,084	588,440	(13,356)	4,124,900	3,438,240	686,660	7,244,062	56.9%
Tenant Support Expenses:								
Salaries and Benefits	700,452	932,473	(232,021)	4,812,641	4,880,186	(67,545)	10,475,022	45.9%
Tenant Services	195,058	113,090	81,968	1,523,037	851,690	671,347	1,530,230	99.5%
Office Administration	18,121	22,002	(3,881)	428,081	116,684	311,397	248,694	172.1%
Total Tenant Support Expenses	913,630	1,067,564	(153,934)	6,763,759	5,848,560	915,199	12,253,946	55.2%
Expense Allocations:								
Central Admin Expense Allocation	168,265	137,187	31,078	781,853	780,072	1,781	1,603,195	48.8%
Property Management Expense Allocation	46,330	42,346	3,984	220,404	250,103	(29,699)	504,181	43.7%
Total Expense Allocations	214,595	179,534	35,061	1,002,257	1,030,174	(27,917)	2,107,376	47.6%
TOTAL EXPENSES	1,703,309	1,835,538	(132,229)	11,890,916	10,316,975	1,573,941	21,605,384	55.0%
NET SURPLUS/(LOSS)	506,852	2,413	504,439	1,924,190	27,194	1,896,996	10,241	18789.1%

HOMES FIRST SOCIETY
STATEMENT OF FINANCIAL POSITION
AS OF JUNE 30, 2019

	YTD 30-Jun-19	<i>Audited</i> 2018	Net Change
ASSETS			
Current:			
Cash and cash equivalents	768,637	\$ 243,941	524,696
Accounts Receivable	3,467,271	2,568,969	898,302
Prepaid Expenses	61,715	144,724	(83,009)
Total Current Assets	4,297,623	2,957,634	1,339,989
Property and Equipment	8,813,290	9,244,624	(431,334)
Assets under capital lease	2,925,304	3,175,512	(250,208)
Restricted Investments	2,277,292	2,125,979	151,313
TOTAL ASSETS	18,313,509	17,503,749	809,760
LIABILITIES			
Accounts Payable and accrued liabilities	1,892,125	\$ 2,130,472	(238,347)
Deferred Revenue	172,688	518,503	(345,815)
Total Current Liabilities	2,064,812	2,648,975	(584,163)
Deferred contributions related to property & equipment	563,647	656,357	(92,710)
Restricted Contribution	116,757	116,757	(0)
Mortgages payable	10,385,927	10,974,759	(588,832)
Total Liabilities	13,131,143	14,396,848	(1,265,705)
NET ASSETS			
Externally Restricted Reserves	2,065,935	1,764,621	301,314
Internally Restricted Reserves	278,902	244,601	34,301
Unrestricted Net Assets	2,837,528	1,097,679	1,739,850
Total Net Assets	5,182,365	3,106,901	2,075,465
TOTAL LIABILITIES AND NET ASSETS	18,313,509	17,503,749	809,760

Balance Sheet

Assets

Current:	
Cash and cash equivalents	768,636.77
Bank Accts	834,897
Petty Cash	12,547
Guaranteed Investment certificates	12,962
Owing to/(from) operations	(91,769)
Accounts Receivable	3,467,271.27
Government funding	2,983,670
HST	472,256
Rent, net allowance	21,019
Management fee	(9,674)
Prepaid Expenses	\$61,714.76
Total Current Assets	4,297,622.80
Property and Equipment	\$8,813,290.33
Assets under capital lease	\$2,925,303.85
Restricted Investments:	2,277,291.55
Bond Funds	1,121,527
Equity Funds	375,085
Gen Op GIC	244,602
Strachan Reserve GIC	316,775
TREB Funds GIC	116,757
Scarborough GIC	55,359
Owing to/(from) restricted investments	47,187
TOTAL ASSETS	18,313,508.53

LIABILITIES

Accounts Payable and accrued liabilities	1,892,124.67
Accounts payable and accrued liabilities	1,858,000
Provision for repayment of subsidies	0
Accrued mortgage interest	34,125
Deferred Revenue	172,687.51
SCPI BCA Repairs	0
Miscellaneous	172,688
Total Current Liabilities	2,064,812.18
Deferred contributions related to property & equipment	\$563,647.25
Restricted Contribution	\$116,756.98
Mortgages payable	\$10,385,926.96
TOTAL LIABILITIES	13,131,143.37

NET ASSETS

Externally Restricted net assets	\$2,065,935.13
Internally Restricted net assets	\$278,902.07
Unrestricted Net Assets	\$913,376.96
Total Net Assets	3,258,214.16
CURRENT YEAR SURPLUS	\$1,924,151.00
TOTAL LIABILITIES AND NET ASSETS	18,313,508.53

4117 Lawrence Avenue East Details

<u>Purchase</u>	Total	Included in	
		Income Statement	2019 Income Statement
Purchase of 4117 Lawrence:			
Down payment:	\$ 507,500		
Mortgage/Loan	\$ 2,392,500		
Add costs associated with purchase:			
Legal expenses & bank fees	\$ 28,800		
Taxes	\$ 224,629		
Partial renovation expenses	\$ 55,200		
Total Purchase Cost	\$ 3,208,629		
Impairment loss 2018	-\$ 310,000	\$ 308,629.35	\$ 310,000.00
			-\$ 1,370.65
			\$1,371 gain to adjust the \$310,000 impairment in 2018 to reflect actual
Balance sheet value 12/31/2018	\$ 2,898,629		
<u>Sale</u>			
Proceeds from sale of 4117 Lawrence:	\$ 2,900,000		
Credit taxes paid	\$ 4,654	-\$ 4,653.65	-\$ 4,653.65
	\$ 2,904,654		
Less:			
Loan outstanding principle balance	\$ 2,256,101		
Interest to date	\$ 2,890	\$ 2,889.66	\$ 2,889.66
Per diem interest on loan closing as of July 22nd	\$ 263	\$ 263.25	\$ 263.25
Breakage cost	\$ 139,843	\$ 139,842.83	\$ 139,842.83
	\$ 2,399,097		
Net Proceeds:	\$ 505,557		
Paid to Homes First	\$ 478,878		
Bank correction	\$ 26,679		
Total Payment	\$ 505,557		
Total impairment on disposal	\$ 303,976		
Impairment loss accounted for in 2018	-\$ 310,000		
Gain on Disposal	-\$ 6,024		
Interest expense April 18-June 19	\$ 102,263	\$ 102,262.59	\$ 63,330.41
Property Tax April 18-July 19	\$ 47,258	\$ 47,258.41	\$ 27,643.43
Operating Expenses	\$ 149,521	\$ 596,492.44	\$ 400,973.84
			\$ 195,518.60

To: Homes First Society Board of Directors
From: HFS Governance & Nominating Committee
Subject: HFS Governance & Nominating Committee Update
Date: August 27, 2019

Recommendation(s):

- i. That HFS Board of Directors approve the revised HFS In-Camera Policy.
- ii. That the HFS Board of Directors receive for information the Board recruitment update.

