

**HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING**

Tuesday, September 24, 2019, 6:00 p.m.  
90 Shuter Street, Eleventh Floor Boardroom  
Buzzer Code "11TH"

**Agenda**

1. 6:00 p.m.	<b>Call to Order</b>
2.	<b>Declaration of Conflict of Interest</b> <i>Board members must declare any conflict of interest which relates to an item of discussion; arrears of a board member is a conflict of interest</i>
3. 6:05 p.m.	<b>Confirmation of Minutes</b> A. Confirmation of the Minutes of the Meeting of August 27, 2019 <i>Motion to accept</i>
4. 6:10 p.m.	<b>Board Matters for Discussion and Decision</b> A. HFS Executive Committee Update <i>For information</i> B. HFS Finance & Audit Committee Update <i>For information</i> C. HF Communications Committee Update <i>For information</i> D. HFS Governance & Nominating Committee Update <i>For information</i> E. HFS Portfolio Committee Update <i>For information</i> F. HFS Board Action Items Tracking <i>For information</i>
5. 7:00 p.m.	<b>Matters for Information</b> A. HFS Chief Executive Officer's Update <i>For information</i> B. HFS Client Placement Update <i>For information</i> C. HFS Communications Update <i>For information</i> D. HFS Policies and Procedures Record <i>For information</i>

<p>6. 7:15 p.m.</p>	<p><b>Other Business</b> A. Information Sharing</p>
<p>7.</p>	<p><b>In Camera</b>  A. HFS Board September 18, 2018 In-Camera Minutes <i>For approval</i>  B. HFS Board December 4, 2018 In-Camera Minutes <i>For approval</i>  C. HFS Board May 14, 2019 In-Camera Minutes <i>For approval</i>  D. HFS Board May 30, 2019 In-Camera Teleconference Minutes <i>For approval</i>  E. HFS Board August 27, 2019 In-Camera Minutes <i>For approval</i>  F. HFF Update <i>For information</i></p>

**Materials for this agenda:**

- 3.A. - HFS Board August 27, 2019 Minutes
- 4.F. - HFS Board Action Items Tracking Table
- 5.A. - HFS CEOs Update
- 5.B. - HFS Client Placement Update
- 5.C. - HFS Communications Update
- 5.D. - HFS Policies and Procedures Record

**The following confidential materials will be circulated in confidence under a separate cover:**

- 7.A. - HFS Board September 18, 2018 In-Camera Minutes
- 7.B. - HFS Board December 4, 2018 In-Camera Minutes
- 7.C. - HFS Board May 14, 2019 In-Camera Minutes
- 7.D. - HFS Board May 30, 2019 In-Camera Teleconference Minutes
- 7.E. - HFS Board August 27, 2019 In-Camera Minutes

<b>HOMES FIRST SOCIETY BOARD MEETING</b> Tuesday, August 27, 2019, 6:00 p.m. 90 Shuter Street, 11th Floor Boardroom
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**Present:****Regrets:****Board Members**

**Directors** Jose Querubin (Acting Chair)  
 Mo Ettehadieh  
 Mervyn Horn  
 Paulina Salamo  
 Alexis Van Halen  
 Carla Whillier

Jeremy Roach (Chair)  
 Merav Jacobson (on leave)  
 Kitty Tsang

**Guest** Barbara Haynes

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

**1. Call to Order**

- Jose Querubin called the meeting to order at 6:15 p.m.
- Jeremy Roach, Chair, sent his regrets.

**MOTION:** To appoint Jose Querubin as Acting Chair for the duration of this meeting.

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

**Action:** All Directors will be asked to confirm attendance prior to meetings; if a Director does not reply, their absence will be assumed; in addition, all Directors are asked to inform Kim Mole if their plans change.

- Barbara Haynes, HFF Director, was invited to attend the HFS August 27, 2019 Board of Directors' meeting; during the discussion of the motion to appoint Barbara to the Society Board, Barbara was excused from the room and this item was addressed first.
- As stated in item 4.D. – HFS Executive Committee Update:  
 "As noted earlier in 2019, Jeremy Roach, as the acting Crossover Member, extended an invitation to Foundation Board members to let us know if they are interested in joining the Society's Board. Barbara Haynes expressed interest."; and,  
 "That the Board invites Barbara Haynes to become a member of the HFS Board of Directors."
- It was decided to postpone the appointment and the following motion was made:  
**MOTION:** That the motion to appoint Barbara Haynes be postponed until a later date.  
**MOVED:** Mo Ettehadieh      **SECONDED:** Mervyn Horn      **CARRIED**
- Jose Querubin, Acting Chair, informed Barbara; Barbara attended the balance of the meeting as a guest.

**2. Declaration of Conflict of Interest**

- None.



3. Confirmation of Minutes

A. Confirmation of the Minutes of the Meeting held on June 25, 2019

**MOTION:** That the HFS Board June 25, 2019 Minutes be accepted.

**MOVED:** Mo Ettehadieh      **SECONDED:** Alexis Van Halen      **CARRIED**

4. Board Matters for Discussion and Decision

A. HFS Executive Committee Update

- None.

B. HFS Finance & Audit Committee Update

i. & ii. HFS June 2019 Financial Statements and HFS 4117 Lawrence Avenue East Details

- Mervyn Horn reviewed the June 2019 Financial Statements.
- To date, most of the major variances compared to budget impacting the financials as of June 2019 have been due to the extension of Q.E. and George Street Respite that were not budgeted, in addition the Lakeshore Shelters where funding was received from the City with corresponding expenses still to be spent creating a surplus. The sale of the property located at 4177 Lawrence Avenue East to the City will have an impact on the financials in the next quarter.
- Patricia Mueller explained that start-up costs of shelters are massive, and will reduce the current surplus.
- As noted in past reports, the sale of the Lawrence property resulted in a loss and in order to prevent a recurrence, the Governance & Nominating Committee is currently developing a Risk Management Policy.
- The HFS Portfolio Committee will perform a post-mortem analysis of the purchase and sale of the Lawrence property (lessons learned, as well as recommendations to avoid any similar situation moving forward) which may be used to improve the Risk Management Policy.

**MOTION:** That the HFS June 2019 Financial Statements be received.

**MOVED:** Mo Ettehadieh      **SECONDED:** Alexis Van Halen      **CARRIED**

C. HF Communications Committee Update

- None.