Meeting date: July 15, 2019

Present: Mervyn Horn, Paulina Salamo, Carla Whillier

HFS BOARD RECRUITMENT:

- The 8 completed skills matrix were submitted (one respondent did not complete the strategic planning 7 option). The chart below provides a summary of the responses:

Skills	Average	Max and Min
Finance/Accounting	3.4	5, 1
Business Management/Development	3.9	5, 1
Human Resource Management	2.5	4, 0
Shelter & Housing	2.4	4, 1
Government Relations/Political	2.4	5, 1
Healthcare/Social Services	2.0	5, 0
Community Services	2.6	4, 1
Construction & Project Management	1.9	5, 0
Legal	2.4	5, 0
Strategic Planning	3.4	4, 2
Risk Management	3.1	5, 1
Information Technology/Design	2.2	4, 1
Fundraising	1.7	4, 0
Quality and Performance Management	2.2	4, 1
Labour Relations	1.5	4, 0
Board and Governance	4.0	5, 2
Marketing and Communications	2.9	5, 1
Real Estate	2.4	5, 0
Ethics	3.4	5, 0
Public Affairs/Policy	2.1	4, 1
Investment Management	2.5	5, 0

- Following Governance and Nominating Committee as well as Executive Committee discussions, it has been agreed that the priority skills for recruitment of board members are:

- Social and community health
- Property management/construction project management

Patricia will be completing a position/job description for these.

- As part of the matrix, respondents also identified priority training needs, a summary is provided below:

- Shelter and Housing
- Governance
- Fundraising
- Construction



Homes First Society In-Camera Policy

Background:

"In-camera meetings/sessions are designed to address specific sensitive and confidential matters that are better initially discussed without notes being taken or without the harsh light of observers glaring" ("In-camera Sessions", Brown Governance Newsletter, October 2009).

All capitalized terms used in this policy shall have the same meaning as ascribed thereto in the Homes First Society bylaws.

In-camera sessions should not be used as a forum to raise personal agendas or special interests.

Purpose:

The purpose of in-camera meetings is:

- To provide an opportunity for the Board to discuss particularly sensitive matters within the jurisdiction of the Board (such as litigation, labour relations or recruitment/retention, compensation, evaluation and discipline of CEO and other employees).
- To provide an opportunity for the Board to discuss sensitive internal governance matters.
- To provide a forum in which Directors who are reticent or reluctant to speak may indicate this and seek advice on the appropriate way to raise issues of concern.
- To provide an opportunity to discuss and deal with other entities or persons where the information being discussed may compromise the relationship of the Society with them or its relationship with its funders and partners.
- To discuss matters related to civil or criminal proceedings relating to the Society, its employees or Directors.
- To discuss personal information related to an individual.
- In the case of internal and external auditors, to safeguard the independence of those officers by providing direct access to the Board without members of the administration in attendance.

Participation:

- In-camera meetings involve only members of the Board (i.e., excluding employees of the Society) except where a conflict of interest is declared or is identified by the Chair of the Board. Employees may be invited to an in-camera meeting.
- An in-camera meeting with the CEO shall be held to discuss sensitive topics such as:
 - personal matters about an identifiable individual (e.g., a client or employee)
 - acquisition or sale of significant assets
 - labour relations or employee negotiations
 - litigation or potential litigation
 - receiving advice that is subject to solicitor-client privilege
- An in-camera meeting without the CEO may be held for:
 - personnel matters concerning the CEO
 - receiving the organization's audited financial statements and subsequent discussion with the auditors

Procedures:

- The Chair of the Board determines which items will be discussed during the in-camera meeting.
- The Board may entertain a motion at any time during a meeting to transfer an agenda item to an in-camera meeting. Only those persons authorized by the Board to remain at the in-camera meeting will be permitted to remain. Other persons will be asked to be excused.
- All of the Board's customary rules and practices of procedure will apply during in-camera meetings. Voting on items during an in-camera meeting shall take place in accordance with the regular provisions governing Board meetings.
- In-camera minutes should be a brief summary of discussions and not verbatim transcripts:
 - This can involve a brief summary of the options considered, or pros and cons raised, but opinions or options should not be attributed to any one individual; and
 - Minutes should identify that a vote was taken or consensus reached, but not identify how the vote was split in a majority decision, or how individuals voted, unless a Director wishes to have their objection or abstention recorded.
- Motions to go into and out of camera will be noted in the regular board meeting minutes.
- Board members, other than the Chair, should not discuss or distribute personal notes of in-camera meetings with non-attendees of the meeting.
- Decisions made in an in-camera meeting (including any in-camera discussion within a broader meeting) and, when appropriate, the factors considered in determining to hold a discussion in-camera, should be recorded in separate minutes. In absence of

the Secretary, the Chair is responsible for ensuring that an appropriate record of the discussion is kept.

- Minutes of in-camera meetings will be distributed to all Directors and require those persons to whom they are distributed to keep them confidential unless disclosure is specifically required by law.
- In-camera meeting minutes will be voted for approval at a subsequent Board or in-camera meeting (in person, by phone, via email, or electronic poll).
- Any requests for access to in-camera minutes by a non-Director or any other individual should be directed to the Chair of the Board.

-
- Created in December 2018.
 - Approved by the HFS Governance and Nominating Committee on July 15, 2019.
 - For approval by the HFS Board of Directors on June 27, 2019.
 - This Policy applies to all Homes First Society Board of Directors' in-camera meetings.

HFS BOARD OF DIRECTORS ACTION ITEM TRACKING

Updated prior to the August 27, 2019 Board of Directors Meeting

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1.	August 27, 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	Deferred on June 25, 2019.
2.	August 27, 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	Deferred on June 25, 2019.
3.	August 27, 2019	Disclosure of resources related to 4116 Lawrence Av. East be reported.	HFS Management and Finance & Audit Committee	January 23, 2019	Deferred on June 25, 2019.
4.	August 27, 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	
5.	August 27, 2019	Review of the HFS Financial Policies	HFS Finance & Audit Committee	January 23, 2019	One of the items of review, ensure that third-party expenditures are in alignment with the HFS Financial Policies' Purchasing Policy.

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
6.	August 27, 2019	Review of the Portfolio assets including staffs' creation of a portfolio dashboard.	HFS Management & HFS Portfolio Committee	May 25, 2019	
7.	August 27, 2019	That the HFS Governance & Nominating Committee brings their recommendations for revisions to the Bylaws to the Board of Directors for approval.	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. 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. At the June 25, 2019 meeting, this item was deferred as the Committee would like an opportunity to review them once more before the bylaws are reviewed by our lawyer; as there may be changes in legislation or further recommendations by our lawyer, they would again be reviewed by the Committee before being brought back to the Board.
8.	TBD	Business Plan for the Shuter renovation is to be prepared by management after talks/discussion with management of Haven.	HFS Management & HFS Portfolio Committee Chair	June 21, 2019	

To: Homes First Society Board of Directors
 From: Patricia Mueller, Chief Executive Officer
 Subject: HFS Chief Executive Officer's Update
 Date: August 27, 2019

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.*
- At the time of writing, the HFS draft statements for June 2019 were under review by the HFS Finance & Audit Committee.
- **Monthly accounts receivable by site as of July 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	1977	488	1489	1					1	1
Brandon	5	5										
Huron	10	9										1
Jarvis	24	24	8768		8768							
Meegwetch	64	64	4517	1427	3090	1	3					
Northcote	6	6	1078	702	376							
Pleasant Manor	16	15	696	196	500		1					1
Sheila Miller	22	22	240	240			2					
Shuter	77	76	2287	687	1600	4	2		1		1	1
140 Spadina	7	7	280		280		1					
164 Spadina	6	6	424		424							
Strachan	83	83	5396	1425	3971							
Vaughan	29	29	1800		1800	1				1		
Wales	5	5										
TOTALS	382	378	27463	5165	22298	7	9		1	1	2	4

Account Receivable Notes:

- The arrears of \$22,298 also include maintenance and other arrears of \$5,165.
- Arrangements for repayment agreements with residents in arrears for the amount of \$7,979 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.

- June:
 - *Of the 14 Priority 1 calls, all were completed within the same business day representing a 100% completion rate for this priority.*
- July:
 - *Of the 22 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.

- June:
 - *Of the 47 Priority 2 calls, all were completed within 24 hours for a 100% completion rate.*
- July:
 - *Of the 38 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.

- June:
 - *Of the 153 Priority 3 calls logged, all were completed within four weeks for a 100% completion rate.*

- July:
 - Of the 161 Priority 3 calls logged, all but 8 were completed within four weeks for a completion rate of 95%. The delay of the 8 work orders were a result of staff vacation; the delays did not negatively impact the residents and were completed by early-August.

Priority 4 Calls:

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

- June:
 - Out of 26 preventative maintenance events, all were completed for a 100% completion rate.
- July:
 - Out of 28 preventative maintenance events, all were completed for a 100% completion rate.

Unit Rollovers:

- June:
 - Of the 4 units rolled over, both were completed for a 100% completion rate.
- July:
 - Of the 2 units rolled over, both were completed for a 100% completion rate.

Pest Control and Hoarding:

- June:
 - 71 clutter image inspections were completed, resulting in four clutter interventions taking place.
 - 71 pest control interventions took place throughout the month.
 - Six units were treated for cockroaches.
 - Eleven units were treated for bedbugs and retreated within 14 days for a 100% completion rate.
 - 223 shelter bed bug treatments were completed and were re-sprayed in 14 days for a 100% completion rate.
- July:
 - 59 clutter image inspections were completed, resulting in two clutter interventions taking place.
 - 59 pest control interventions took place throughout the month.
 - Two units were treated for cockroaches.
 - Six units were treated for bedbugs and retreated within 14 days for a 100% completion rate.
 - 114 shelter bed bug treatments were completed and were re-sprayed in 14 days for a 100% completion rate.

Bathurst-Lakeshore Shelter:

- The Bathurst-Lakeshore Couples Floor (shelter for 50 couples, or 100 individuals) opened on June 15th.
- A revised floor plan for the 50 double beds that would meet all fire regulations was completed.
- In addition, the space required a dining hall with lounge, programming space, staff offices, and an area for intake.

Capital Repairs:

- As part of our approved Capital Budget, in June planning got underway for an air conditioning split gas heating unit for the Meegwetch Place Community Room; the mechanical design drawings were completed and submitted to the City's building department for approval and the necessary permits.
In July, we received the permits for this project and the contractor removed the older equipment and the new unit arrived and is ready for installation.
- The second phase of the Meegwetch townhouses' stair replacement was also initiated; the structural design drawings were completed and submitted for the necessary permits.
In July, we received approval and the necessary permits; residents have been notified and alternative accesses from the rear of the buildings have been constructed in advance of the demolition of the existing concrete stairs.

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:

- June:
 - There were a total of 131 active case management files.
 - There were 10 referrals to outside agencies.
 - A total of 31 events/activities were held, including programs, meals programs, and food bank with a total 135 participants.
 - There were 6 eviction prevention interventions (including rent arrears, unit clean up and pest control assistance).
 - 30 stabilization supports were provided (for example, pest control assistance, facilitating mediation between residents).
- July:
 - There were a total of 216 active case management files.
 - There were 37 referrals to outside agencies.
 - A total of 32 events/activities were held, including programs, meals programs, and food bank with a total 212 participants.
 - There were 23 eviction prevention interventions (including rent arrears, unit clean up and pest control assistance).
 - 37 stabilization supports were provided (for example, pest control assistance, facilitating mediation between residents).