D. HFS Governance & Nominating Committee Update

- Paulina Salamo reviewed the circulated HFS Governance & Nominating Committee Update.

i. HFS In Camera Policy

**MOTION:** That the revised HFS In-Camera Policy be approved.

**MOVED:** Paulina Salamo      **SECONDED:** Mervyn Horn      **CARRIED**

ii. HFS Board Recruitment Update

- Paulina Salamo reviewed the results of the completed HFS Board Skills Inventory Matrix.



- As noted in the Committee's Update:
  - 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

**Action:** Patricia will be completing a position/job description that includes the priority skills for the recruitment of Board members.

- Kim Mole reported that only one Resident Representative candidate form had been received and that individual was unsure if he would be available to attend meetings.
- Received for information.

#### **E. HFS Portfolio Committee**

- As noted during the Finance & Audit Committee's update, the HFS Portfolio Committee will perform the post-mortem of the purchase and sale of the Lawrence property (lessons learned, as well as recommendations to avoid any similar situation moving forward) which may be used to develop the Risk Management Policy.
- Mervyn Horn reported that he had received the completed HFS Property Overview from staff; however, to date, only he and Mo Ettehadieh had reviewed the document.

**Action:** Staff will add the square footage of the properties to the HFS Property Overview.

- Mervyn requested additional information in respect to the creation of the Committee's mandate and workplan.

**Action:** Kim Mole will send the previous Portfolio Committee's mandate and workplan to Mervyn.

#### **B. HFS Board Action Items Tracking**

- The HFS Board Action Items Tracking table, updated prior to the August 27, 2019 Board of Directors' meeting, was reviewed and discussed.
- Item 1:
  - Completed.
- Item 2:
  - Completed.
- Item 3:
  - Completed.
- Item 4:
  - Completed.
- Item 5:
  - The review of the HFS Financial Policies took place at the HFS Finance & Audit Committee meeting; the revised Policies will be circulated electronically for Committee approval prior to their being presented to the Board for approval.
- Item 6:
  - The task entitled "Review of portfolio assets" included the staff's task of the creation a portfolio dashboard was completed; however, an additional column to for the building's square footage will be added.



- Item 7:
  - The Governance & Nominating Committee reported that the bylaws are currently being reviewed by Jeremy Roach, and would come back to the Committee afterwards for further review.
- Received for information.

## 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 is not owned by the City, but has been purchased by a developer and leased by the City.
- We have been invited by the City to operate a Shelter located at 101 Placer Court. This location could cater to individuals who are employed and have vehicles (as this location has parking).
- Patricia explained that there is a growing segment of homeless individuals who have fallen prey to what is called "reno-viction", for example, residents in Parkdale are being offered cash incentives to move out.
- Received for information.

### B. HFS Annual Resident Survey

- Received for information.

### C. HFS Communications Update

- Received for information.

## 6. Other Business

- None.

## 7. In-Camera

### A. HFF Update.

- Notes of the in camera discussion will be circulated In Confidence under a separate cover.

The meeting adjourned at 8:00 p.m.



The next HFS Board of Directors' meeting is scheduled for Tuesday, September 24, 2019 at 6:00 p.m.

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Jose Querubin, Acting Chair

Respectfully Submitted By:  
Kim Mole, Recorder  
On August 27, 2019





## HFS BOARD OF DIRECTORS ACTION ITEM TRACKING

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

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1.	Sept. 24, 2019	Review of the HFS Financial Policies.	HFS Finance & Audit Committee	January 23, 2019; August 27, 2019	<ul style="list-style-type: none"> <li>• Ensure that third-party expenditures are in alignment with the HFS Financial Policies' Purchasing Policy.</li> <li>• Reviewed at Committee meeting; revisions will be again reviewed by the Committee prior to their being presented to the Board for approval.</li> </ul>
2.	Sept. 24, 2019	The portfolio dashboard will be updated to include an additional column to for the building's square footage in preparation of the Committee's review.	HFS Management & HFS Portfolio Committee	September 24, 2019	
3.	Sept. 24, 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	<ul style="list-style-type: none"> <li>• At the January 23, 2019 meeting, it was noted that the issues of partial-terms should be clarified in the bylaws.</li> <li>• 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.</li> <li>• 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.</li> <li>• At the August 27, 2019 meeting, it was reported that the bylaws are currently being reviewed by Jeremy Roach.</li> </ul>



	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
4.	TBD	The business plan for the Shuter renovation is to be prepared by management, together with the management of Haven.	HFS Management	August 27, 2019	<ul style="list-style-type: none"> <li>At time of writing, Haven's Board of Directors' had yet to meet.</li> </ul>
5.	TBD	The Governance & Nominating Committee is currently developing a Risk Management Policy.	HFS Governance & Nominating Committee	August 27, 2019	<ul style="list-style-type: none"> <li>Please see item 6, below.</li> </ul>
6.	TBD	The HFS Portfolio Committee will perform a post-mortem analysis of the purchase and sale of the Lawrence property (lessons learned, as well as recommendations to avoid any similar situation moving forward) which may be used to improve the Risk Management Policy.	HFS Portfolio Committee	August 27, 2019	<ul style="list-style-type: none"> <li>Please see item 5, above.</li> </ul>



To: Homes First Society Board of Directors  
 From: Patricia Mueller, Chief Executive Officer  
 Subject: HFS Chief Executive Officer's Update  
 Date: September 24, 2019

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**Recommendation:**

That this report be received for information.