Shelters – Service Delivery:

- Kennedy:

- June:

- Kennedy had 111 active case files and staff made 295 referrals to external agencies.
- Through our Kennedy Shelter Community Engagement and Programming Coordinator, seven programs and activities took place, including:
 - 19 women participated in yoga this month;
 - 29 women participated in Pet Therapy this month;
 - 5 women attended the tax clinic on site;
 - 9 women participated in the volunteer barber haircuts;
 - 20 women attended a police event on site – “Coffee with the Cops”;
 - 25 women participated in bingo hosted by the Intensive Case Management Team;
 - 2 women attended the Pre-Pride Parade party and Pride Parade.
- The Intensive Case Management (ICM) Team supported 87 residents. 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.
- Five women were successfully housed.
- Five Housing Stabilization Funds requests were made. The team connected with landlords 62 times. The team also accompanied 20 residents in the community.
- Two neighborhood/community members donated breakfast on in celebration of Eid, 60 women received this meal.
- Five partnerships were made this month with Tropicana, Canadian Centre for Victims of Torture - Scarborough Branch (CCVT), MCIS Language Solutions and Scarborough Centre for Health Communities Volunteer Program, and Dorset Park Community Hub.
- The Community Engagement and Programming Coordinator attended the “Triumph Over Torture” event by CCVT, as well as their Open House.

- July:

- Kennedy had 120 active case files and staff made 257 referrals to external agencies.
- Through our Kennedy Shelter Community Engagement and Programming Coordinator, seven programs and activities took place, including:
 - 12 women participated in a hiking trip;
 - 12 women participated in yoga this month;
 - 20 women participated in Pet Therapy this month;
 - 4 women attended the tax clinic on site;
 - 7 women participated in the volunteer barber haircuts;
 - 25 women attended a police event on site – “Coffee with the Cops”;
 - 7 women attended an information session presented by the Canadian Centre for Victims of Torture - Scarborough Branch.

- The ICM Team supported 84 residents. 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.
- Eight Housing Stabilization Funds (HSF) requests were made. The team connected with landlords 71 times. The team also accompanied 22 residents in the community.
- The shelter residents received 4 bags of toiletries donated by the Catholic Women's League.
- A supporter and friends donated dinner on two separate Sundays; collectively, over 100 women received these meals.
- The Kennedy Shelter Community Engagement and Programming Coordinator conducted 6 meetings with external agencies to maintain partnerships.
- Members of the ICM Team attended a Neighbourhood Planning Table; 41 Division Community Meeting; and Housing Allowance Program Update meetings; in addition, the ICM Team facilitated 2 meetings with Shelter, Support, and Housing administrative staff to provide feedback, comments, and suggestions relating to the New Shelter Service Model (NSSM) Pilot Project.
- **Savards:**
 - June:
 - Savards had 44 active case files and staff made 80 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 including effective communication skills.
 - Residents continue to benefit from weekly visits from a nurse from St. Elizabeth Health Care, which now includes the addition of Blood Pressure Clinic.
 - The Intensive Case Management Worker worked with 11 residents.
 - The Housing Help Worker assisted 12 residents with their search for housing, and 2 residents obtained housing during the month.
 - In June, the Life Skills Worker helped residents with gardening on the patio; on June 17th, the Worker accompanied 4 residents attending the Raptor's celebration.
 - In addition, the Life Skills Worker made a number of accompaniments (including, medical, immigration, legal, I.D. clinic, etc.) as well as assisting one client to join the Toronto Public Library.
 - The weekly sewing class saw an average of 8 clients participate weekly.
 - Two residents of Savards joined others from HFS in the Pride Parade.
 - A special summer barbeque was held, and 18 residents participated.
 - Four residents attended a hiking trip in the Hamilton area.
 - July:
 - Savards had 46 active case files and staff made 85 referrals to external agencies.
 - The Housing Worker referred 12 residents to landlords; three residents obtained permanent housing.

- The Recovery Group had an average of 8 residents participating weekly, and covered a variety of topics.
- Residents continue to benefit 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, legal, etc.).
- In July, another on-site barbecue was held and was attended by 20 residents.
- One resident received eye surgery at St. Michael's Hospital; the surgery was funded through donations.
- Three residents received manicures by a volunteer.
- Twelve residents participated in a Hop-on Hop-off bus trip and were accompanied by staff.
- The weekly sewing class saw an average of 8 clients participate weekly.
- **St. Clair Shelter:**
 - June:
 - St. Clair Shelter had 141 active case files including 83 intakes.
 - The Shelter's Case Management Team (consisting of our Housing Help Worker, Intensive Case Manager, & Life Skills Worker) completed a combined total of 368 referrals to other agencies.
 - The Housing Help Worker assisted 7 clients secure permanent independent housing.
 - A total of 7 clients were assisted with setting up apartment viewings; 3 clients attended the viewings.
 - The Housing Help Worker completed 11 referrals to various transitional housing units.
 - Our Life Skills Worker and Intensive Case Management Worker assisted a total of 12 clients acquire appointments with their family doctor.
 - 2 clients were referred Canadian Mental Health Association for assistance.
 - Our Life Skills Worker helped clients with employment and volunteer assistance, which include assisting with resumes, applications for volunteer programs, Ontario Works training programs, and a Bakery Training Program.
 - Our Intensive Case Management and Life Skills Workers completed a number of referrals to various harm reduction and substance use services, including 3 clients referred to the Rapid Access Addiction Medicine (RAAM) Clinic, 2 clients referred to Withdrawal Management, and 17 clients referred to The FIX (Scarborough Harm Reduction Services).
 - Our Life Skills Worker assisted 9 clients in acquiring new clothing through the Salvation Army clothing bank.
 - A total of 6 clients were assisted in obtaining identification.
 - Our Life Skills Worker assisted 3 refugee claimants apply for and acquire work permits.
 - The Life Skills Worker facilitated a number of programs and workshops, a total of 64 clients participated in: cooking and baking workshops; various arts and crafts; games; karaoke; budgeting, self-esteem, and journaling workshops, as well as a picnic to Scarborough Bluffs Park.