**Background:**

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

**1. Financial sustainability:**

- Monthly accounts receivable by site as of August 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	830	488	342	1	1			1		1
Brandon	5	5										
Huron	10	10								1		
Jarvis	24	24	8,893		8,893							
Meegwetch	64	64	4,413	800	3,613	1	5					
Northcote	6	6	376		376							
Pleasant Manor	16	15	1,033	837	196					1		
Sheila Miller	22	22	1,964	240	1,724		2					
Shuter	77	75	5,656		5,656	2	2		1	1	2	2
140 Spadina	7	7										
164 Spadina	6	6	214		214							
Strachan	83	83	4,822	1,425	3,397							
Vaughan	29	29	2,345		2,345	1	2				1	
Wales	5	5	130		130							
<b>TOTALS</b>	<b>382</b>	<b>379</b>	<b>30,676</b>	<b>3,790</b>	<b>26,886</b>	<b>5</b>	<b>12</b>			<b>4</b>	<b>3</b>	<b>3</b>

**Account Receivable Notes:**

- The arrears of \$30,676 also include maintenance and other arrears of \$3,790.
- Arrangements for repayment agreements with residents in arrears for the amount of \$9,498 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.*

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

**Priority 2 Calls:**

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

- August:
  - Of the 48 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.*

- August:
  - Of the 187 Priority 3 calls logged, all but 6 were completed within four weeks for a completion rate of 96%. The 6 outstanding calls were a result of staff vacation and are not directly affecting any residents. All were completed during the following week.

**Priority 4 Calls:**

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

- August:
  - Out of 30 preventative maintenance events, all were completed for a 100% completion rate.

### **Unit Rollovers:**

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

### **Pest Control and Hoarding:**

- August:
  - 68 clutter image inspections were completed, resulting in 2 clutter interventions taking place.
  - 68 pest control interventions took place throughout the month.
  - Four units were treated for cockroaches.
  - Nine units were treated for bedbugs and retreated within 14 days for a 100% completion rate.
  - 90 shelter bed bug treatments were completed and were re-sprayed in 14 days for a 100% completion rate.

### **Capital Repairs:**

- The Meegwetch Place community room's A/C spilt gas heating unit's installation has been completed. The building inspector has finished the final inspection and has signed off on the project as completed.
- The second phase of the Meegwetch townhouse stair replacement was completed in August. The City of Toronto's Building Department has completed their final inspection and the City Inspector has signed off and has signed off on the project as completed.

### **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:**

- August:
  - There were a total of 168 active case management files.
  - There were 32 referrals to outside agencies.
  - A total of 33 events/activities were held, including programs, meals programs, and food bank with a total 196 participants.
  - There were 22 eviction prevention interventions (including rent arrears, unit clean up and pest control assistance).
  - 45 stabilization supports were provided (for example, pest control assistance, facilitating mediation between residents).

### **Shelters – Service Delivery:**

- **Kennedy:**
  - August:
    - Kennedy had 123 active case files and staff made 208 referrals to external agencies.
    - Through our Kennedy Shelter Community Engagement and Programming Coordinator, five programs and activities took place, including:
      - 15 women participated in Pet Therapy this month;

- 12 women attended the CNE;
- 22 women attended the presentation and registration session provided by the YWCA;
- 15 women attended a police event on site – “Coffee with the Cops”;
- 55 women attended the annual summer barbeque.
- The ICM Team supported 93 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.
- Nine Housing Stabilization Funds requests were made. The team connected with landlords 44 times. The team also accompanied 17 residents in the community.
- Fifteen women were successfully housed.
- A supporter and friends donated dinner on two separate Sundays; collectively, over 110 women received these meals.
- The Supervisor of Enhanced Services facilitated a shelter tour for 5 MBA students from University of Toronto’s Rotman School of Management; the students’ focus is the City of Toronto’s Poverty Reduction Strategy as part of their course work.
- The Intensive Case Management team helped facilitate the annual summer barbeque which was attended by community partners such as neighborhood Police Officers and the Catholic Women’s League.
- **Savards:**
  - August:
    - Savards had 41 active case files and staff made 70 referrals to external agencies.
    - The Housing Worker referred 11 residents to landlords; seven residents obtained permanent housing.
    - The Recovery Group had an average of 8 residents participating weekly, and covered a variety of topics including “effective communication techniques”.
    - 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 August, another on-site barbeque was held and was attended by 12 residents.
    - Three residents received manicures by a volunteer.
    - Six residents participated in a trip to the movies and were accompanied by staff.
    - The weekly sewing class saw an average of 8 clients participate weekly.
    - Four residents attended the all-site barbeque at Dufferin Park.
- **St. Clair Shelter:**
  - August:
    - In the month of August, the St. Clair shelter saw a total of 152 clients, and completed 105 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 557 referrals to outside community agencies and services.
    - 20 clients secured permanent housing.



- The Intensive Case Manager and Life Skills Worker have assisted 22 clients with physical health needs (for example, referrals for a family doctor, dental appointments, as well as mental health professionals).
- In addition, the Life Skills Worker and Intensive Case Manager assisted 30 of our clients with their finances, such as Ontario Works, ODSP, and taxes.
- The Life Skills Worker assisted clients in obtaining training and employment opportunities, including holding resume assistance workshops and referring 6 clients to an Ontario Works Training Skills Program, and 6 clients for Food Handler's certificate training.
- The Intensive Case Manager assisted 21 clients in accessing Harm Reduction supplies and information through The FIX (Scarborough Harm Reduction Services).
- The Intensive Case Manager has provided assistance to our clients through assisting clients with probation and bail programs, referrals to Legal Aid, and Immigration Legal Services.
- A total of 15 clients were provided with new clothing through referrals made to New Circles GLOW Clothing Bank.
- The Life Skills Worker has assisted a number of our clients obtain identification; including 6 residents obtain a new health card and birth certificate.
- In August, the St. Clair Shelter held a barbeque in Thompson Memorial Park in Scarborough; 30 clients attended and participated in the day's events.
- The Life Skills Worker facilitated a number of programs, workshops, and activities in August, where a total of 147 clients participated. Some of these include cooking and baking workshops, arts and crafts activities, and weekly games nights.
- **Strachan House:**
  - August:
    - Staff made 12 referrals to external agencies, with a total of 83 active case files.
    - 2 new residents signed leases.
    - Assistance with laundry and room cleaning supports were provided to 35 residents.
    - The in-house doctor was on leave for parental leave during the month of August.
    - A total of 4419 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.
    - 3 units were treated for mice; 4 units were treated for cockroaches; 5 units were treated for bed bugs; 6 units were extreme cleaned; 17 notices of entry were distributed, resulting in 5 unit clean-ups.
    - 80 residents received harm reduction support and supplies.
    - A total of 194 people attended social events and programs during the month, including: 14 residents participated in cultural meal lessons; 191 residents attended the three on-site barbeques; 20 residents attended movie night; and 62 residents attended ice cream social.

- **Bathurst-Lakeshore – Single (60 women; 40 men) Shelter:**
  - August:
    - There were 179 active case files and staff made 85 referrals to external agencies.
    - The Intensive Case Management Team supported 101 residents; 27 “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.
    - 3 residents were successfully housed and the team accompanied 21 residents in the community.
    - Through the Community Engagement and Programming Coordinator, 10 programs and activities took place with a total of 192 participants:
      - Yoga, 19; art group 23; walking group, 12; dance group, 15;
      - 69 shelter residents participated in the HEPcure Program (testing for hepatitis and conduct follow-ups).
      - 30 individuals completed the City of Toronto’s Shelter, Support, and Housing Administration surveys for shelter and respite clients (Street Needs Assessment).
      - 15 residents attended overdose prevention training.
      - 3 residents attended a work-readiness workshop.
      - 6 clients successfully recruited for the cleanup crew.
- **Bathurst-Lakeshore – Couples Shelter:**
  - August:
    - There were 156 active case files and staff made 256 referrals to external agencies.
    - Through our Activity and Programming Coordinator five programs and activities took place, with a total of 70 participants, including:
      - Yoga, 4; 5, zumba; painting (art) session, 6.
      - 35 shelter residents participated in the HEPcure Program (testing for hepatitis and conduct follow-ups).
      - 12 individuals completed the City of Toronto’s Shelter, Support, and Housing Administration surveys for shelter and respite clients (Street Needs Assessment).
      - And 6 residents received assistance on the basics of banking.
    - The Intensive Case Management Team supported 88 residents, and 38 “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.
    - Referrals included: Mental health and wellness supports, 12; harm reduction, 8; primary health care, nursing, and medical assistance, 20; income supports including social assistance, banking, and taxes, 40; employment, training, education, 22; immigration and refugee assistance, 14; identification, 26; and legal/justice supports, 16.
    - Our team accompanied 4 residents out into the community.
    - 6 residents were successfully housed and 58 referrals were made to landlords.

### **Additional Programs & Supports:**

- **Assertive Follow-Up Support Services Pilot Project (External Services):**
  - By the end of August, we had three Follow-Up Support Workers supporting 53 clients.
  - 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 5 clients to the community as they graduated the program and are successfully living independently without supports.
  - I am pleased to report that the funding for this program has been extended, therefore the team can continue to provide supports that impact and change clients' lives every day.
- **Addiction and Life-Skills Program (St. Clair and Kennedy Shelters):**
  - In August, the Addiction and Life Skills Worker has seen several clients on a drop-in basis, with one individual 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 each client's input, working on the assumption that the client is the expert when building solutions to addiction issues.
  - Responsive counselling strategies included: relapse prevention techniques, goal-setting, deep-breathing, and relaxation.
  - Beginning in August, the Addiction and Life Skills Worker has partnered with creative writing university students to present a monthly creative writing workshop at the Kennedy and St. Clair Shelters.
- **Harm Reduction in Supportive Housing (Jarvis, Meegwetch, Shuter, and Strachan):**
  - The Harm Reduction Worker and our community partners continue to present innovative weekly workshops based on client need at our four housing sites. Up to 10 participants have attended each workshop in August.
  - Workshops topics have included overdose response, naloxone training, and grief and loss (including an art space for clients to respond expressively).
  - 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, to connect with residents when regular staff is not present. The Harm Reduction Worker and Parkdale Community Health Centre Outreach Worker have begun connecting with substance-using residents in the building in August. To date, a few clients have attended the outreach sessions and have called workers directly to request delivery of harm reduction supplies

#### 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.*
  - August:
    - 2 employees completed their new hire training packages.
    - 10 employees attended shelters training for new staff with the Onboarding Supervisor.
    - 8 employees completed SMIS training.
- *Staff turnover rates (number of resignations, vacancies, and new hires) and absenteeism are monitored to ensure appropriate policies are in place to encourage productivity.*
  - August:
    - Staff turnover: 3.
    - Vacancies: 44.
    - New hires: 4 Weekend Contracts; 4 Intensive Case Management Workers; 1 Personal Support Worker; 1 Cook; 2 Housing Help Workers; 2 Community Shelter Workers; 2 Relief Community Shelter Workers.

Staff Absenteeism – Average Number of Sick Days per Individual			
Employees	August Average	2019 Year-to-date	12 Month Average for 2018
Unionized Employees (78)	0.87	0.86	1.23
Non-Unionized Employees (10)	0.53	0.59	0.46
Management (33)	0.98	0.69	0.36
All Staff (121)	0.87	0.78	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 August, there were five outstanding grievances, of which all are non-monetary; however, there is a possible cost of arbitration.

#### 5. Community Engagement and Volunteer Program:

- The Community Engagement Department began the process for the Wanda’s Arts Awards, an annual bursary to support Homes First’s artists. Twelve residents were nominated by staff, each were interviewed, and their stories shared on the Homes First Facebook page for followers to vote on their favourite artist.
- The Community Engagement Coordinators connected with a group from Noble who are interested in volunteering in the fall.
- On August 15th, the Community Engagement Department hosted the annual All-Site Barbeque at Dufferin Grove Park. Over 30 residents from various sites attended, and there were many new faces from the Bathurst-Lakeshore shelter. Additionally, Kennedy and St. Clair each hosted their own BBQs, and a BBQ was held at Bathurst-Lakeshore with the support of Project Comfort.

- Project Comfort, a volunteer group associated with Bathurst-Lakeshore, held two BBQs where Bathurst-Lakeshore residents were invited to. Feedback heard was that residents had a great time and are appreciative of Project Comfort's support.
- On August 22, another hiking trip was held to Mountsberg Conservation Area. A total of 12 residents participated. A separate monthly hike has been scheduled for Bathurst-Lakeshore residents for September, as many residents were interested in the August hike but were unable to participate as the van can only accommodate 12.
- A student from the Working in the Social Sector Program began to volunteer, and is assisting our staff at Kennedy.
- We on-boarded a volunteer to help organize the donation room and assist the kitchen staff at Strachan house.
- A walking/fitness group began for the residents of our west-end housing locations and is run by a volunteer for 2 hours each week.
- We started a Zumba and Bollywood dance class at the Bathurst-Lakeshore Shelter each week.
- A volunteer is assisting staff every week with the Games Community Meal Night at Shuter.
- The Finance Dept. received a volunteer to assist with payroll duties; the volunteer donates 8-10 hours each month.
- A cooking class began at the Sheila Miller building with the theme of cooking nutritious meals on a budget; plans are in place to hold the class monthly.
- A volunteer has begun a weekly job-readiness program at Bathurst-Lakeshore.