- July:
 - In the month of July, the St. Clair shelter saw a total of 129 clients, and completed 67 new intakes into the shelter program.
 - The Shelter's Case Management Team (consisting of our Housing Help Worker, Intensive Case Manager, & Life Skills Worker) completed a combined total of 545 referrals to outside community agencies and services.
 - 12 clients secured permanent independent housing; 7 clients have signed rental agreements to move into housing in August.
 - 17 clients were assisted with apartment searches; 7 of which included viewing rental units.
 - 14 clients were referred to transitional housing programs and services.
 - 36 clients were referred to social, rent-geared-to-income, or subsidized housing programs; including completing and following-up with applications for clients.
 - Our Intensive Case Management and Life Skills Workers assisted a total of 18 clients acquire, or follow up with a family doctor and assisted clients with a number of employment training opportunities, including: 13 clients attending Smart Serve Training; 13 clients attending WHMIS Training; 14 clients obtain their Food Handler's certificate; and 10 clients referred to a local job fair.
 - The Life Skills Worker referred 11 of our refugee claimant clients to the Psychotherapy for Refugee Claimants Program by our Life Skills worker.
 - A total of 15 clients were assisted with obtaining financial assistance, including OW and ODSP.
 - Our Intensive Case Management Worker assisted 13 clients with assistance regarding legal issues, including: Legal aid referrals, bail program, probation, and immigration legal services.
 - 12 clients were referred to the FIX (Scarborough Harm Reduction Services).
 - The Life Skills Worker assisted 18 residents obtain new clothing through referrals to The Salvation Army Clothing and New Circles Clothing Banks.
 - 9 clients were assisted in obtaining new identification.
 - 4 of our refugee claimant clients were assisted in obtaining their work permits.
 - Our Life Skills Worker facilitated a number of programs, activities, and workshops in July. 105 clients participated in a total of 15 workshops. Some of which include; baking and cooking programs, Bingo & games, Arts and crafts, budgeting workshops, dynamic thinking groups, and movie nights.
- **Strachan House:**
 - June:
 - Staff made 36 referrals to external agencies, with a total of 88 active case files.
 - 2 new residents signed a lease.
 - Assistance with laundry services supports were provided to 68 residents.
 - The Strachan Personal Support Worker was off for the month; an external agency provided services.
 - 10 residents visited the in-house doctor.
 - A total of 4126 meals were served through the Strachan House Meal Program.
 - 19 residents attended the monthly birthday party.
 - The Intensive Case Management and Pest Control Worker focused on hoarding, housekeeping, and bed bug control.

- 5 units were treated for mice; 4 units were treated for cockroaches; 4 units were extreme cleaned; 90 notices of entry given; and 4 unit cleanliness follow ups were conducted.
 - A total of 136 people attended social events and programs during the month, including: 12 Residents for cultural meal lessons; 64 residents attended the on-site barbeque; 21 residents attended movie night; and 51 residents attended an ice cream social.
 - July:
 - Staff made 17 referrals to external agencies, with a total of 85 active case files.
 - 2 new residents signed leases; 1 shelter resident moved in.
 - Assistance with laundry services supports were provided to 54 residents.
 - 7 residents visited the in-house doctor.
 - A total of 4215 meals were served through the Strachan House Meal Program.
 - 27 residents attended the monthly birthday party.
 - The Intensive Case Management and Pest Control Worker focused on hoarding, housekeeping, and bed bug control.
 - 5 units were treated for mice; 4 units were treated for cockroaches; 4 units were extreme cleaned; 90 notices of entry were distributed, resulting in 4 unit clean-ups.
 - A total of 194 people attended social events and programs during the month, including: 5 residents participated in cultural meal lessons; 125 residents attended the on-site barbeque; 16 residents attended movie night; and 48 residents attended ice cream social.
- **Bathurst-Lakeshore – Single (60 women; 40 men) Shelter:**
 - June:
 - There were 233 active case files and staff made 105 referrals to external agencies.
 - The Intensive Case Management Team supported 25 residents and 19 "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, adult education programs, and counselling.
 - Project Comfort held a barbeque on Canada Day weekend (held on Sunday, June 30th) which 19 participants from our shelter attended.
 - Volunteer barbers/haircutters cut the hair of 10 residents; moving forward, these volunteers will be alternating between the singles and couples floor each month.
 - July:
 - There were 196 active case files and staff made 150 referrals to external agencies.
 - The Intensive Case Management Team supported 69 residents; 24 "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, adult education programs, and counseling.
 - 5 residents were successfully housed and the team accompanied 16 residents in the community.

- Through the Community Engagement and Programming Coordinator, 5 programs and activities took place with a total of 36 participants:
 - 21 clients participated in yoga.
 - 3 resident volunteers from the shelter were invited to the Toronto Humane Society for a tour to visit the animals and make catnip socks.
 - 6 clients participated in making t-shirt totes.
 - 2 clients participated in clean-up crew interviews
 - 4 clients brought their pets to the the Spay Neuter Your Pet Truck which included 1 surgery and 6 wellness checks.
- **Bathurst-Lakeshore – Couples Shelter:**
 - June:
 - This floor of the shelter began operations on June 10th.
 - There were 63 active case files and staff made 95 referrals to external agencies.
 - The Intensive Case Management Team supported 63 residents, and 30 “Service, Triage Support, and Screening Tool” interviews were administered.
 - 5 residents were successfully housed.
 - Activities included case planning and goal assessments, referrals for income and housing supports, connecting residents with various health care providers, legal services, adult education programs, and counselling.
 - Activities included:
 - 9 residents were provided with primary health care referrals and/or medication assistance.
 - 7 residents were assisted with employment related referrals or programming.
 - 3 residents connected with education-related programming.
 - 11 residents were assisted with income-related supports.
 - 10 residents were provided immigration and refugee related assistance and referrals.
 - 12 residents were provided with obtaining identification related referrals.
 - 4 residents received haircuts from the barber/hairdresser volunteer.
 - July:
 - There were 119 active case files and staff made 290 referrals to external agencies.
 - Through our Activity and Programming Coordinator five programs and activities took place, with a total of 23 participants, including:
 - 4 of our residents participated in initial yoga programming.
 - 4 of our residents attended the volunteer trip to the Toronto Humane Society.
 - 3 of our residents assisted in creating t-shirt totes for the Clean-Up Crew.
 - 7 of our residents were successfully interviewed for our facilities “Clean-Up Crew” .
 - 5 of our residents had their animals seen by the Spay Neuter Your Pet Truck; 2 surgeries, and 3 wellness checks.
 - The Intensive Case Management Team supported 88 residents, and 31 “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, adult education programs, and counselling. Some of this month's referrals and supports include:
 - 5 residents were successfully housed.
 - 19 referrals were provided relating to mental health and wellness supports.
 - 11 referrals were provided relating substance use and harm reduction supports.
 - 34 referrals were provided relating with primary health care, nursing, and/or medication assistance.
 - 54 referrals were provided relating to income supports, such as social assistance, income, taxes, and banking supports.
 - 11 residents were assisted with employment and training referrals or programming.
 - 10 referrals were provided related to education-related programming.
 - 26 referrals were provided related to immigration and refugee related assistance.
 - 38 referrals were provided related to obtaining identification.
 - 10 referrals were provided related to legal and justice supports.