#### **6. Toronto Community Housing Rooming House Project:**

- The most exciting development is that the units that had been vacant for repairs are now being filled; eight new tenants have moved in and are now clients of the Project.
- An outing to Centre Island took place in August with almost 20 tenants taking part in the all-day event.
- 26 referrals were made to outside agencies for support.
- Nine tenants received assistance with their incomes, including help with taxes.
- The Gardening Program at 190 Carlton continues to grow.
- The project is working closely with All Saints Church, Street Health, and Regent Park Community Health Centre to develop a coordinated response to used needles discarded in the community. This would involve clients responding as needed to safely pick up and dispose of needles when notified.

#### **7. 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.*
  - There were no staff injuries in August.



**To:** Homes First Society Board of Directors  
**From:** Patricia Mueller, HFS Chief Executive Officer  
**Subject:** HFS Client Placement Update  
**Date:** September 27, 2019

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**Recommendation:**

That this report be received for information.

**Background:**

My past practice has been to provide an annual report on Homes First's client placement strategy and plan that appropriately matches delivery of housing with identified needs of residents.

**Comments:**

Homes First's client placement strategy was developed after an in-depth review of building features, neighbourhoods, and client needs. Since that time, our strategy has basically represented an evolution in response to changing trends, such as the increased placement of more complex-needs clients at Strachan House.

From time-to-time in the past, the placement strategy has changed in more significant ways. For example, a number of years ago, there was a Board decision for the client placement strategy of the Sheila Miller building to be changed from women who may be fleeing difficult domestic situations to include people, both male and female, who may have mobility issues.

Much of this report remains virtually unchanged from that of past years, as there have been few changes to our client placement strategy. However, this report reflects updated information regarding client placement throughout our portfolio.

**SHELTERS**

All Shelters who receive funding from the City of Toronto are required to accept walk-ins and City referrals. Savards and Strachan House are niche shelters, and as such, have limited vacancies, most of which are filled through referrals. The St. Clair and Kennedy Shelters are basic shelters, typically serving individuals who become homeless and reside at the shelters until stabilized, and are often rehoused.

The City of Toronto has directed that all shelters must accept clients presenting with pets. We have complied with this directive and have provided training to our staff. We have had a few pets, as well as service animals, at all of our shelter sites since implementing our pet policy.

**SAVARDS:**

The population mix at Savards is made up of 30 single adult women with an emphasis on those with histories of long-term homelessness and mental health issues. The residents of Savards are usually women with: extreme mental health issues; concurrent disorders (mental health and addiction issues); moderate developmental delays and addiction issues; moderate developmental delays and mental health issues; and/or undiagnosed/untreated mental health issues.

The primary sources of referrals for Savards are Central Intake (City of Toronto) as well as all other shelters that serve women within Toronto. Savards is very well known and its mandate is well



understood and, for that reason, women presenting to other shelters who are exhibiting mental health issues are often referred to Savards. In addition, we also receive referrals from discharge planners at hospitals, social workers at correctional facilities, as well as support workers from external agencies.

Because of the large number of women with both diagnosed and unrecognized mental health or addiction issues who seem to be in a holding pattern (reached an impasse with current supports) in 2011, we instituted a life skills informed Recovery Support Program. This program helps the women see that, to a large degree, personal recovery on some level is possible and in their hands. Whatever the issue, there are things the individual can do to regain greater autonomy and personal satisfaction. The program incorporates both group and individual components ranging from life skills-style workshops with discussions around problem-solving and decision making to one-on-one work providing referrals and individualized goal setting.

The Recovery Support Program results in noticeable changes in the participants' outlooks. The women look forward to the sessions on an ongoing basis, and as they practice the skills they learn in the Program, they discuss their progress with the group. The women report that they find that this Program has helped them to live more satisfying, hopeful, and contributing lives both at the shelter and beyond.

Our partnership with University Health Network and Toronto Western Hospital ACT Team (Impact) has been highly successful. In 2016, University Health Network began to fund a part-time Intensive Case Management Worker to work out of Savards to ensure continuity of care and mental health support. The Intensive Case Management Worker is an in-house mental health worker who can connect residents with psychiatric assessments, diagnosis, counseling, education, and primary health care.

This partnership results in greatly improving the health and quality of life of the residents, and many individuals who have accessed the Intensive Case Management Worker have been connected to The Toronto Western Hospital ACT team for follow-up support. Additionally, a large percentage of women who have accessed the Intensive Case Management Worker have since been permanently housed, including some who require intensive 24-hour supports who have been successfully housed at Strachan.

#### **ST. CLAIR SHELTER:**

The St. Clair Shelter is an emergency shelter for 90 men and women who may be singles or in couples. Before HFS began managing this shelter, it primarily served temporarily homeless working people and still includes many. HFS has broadened this shelter's mandate to ensure that it is in keeping with Toronto Shelter Standards, specifically, ensuring access for individuals who are lesbian, gay, bisexual, transsexual, and/or who have mental health issues and/or who are refugees.

Many of the St. Clair Shelter's population are employed, or are actively seeking employment. Often, once the St. Clair Shelter's residents have stabilized, they move on. Consequently, the St. Clair Shelter has a higher turnover rate. 2019 saw the addition of an Intensive Case Management Worker to the staff team to develop case plans and coordinate supports for the residents.

The bulk of the referrals for the St. Clair Shelter are from the City of Toronto's Central Intake, and we receive a significant number of walk-ins and self-referrals (people who know present residents, or who have stayed there in the past). In addition, we receive a number of referrals from police, courts, as well as from respite sites across the City of Toronto and in Scarborough.



## **KENNEDY SHELTER:**

The Kennedy Shelter opened in December 2016, as a sixty-bed women's emergency shelter. Within two weeks, the Shelter was at capacity and continues to operate at nearly 100% capacity every day. In late 2017, an additional thirty beds were added to the lower level of Kennedy Shelter and these beds were at capacity within a few days, indicating a great demand and need for a women's-only homeless shelter in the Scarborough area. Most of the women at Kennedy are from the east-end and prefer not to access shelters in the downtown area. Many of the residents at Kennedy Shelter are women who are fleeing domestic violence, abuse, have experienced complex trauma, are coping with addictions issues, and/or have undiagnosed or unrecognized mental health issues. As such, HFS implemented an Intensive Case Management Worker position dedicated to activities and programming which aids the women in their recovery through programs such as pet therapy, gardening, community excursions, and workshops on harm reduction and other life skills.

The majority of referrals come from the City of Toronto's Central Intake, as well as other emergency drop-ins, respites, and City shelters. The partnership with Inner City Health Associates continues, allowing us to provide an on-site doctor once a week to address the physical and mental health concerns of the residents.

As part of our placement strategy, we also have a referral partnership with aboriginal agencies such as Anishnawbe Health to provide shelter beds to homeless aboriginal women in the Scarborough area.

As one of five shelters chosen by the City of Toronto in 2018 to pilot a new service model Kennedy now has a supervised team of Intensive Case Management Workers along with a Community Engagement and Client Program Co-ordinator. This new model provides a structure for housing including focused case management and health service integration, while also helping develop a new client assessment tool – "STARRS" – that will soon be used sector-wide.

## **STRACHAN HOUSE:**

The population mix at Strachan House is adults who have a history of homelessness and are considered "the hardest to house" with severe mental health and/or addiction issues, and who have difficulty securing and maintaining housing and are very street-involved. In the past two years, the "hardest to house" at Strachan is often meaning people with very complex mental health and concurrent addiction issues, and their support needs are vastly greater than in previous years.

As a result of system necessity, Strachan House has undergone an evolution in its placement strategy as it is increasingly looked to by the City of Toronto, CAMH, and all major hospitals within the City, as the only program willing to, and capable of, housing clients with the most extreme complex issues and difficult needs.

Strachan House receives referrals for individuals with extensive histories of homelessness, institutionalization, or street-life that would benefit from a tolerant, congregate living environment. Strachan currently receives the bulk of its referrals from hospital outpatient support teams (i.e. ACT teams), including CAMH, University Health Network, St. Michael's Hospital, etc.

Strachan House continues to provide housing for residents of our other shelter sites who are identified as able to move on to housing, but still require 24-hour, intensive supports.

The partnership with Streets to Homes continues, where a designated unit is allocated to a high-needs client that has difficulty maintaining in the City shelter setting. Many of the individuals who

are referred have physical health, mental health and/or substance use issues. The goal is to engage these clients and get them off the street and into a shelter room where we can begin working with them and connecting them to the supports they need and, eventually, moving them into a permanent unit within Strachan House.

The increased complexity of client issues have resulted in more complex case management involving many branches such as the criminal justice system, Canada Revenue Agency, Ontario Disability Support Program, Ontario Works Program, Residential Tenancy Act, Landlord & Tenant Board, physicians, psychiatrists, and external support agencies.

Because clients' needs have vastly increased, we have developed programs in response. Many Strachan House tenants have complex mental health issues or unresolved trauma which leads to hoarding issues. They also have fewer life skills regarding housekeeping. The development of internal holistic programs and increased internal supports work towards significantly reducing barriers to obtaining and maintaining housing at Strachan House. For example, the Food Program, the Housekeeping, Hoarding, & Pest Control Program, as well as the commercial laundry facilities, and in-house primary health care. Additionally in 2018, we received funding for an in house personal support worker and an Intensive Case Management Worker. The success of these programs has allowed us to remove previously existing barriers resulting in the increased ability to house individuals with the most complex issues in the City.

#### **BATHURST LAKESHORE SHELTER:**

In April of 2019 Homes First opened a 100 bed co-ed shelter, occupying a floor at a building located at 545 Lakeshore Blvd West that was also the site of a 200 bed respite run by Fred Victor. When Fred Victor relocated the following month we took over another floor, adding another 100 beds, this time for couples. Many of the first clients were transferred from the George Street respite run by Homes First (as it closed in the Spring) or stayed behind when Fred Victor moved. The majority of the new referrals are from Central Intake. Most residents have either addiction or mental health issues, along with a sizable number of refugees. Inner City Health Associates provides an on-site doctor once a week to address the physical and mental health concerns of the residents.

The two floors are run as separate entities, with Supervisors and Community Shelter Workers assigned to each program. As well, as part of the City's new Enhanced Services Model, both programs have a team of Intensive Case Management Workers with their own Supervisor. Such as it is at Kennedy, this model provides a structure for housing including focused case management and health service integration. A Community Engagement and Client Program Co-ordinator has also been hired for the entire site, with the goal of building relationships with the surrounding neighbourhood businesses, residents, community centres, etc. in addition to implementing programs - recreational, social, educational, and so on – for our clients.

## HOUSING

All individuals housed by HFS must meet basic eligibility criteria as noted in the HFS Decision Making Matrix:

1. Those who have demonstrated an inability to obtain/maintain housing elsewhere.
2. Must be 18 years or older.
3. Individuals able to live independently or with special supportive programs provided in partnership with Homes First.
4. Must have or be pursuing or be willing to pursue a source of income when moving into housing (i.e., social benefits).
5. Non-predatory.
6. Those with diagnosed/undiagnosed mental illness/addiction issues.
7. Individuals that may be isolated or marginalized or displaced or who have inadequate life skills.

Our general waiting list is made up of referrals from a variety of sources, including:

- Anishnawbe Health Toronto
- Toronto Western Hospital
- St. Joseph Hospital
- CAMH
- Church groups
- City of Toronto
- COTA Health
- Good Neighbours Club
- North Support Services Multi-Disciplinary Access to Care and Housing (MATCH)
- Other shelters
- Regent Park Community Health Centre
- St. Michael's Hospital
- Sojourn House
- Streets to Homes
- Walk-ins (from word of mouth)

There are other agencies that refer individuals to specific housing options, which will be noted on a site-by-site basis.

HFS also has a mechanism for internal transfer which enables us to support residents with changing needs.