Additional Programs & Supports:

- **Assertive Follow-Up Support Services Pilot Project (External Services):**
 - By the end of July, we had three Follow-Up Support Workers supporting 58 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 has successfully discharged 3 clients to the community as they graduated the program and are successfully living independently without supports.
- **Addiction and Life-Skills Program (St. Clair and Kennedy Shelters):**
 - The Addiction and Life Skills Worker is working with the management team to officially roll out our harm reduction policy at our shelters that are external to this program, to ensure that all of our sites are in line with the policy and are providing harm reduction supplies and information to clients when requested. To support this, the Harm Reduction Worker will be speaking at upcoming staff meetings, and holding two information sessions in August to provide relief staff with training and support specifically related to harm reduction or safer use supplies.
 - In June and July, the Addiction and Life Skills Worker has seen up to six clients per day on a drop-in basis, with one client seen on an ongoing basis for individual addiction and life-skills counselling.
 - The Addiction and Life Skills Worker counsels in a client-centred 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 in July included accompanying a client to a local Rapid Access Addiction Medicine Clinic, and

referrals for trauma counselling and in-patient addiction treatment programs. The Addiction and Life Skills Worker also has assisted clients to learn relaxation and deep breathing exercises as a coping tool.

- **Harm Reduction in Supportive Housing (Jarvis, Meegwetch, Shuter, and Strachan):**
 - The Harm Reduction Worker and our community partners continue to present innovative weekly workshops at our four housing sites based on client need. Up to 7 participants have attended each workshop during this period.
 - Workshops have included the topics of overdose response, pay day lending, substance abuse, and budgeting.
 - Residents have described the workshops as “great”, “informative”, and “inspiring” on feedback forms, and report increased knowledge of available harm reduction supports in the building, and increased knowledge on the topics presented.
 - The Harm Reduction Worker held a grief and loss circle at Strachan House in partnership with Parkdale Queen West Community Health Centre, to support residents and staff who are losing loved ones to overdose.
 - The Harm Reduction Worker is working closely with our peer resident and our Parkdale Queen West Community Health Centre community partner to create programming to directly connect to the substance using community at Strachan House. They are working to organize an “invite only” harm reduction and naloxone training session with cash or prize incentives, as well as a harm reduction community barbeque with information booths containing harm reduction information.
 - We are working with Parkdale Community Health Centre to offer weekly harm reduction outreach after hours at Meegwetch for 12 weeks, in order to connect with residents when regular staff is not present.

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.*
- June:
 - In the month of June, we completed 20 new hire orientations.
 - 8 employees attended SMIS training.
 - 186 employees attended the Summer 2019 All-Staff Training Meetings, where the topics for the day were Communication Styles and Fostering Inclusive Environments for Trans and Gender Diverse People.
 - 1 employee completed make-up training for the Fall 2018 All-Staff Training, which consisted of 12 online courses that focused on Customer Service and Health and Safety.
- July:
 - In the month of July, we completed 22 new hire orientations.
 - 7 employees attended SMIS training.
 - 1 employee completed Ladder Safety training.
 - 2 employees completed Part 1 and Part 2 of Joint Health and Safety Committee Certification, and 1 employee completed Part 1 of the Joint Health and Safety Committee Certification training.
 - 1 employee completed internal Health and Safety Representative 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.*
- June:
 - Staff turnover: 13 Relief Community Shelter Workers (terminated due to inactivity) and 1 Weekend Contract.
 - Vacancies: 43.
 - New hires: 14 Relief Community Shelter Workers; 1 Weekend Contract; 3 Community Shelter Workers; 1 Health and Safety Coordinator; and 1 Finance Assistant.
- July:
 - Staff turnover: 2 Relief Community Shelter Workers
 - Vacancies: 40.
 - New hires: 10 Relief Community Shelter Workers; 1 Weekend Contract; 3 Community Shelter Workers; 1 Human Resources Assistant; 1 Supervisor; 2 Housing Help Workers; and 2 Intensive Case Management Workers.

Staff Absenteeism – Average Number of Sick Days per Individual				
Employees	June Average	July Average	2019 Year-to-date	12 Month Average for 2018
Unionized Employees (66/73)	0.45	0.76	0.86	1.23
Non-Unionized Employees (10/10)	0.26	0.43	0.62	0.46
Management (32/32)	0.92	0.78	0.53	0.36
All Staff (108/115)	0.57	0.73	0.63	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 July, there were four 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.*
- June:
 - In June, we had 15 volunteers from BMO volunteer at Strachan to paint the patio fence and garbage bin located in the front of the building.
 - Several barbers and hairdressers volunteered at Strachan, Bathurst-Lakeshore, and St. Clair Shelters giving haircuts to the shelter residents.
 - We began the first volunteer-led cooking class at Meegwetch for all residents; the first class had 9 participants.
 - We began a monthly "Spa Day" at the Sheila Miller.
 - In June we started a weekly Yoga & Meditation class at Bathurst-Lakeshore; the first class had 10 participants.

- July:
 - A weekly walking/fitness group began at Meegwetch.
 - We had a student from the Working in the Social Sector Program begin his placement at Kennedy; donating 4 hours weekly assisting frontline staff with the day-to-day operations.
 - We had 7 volunteers from League (an insurance company) donate 3 hours helping with a yard clean-up and fence painting.
 - We on-boarded 1 volunteer to help out in the kitchen at Kennedy; this volunteer donates 3 hours each week.
 - As always, we continue to run existing volunteer programs and student placements as mentioned in previous reports.

6. Community Development:

- In June, the Community Development and Volunteer Coordinators started a bi-weekly cooking class at Meegwetch, to educate residents on cooking healthy meals on a budget. Since the start of the class, an average of 6 residents attend each class.
- On Sunday June 23, Homes First marched in the Toronto Pride Parade for the third time. This year, we hosted a Pre-Pride Parade Party at our Sheila Miller building, where we decorated t-shirts, painted faces, and had pizza as a way to pump ourselves up for the Parade. In total, 3 staff and 6 residents marched in the Parade and a great time was had by all.
- Also in June, Homes First held another hiking trip with Street to Trail, this time to the Hamilton waterfalls. The hikes have been growing in popularity, with a full van (12 residents) on each hike, and we are in talks with Street to Trail about introducing a second monthly hiking trip.
- In July, the Community Development department met with contacts at Maple Leaf Sports and Entertainment to discuss how they could support Homes First and their residents through tickets to sports games. We are continuing to build on this partnership.
- On Saturday July 20, Homes First participated in Big on Bloor. As in previous years, a Homes First booth was part of the festival, and staff and residents came together to sell lemonade, art, and spread the word about Homes First. Due to the extremely hot weather that weekend, foot traffic was significantly down, but all participants still enjoyed their time in the festival.
- The Community Development Department received a total of 12 nominations for the annual Wanda's Art Awards. The Community Development Coordinator is working on interviewing all nominees to prior to the nominees' work and stories being presented to the judges in mid-August.

7. Toronto Community Housing Rooming House Project:

- We are working with tenants to relocate them to other TCHC buildings for mandatory "life safety" renovations; work has begun with Coordinated Access to do house viewings.
- We have designed an intake for people who are homeless and are working together with housing workers at Homes First and Dixon Hall shelters to ensure a streamlined process.
- Two new staff have started: a Pest Control/Hoarding Worker, who has already engaged with over 20 tenants while designing workshops for clients focusing on bed bug prevention

and how to organize in small spaces; and a member of the Community Development Team who is providing amazing support.

- We have proposed to TCHC that we take the lead on providing sharps disposals and education at the buildings we support; our proposal is currently under consideration.
- Partnerships are being developed with: Sherbourne Health Centre (psychotherapy, drug user drop-in groups), Regent Park Health Centre for life skills/nutrition workshops, and Second Harvest for fresh food delivery.
- Our Thursday brunch drop-in has relocated to 47 Rose; cultural cooking and tenant led recipe sharing will begin this summer
- Gardening Program: tenants requested a pollinator garden and we started this at 190 Carlton. 13 participants built two ergonomic flower boxes for the seniors' department.
- One of our tenants won a cash prize for his photo submission to MYTORONTO (<https://mytorontocalendar.com/>); this program's Community Development Worker accompanied 6 tenants to the awards ceremony.
- A client-led harm reduction kit making group had a great turnout of 10 tenants; to date, we are up to 21 peer volunteers, five of whom have taken first aid/CPR training, as well as food handling.

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 June, there were no staff injuries.
 - In July, a staff person was bit by a client's dog while distributing 24-hour notices. The person received medical attention and a WSIB form 7 was completed. The staff was off work for one day and was paid for their time. The staff person's supervisor, director, as well as Human Resources staff have all followed-up to debrief with the staff after the incident.
 - The staff's supervisor called and reported the bite to Toronto Public Health and the SPCA.
 - An investigation was completed with the SPCA; the results are pending; no charges have been laid.
 - All clients at all Homes First properties were issued a letter explaining rules and regulations around pet ownership and the importance of keeping animals on lead during staff visits.
 - In late July, a very new staff witnessed a traumatic event on-site and as a result, was off work for a week following the incident. A WSIB form 7 was completed as a result of the lost time. The supervisor and human resources department staff both followed-up with the staff to debrief and multiple supports were offered and utilized by the staff.

To: Homes First Society Board of Directors
From: Patricia Mueller, Chief Executive Officer
Subject: HFS Annual Resident Survey
Date: August 27, 2019

Recommendation:

That this report be received for information.

Background:

My past practice has been to oversee an annual client survey to determine potential services, client satisfaction, areas of focus, potential areas for improvement, and key support opportunities.

Comments:

This year, 203 surveys were collected from 18 properties, including the newest Bathurst-Lakeshore property, a significant increase compared to last year's 136. For purposes of continuity, the same survey was used as in other years.

In general, the responses from residents were very good. Some identified issues related to bathroom maintenance (at the shelters) and window washing. Problems with bathroom maintenance and conditions may be related to the other residents using in bathrooms. Window washing is also problematic, because of acid rain affecting some of our older buildings.

SHELTERS

ST. CLAIR SHELTER:

We received 25 responses out of 90 this year, a slight decrease from the 28 received last year.

A majority of respondents were completely satisfied with how easy it was to contact Intensive Case Management Workers, as well as how they were treated with courtesy and respect. However, some respondents stated they were only partly satisfied with staff's willingness and/or ability to resolve problems.

This year, respondents were satisfied with the overall visual appearance of the building, but only partly satisfied with maintenance of common areas and bathrooms. Comments about needing more maintenance for the men's washroom, as well as a lack of ventilation in the dorm area were made. One respondent also commented about how the dining area could benefit from paint.

Respondents were only partly satisfied in regards to pest control and not satisfied with heating in the shelter; staff are following up to see what can be done. Community meals and third-party programs are satisfactory, and requests for different programs outside of the shelter, such as barbeques, field trips to parks, and tickets to sports teams such as baseball were requested.

STRACHAN HOUSE:

This year, we received a total of 15 responses out of a possible 88 respondents. This number is an increase in last year's number, where 9 surveys were returned.

Across the board, Strachan House residents are satisfied with the work of Intensive Case Management Workers, and have a good relationship with the Workers. However, some residents indicated that they are only partly satisfied with staff's willingness and/or ability to resolve problems.

This year, residents are only partly satisfied with the building maintenance and overall appearance, with particular concern towards the maintenance of bathrooms and common areas.

Residents are completely satisfied with the three daily community meals, as well as the third-party programs held at the property.

SAVARDS:

We received a total of 13 responses out of a possible 30, a slight increase from 12 last year.

With regards to staff and services they receive, respondents are mostly satisfied, with staff's clear communication with residents and their ability to solve issues being particularly good.

Responses show that residents are satisfied with the maintenance of common areas and cleanliness of bathrooms, but only partly satisfied with general maintenance issues, with one comment about a shower that has not been working properly. Also, maintenance of walkways in the winter was only partly satisfactory.

Overall, residents are mostly satisfied with tenant meetings, recreational opportunities, and volunteer-led programs.

KENNEDY ROAD:

There were a total of 20 surveys out of a possible 90, a decrease from the 35 received last year.

Respondents noted they have a good relationship with Intensive Case Management Workers and find them easy to contact. However, some residents indicated staff's willingness and/or ability to resolve resident issues could be improved upon.