The Social Housing Reform Act mandates that our process prioritizes intake and internal transfers for any vacancy as follows: individuals fleeing violence, homelessness, and the over-housed (i.e., one person living in a two-bedroom unit). Of course, placement also takes into consideration site suitability.

## HOUSING OWNED BY HFS

### **BELLEVUE:**

Bellevue has 28 bachelor and one-bedroom units housing single men and women. Residents deal with issues of mental health, physical challenges, and addictions.

Traditionally, Bellevue has been a low-turnover building and we have used it primarily within our internal transfer process for people seeking to move from our shelters and those seeking to move away from shared accommodation.

Our placement strategy is to house people at Bellevue who have some mental health issues whose needs are met by accommodating them in a small, close-knit community.

Bellevue is located in the Kensington Market area, which is an eclectic neighbourhood. The location of Bellevue in Kensington Market continues to provide the opportunity to be involved in the Kensington Solstice Parade. An annual community celebration in December, the parade has music, costumes, performances, and a public parade of lanterns. For the sixth year, residents and staff from several Homes First sites will be creating lanterns, decorating the building, and participating in the parade. Additionally, in the summer, the site plays host to a multi-site barbeque held in the old-fashioned lawn and garden.

#### **HURON:**

Huron has shared accommodation for ten single men with histories of homelessness and dealing with issues of mental health and addictions.

Individuals from our general waiting list are interviewed, and then matched with Huron based on their ability and desire to live in a small-group setting.

#### **MEEGWETCH:**

Meegwetch is a complex consisting of townhouses and an apartment building. 14 families are housed in two-, three-, and four-bedroom townhouses. Fifty single adults and single parent families who have experienced the effects of poverty, addictions, and/or mental/physical health issues are housed in bachelor, one-, and two-bedroom apartments.

##### **Meegwetch Apartment Building:**

Traditionally, Meegwetch has been a low-turnover building and we have used it within our internal transfer process for people seeking to move primarily from Shuter and our shelters; our placement strategy for Meegwetch is to continue to do so in concert with the referrals from the CAMH program.

Through our funded partnership with CAMH, 15 individuals are supported in an integrated approach. These individuals were previously hospitalized in the CAMH Schizophrenia Program.

##### **Meegwetch Townhouses:**

The client placement strategy for the townhouses is contingent on the size of the townhouse.

The two-bedroom townhouses (and occasionally, three-bedroom townhouses) may be used for internal transfers for expanding families or family reunification who previously lived in a one-bedroom unit.

Vacancies within our three- and four-bedroom townhouses are primarily filled from our waiting list which, as described earlier, is filled from referrals from agencies across Toronto, as well as walk-ins. Additionally, the Children's Aid Society refers clients specifically to Meegwetch.

**PLEASANT MANOR:**

Pleasant Manor contains 16 self-contained bachelors and one-bedroom units for single men and women who have had significant histories of homelessness. Many of the residents of Pleasant Manor were previously residents of StreetCity. Individuals at this building deal with various issues such as addiction and/or mental health.

Pleasant Manor has a very low turnover rate, and as noted above, it originally housed people from StreetCity. We have, and will continue to, use Pleasant Manor for internal transfer for people who have an extensive history of living in shelters and/or living on the street.

**SHEILA MILLER:**

The Sheila Miller building is comprised of 22 bachelor and one-bedroom units. When HFS took over the Sheila Miller building, the population that the building was intended to serve was women fleeing domestic abuse. Over time, the nature of the population has changed in that the women currently living there are no longer in crisis and cannot be considered the hardest to house.

Early in 2011, the Board approved making a change to this building's client placement strategy through attrition. This building is well-suited to the needs of other populations which are truly the hardest to house, such as mobility challenged people with other issues (e.g. alcoholism, mental health, behavioural); through attrition, the approved placement strategy for Sheila Miller is to house men or women with such challenges, primarily through our internal waiting list.

**SHUTER:**

Shuter provides shared accommodation for 77 older, single men and women in 17 four- or five-bedroom apartments. Individuals deal with a variety of issues, including addiction, alcoholism, mental health, and aging. The majority are significantly street involved.

Shuter has a partnership with CAMH and Pilot Place for 18 units for individuals previously hospitalized with schizophrenia. This partnership works well for the clients; however, there are some challenges due to the differing measures of success for the partners.

In addition, Shuter has an understanding with Seaton House for 5 units for older, alcoholic males.

Our client placement strategy for Shuter is to continue to receive referrals from agencies that often deal with middle-aged and older clients, such as: Seaton House, hospital discharge planners (most often St. Michael's Hospital), shelters, Streets-to-Homes, Street Haven, and Regent Park Community Health Centre.

The partnership with Inner City Health and St. Elizabeth's has been a great success operating at capacity serving individuals who are living on the streets or in Shelters who require palliative care. The 4-unit transitional program hospice will be expanded to a full 10 unit hospice program.

**VAUGHAN:**

Vaughan contains twenty-nine units, one- and two-bedroom apartments housing single adults, single-parent families, and couples. Some individuals have stabilized and, if other housing were available, would be better served by moving on. In fact, we have been successful with helping many individuals do so.

Vaughan vacancies are mainly filled by internal transfers and COTA Health, although they have also been filled through our waiting list.

Through attrition, Homes First continues to increase the diversity of the residents of this building, yet recognizing that the building is very suitable for small families.

#### **WALES:**

Wales is comprised of five units (one bachelor, three one-bedrooms, and a two-bedroom unit) housing single men and women who are considered victims of torture and are from foreign countries.

HFS client placement strategy for Wales is to continue to accept referrals from the Canadian Centre for Victims of Torture, Amnesty International, and other agencies that assist immigrants from troubled countries.

### **HOUSING MANAGED BY HFS**

#### **BRANDON & NORTHCOTE:**

These sites are two houses with, collectively, eleven individual private rooms with shared kitchens/bathrooms, that houses single males.

As a result of an increase in need for males between 40 and 60 and inadequate funding for these two buildings our placement strategy is to accept older clients who are slightly higher functioning and ideally have other support workers that can work collaboratively with us to maintain housing.

#### **JARVIS:**

Jarvis House provides shared accommodation for 24 middle-aged and older men in six apartments, primarily referred by Seaton House. These individuals are generally not currently street involved, but have lengthy histories of homelessness as well as addictions and/or mental health issues.