With regards to maintenance and the building, responses show residents are mostly satisfied with the overall visual appearance of the building, the maintenance of common rooms and of bathrooms. In regards to pest control maintenance, respondents indicated they are only partly satisfied; this topic will be discussed at an upcoming resident meeting to find out why the low rating in this area. Respondents are most satisfied with exterior, interior, and unit lighting.

Relating to community meals and third-party programs responses show residents are partly satisfied. Comments were made about which additional programs residents would like to see, and those comments have been passed on to the shelter supervisors and appropriate staff.

BATHURST-LAKESHORE:

This past June, Homes First opened the new Bathurst-Lakeshore location, a 200-bed shelter in the Fort York neighbourhood. There were 96 surveys returned from Bathurst-Lakeshore, the highest percentage of any property this year.

Respondents at the new shelter are mostly satisfied with the quality of service they are receiving, and feel they are treated with courtesy and respect. However, they are only partly satisfied with staff's knowledge of resources in the area. As this shelter opened only two months ago, we expect this to improve as time passes.

With regards to maintenance and building conditions, responses show residents are overall satisfied, and find maintenance of common areas satisfactory. However residents are dissatisfied with maintenance of bathrooms, which may be due to other residents using in those areas. Some comments were made about lighting issues in sleeping areas, specifically lights flashing or being left on.

Residents noted they were only somewhat satisfied with programs and community meals, with comments being made about wanting more variety in the meals served. The on-site Programming Coordinator is working to set up more programs, such as outdoor trips, in the upcoming weeks.

HOUSING

As in previous years, the number of surveys returned varied from site-to-site. In total, 34 surveys were returned from housing properties, a decrease from last year's 48. The response rates for the survey also varied dramatically from building-to-building as in the previous years

EAST SIDE HOUSING:

Responses from the East Side of the Housing properties came mostly from Huron, Jarvis, and Shuter, as well as a few surveys returned from Sheila Miller. In total, 20 surveys were returned from a possible 127.

Across the east side housing, respondents are satisfied with the Intensive Case Management teams, the quality of service they are receiving and the ease in contacting staff. Respondents also feel they have a good relationship with their staff teams.

With regards to maintenance and appearance of the buildings, respondents are satisfied with the maintenance of walkways in the winter, of mailbox areas, and of the overall conditions of the buildings. Respondents are only partly satisfied with landscaping of properties, and resolving plumbing issues when they arise.

In programming, respondents are partly- to mostly-satisfied with community meals, tenant meetings, and recreational opportunities such as the hiking trips. Satisfaction varies from site-to-site as some sites cannot accommodate some programs.

WEST SIDE HOUSING:

Responses for the West Side of Housing came mostly from Meegwetch, Bellevue, and Vaughan, with one survey each returned from Wales and 164 Spadina. In total, 14 surveys were returned from a possible 150.

Overall, respondents are satisfied with the Intensive Case Management teams, in particular the relationship with the staff team and that respondents feel they are treated with respect and courtesy. Areas from improvement would include staff's knowledge of area resources and their ability to resolve problems.

Overall, respondents are satisfied with the condition and cleanliness of their buildings, as well as maintenance of walkways in the winter, and pest control maintenance. However, as with the East Side Housing, respondents are only partly satisfied with the landscaping of the buildings.

In terms of community meals and tenant meetings, respondents are only partly satisfied and not satisfied with third-party programs. It should be noted that certain properties, such as the community houses, cannot accommodate community meals or programs on site.

Homes First Marketing and Communications Report

Twitter (June and July 2019):

- 30 tweets in total
- 27.5K impressions
- 1,193 profile visits
- 25 mentions
- 13 new followers

June **Top Tweet** earned 932 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
pic.twitter.com/UYiWFq6u4I



3 retweets 1 like

Top media Tweet earned 800 impressions

Foxquilt @FoxquiltDen continues to give back to the community. They are launching the second Share Together, Win Together giveaway this June to grant \$1,000 to 1 of 3 deserving charities. #winttogether #everyone needs a home Vote and get a quote ow.ly/O4kW50utStE
pic.twitter.com/BMwWr6NBS0



2 retweets 3 likes

July **Top Tweet** earned 620 impressions

Check out #ScarboroughToyota #REDTAGHQ We're proud to be part of Because We Care again this year! @Scarboro_Toyota will support Homes First because they believe #everyone need a home pic.twitter.com/dfeEFnNxVY



1 retweet 1 like

Top media Tweet earned 443 impressions

Only one more day to take the #GivingChallengeCA and help Homes First win \$10,000 Your donations have a big impact on the lives of our residents. Thanks for sharing in our believe that #everyone needs a home ow.ly/Lezg50uMitZ
pic.twitter.com/CCxeb2v1je



1 retweet 2 likes

Facebook (June 20th - July 31st):

- 15 posts in total
- 9 new page followers
- 266 page views
- 4,063 reached via posts
- 341 post engagements



Homes First

Published by Hania Ahmed [?] · June 21 · 🌐

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Homes First is excited to be marching in this year's Pride Parade, and so is our resident Angel! Read Angel's story to see why Toronto Pride is important to her.

Angel knew from a child she was different, and others saw it too, but they couldn't figure out what was "wrong" with her, she says. Angel was assigned male at birth, but that didn't feel right to her.

Growing up trans in a Roma Gypsy community was also difficult; there was no support for Angel when she underwent sur... [See More](#)



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40 Reactions, Comments & Shares #

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8 On Post | 9 On Shares

13 Love
8 On Post | 5 On Shares

1 Wow
1 On Post | 0 On Shares

6 Comments
6 On Post | 0 On Shares

3 Shares
3 On Post | 0 On Shares

48 Post Clicks

7 Photo Views | **0** Link Clicks # | **41** Other Clicks #

NEGATIVE FEEDBACK

0 Hide Post | **0** Hide All Posts
0 Report as Spam | **0** 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 16TH 2019
WYCHWOOD BARNS 601 CHRISTIE ST, TORONTO

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

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563 People Reached

32 Reactions, Comments & Shares

23 Like	9 On Post	14 On Shares
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2 Love	2 On Post	0 On Shares
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2 Comments	0 On Post	2 On Shares
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5 Shares	5 On Post	0 On Shares
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41 Post Clicks

5 Photo Views	5 Link Clicks	31 Other Clicks
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NEGATIVE FEEDBACK

0 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

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Website (June - July 2019):

- Unique visitors: 10,140
- Total visits: 22,521
- 2.80 Pages/Visit
- Hits: 278,064