#### **SPADINA HOUSES:**

140 Spadina accommodates seven single men, most of whom have addiction issues. 164 Spadina is comprised of six units that currently houses high-functioning single women.

Historically, HFS has always referred to the Spadina Houses (140 and 164 Spadina) as "managed properties", when in fact we rent them from the City of Toronto Facilities and Real Estate Division and receive no property subsidy. Because HFS does not receive any Social Housing or other type of funding for these properties, it is not constrained by any funding requirements, which gives HFS flexibility in long-term planning for housing different/diverse population groups.

In the short- and mid-term, HFS will continue to place individuals at these sites who match the current population.

In the long-term, because of potential for flexibility for these sites, we may consider using these buildings for a different population. For example, early in 2011, these two buildings were considered by Toronto Central LHIN for dry-house/harm-reduction housing models.



## Homes First Marketing and Communications Report

### Twitter (August 2019):

- 9 tweets in total
- 10.5K impressions
- 449 profile visits
- 6 mentions
- 0 new followers

### August

#### Top Tweet earned 718 impressions

Having fun in the sun at our Kennedy shelter during our summer BBQ! Thank you to all the staff and community members who supported this event

[#everyoneneedsahome](#)

[pic.twitter.com/5cG9aH8Eoz](https://pic.twitter.com/5cG9aH8Eoz)



🔄 1 ❤️ 1

#### Top media Tweet earned 495 impressions

Visit our friends at [#ScarboroughToyota](#) to find out how [#REDTAGHQ](#) is helping the community this year! Thanks for sharing in our belief that [#everyoneneedsahome](#) [pic.twitter.com/slKazyix4R](https://pic.twitter.com/slKazyix4R)



🔄 1 ❤️ 2

### Facebook (August 2019):

- 19 posts in total
- 11 new page followers
- 245 page views
- 10,483 reached via posts
- 1,248 post engagements



**Homes First**

Published by Hootsuite [?] · August 20 at 5:00 PM · 🌐

👍 Like Page ⋮

We heard you loud and clear! At our last community meeting, our partners voiced concerns about garbage around Bathurst-Lakeshore. Today, our amazing staff Nikki, along with two residents, went out to tackle the issue. Thank you for caring for our community! #everyoneedshome



🍀 **Get More Likes, Comments and Shares**  
When you boost this post, you'll show it to more people.

**2,726**  
People Reached

**219**  
Engagements

**Boost Post**

👍❤️ Bianca Auciello, Gary Casper Muirhead and 14 others 1 Comment 3 Shares

### Performance for Your Post

**2,726** People Reached

**48** Reactions, Comments & Shares 📊

**39** Like  
15 On Post 24 On Shares

**4** Love  
1 On Post 3 On Shares

**2** Comments  
2 On Post 0 On Shares

**3** Shares  
3 On Post 0 On Shares

**171** Post Clicks

**20** Photo Views 0 Link Clicks 📊 151 Other Clicks 📊

#### NEGATIVE FEEDBACK

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

Reported stats may be delayed from what appears on posts



**Homes First**  
Published by Hootsuite [?] · August 29 at 4:55 PM · 🌐

Our clean-up crew has been out there twice a week, cleaning up the area around Homes First's Bathurst-Lakeshore shelter. For resident volunteer Sherri, this initiative is about giving back to a community that has supported her through tough times #everyoneneedsahome

**Get More Likes, Comments and Shares**  
When you boost this post, you'll show it to more people.

2,110 People Reached      230 Engagements      [Boost Post](#)

👍 Kaggwa Simon Cymon, Eddie Monsoon and 13 others      1 Comment 4 Shares

### Performance for Your Post

2,110 People Reached

41 Reactions, Comments & Shares

34 👍 Like	15 On Post	19 On Shares
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2 ❤️ Love	0 On Post	2 On Shares
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1 Comments	1 On Post	0 On Shares
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4 Shares	4 On Post	0 On Shares
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189 Post Clicks

73 Photo Views	0 Link Clicks	116 Other Clicks
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#### NEGATIVE FEEDBACK

1 Hide Post	0 Hide All Posts
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0 Report as Spam	0 Unlike Page
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Reported stats may be delayed from what appears on posts

### Website (August 2019):

- Unique visitors: 4,934
- Total visits: 11,234
- Pages/Visit: 2.63/visit
- Hits: 134,121



### HFS Policies and Procedures Record

Document Name	Creation and/or Revision Date, or New	Current Step in Process	Schedule for HFS Governance & Nominating Committee Review (if applicable)	Schedule for Board Approval (if applicable)	Required or Requested by	Applies to/for	Distribution
1. HFS Declaration of Non-Discrimination	Not applicable (provided by the City of Toronto)	Completed	Not applicable: mandatory as part of Shelters' and other City funding agreements	Annually (first meeting of the calendar year)	City of Toronto	Entire agency	<ul style="list-style-type: none"> <li>Sent to Agency Review Officer (April 2017)</li> </ul>
2. HFS Health and Safety Policy Statement	Created: Sept. 2007 Revised: Nov. 2016	Completed	2021; every 5 years	Annually (January)	City of Toronto	Entire agency	<ul style="list-style-type: none"> <li>Post on all Health &amp; Safety Boards</li> </ul>
3. HFS Director's Access to Information	Created: June 2006 Revised: Nov. 2016	Completed	2021; every 5 years	2021	Not applicable	Directors, Committee, and Task Team Members	<ul style="list-style-type: none"> <li>Include in all Board orientation packages</li> </ul>
4. HFS Confidentiality Policy	Created: June 24, 2008 Revised: Nov. 2016	Completed	2021; every 5 years	2021	Not applicable	Directors, Committee, and Task Team Members	<ul style="list-style-type: none"> <li>Include in all Board orientation packages</li> </ul>
5. Homes First Social Media Policy and Guidelines	Created: April 14, 2015 Revised: June 28, 2016	Completed	Every 2-3 years by Communications Committee	2019	Not applicable	Entire agency	<ul style="list-style-type: none"> <li>Include in all orientation packages</li> <li>Post on staff website</li> </ul>
6. Homes First Style and Internal Communications Guide	Created: Sept. 11, 2012 Revised: Sept. 27, 2016	Completed	Every 2-3 years by Communications Committee	2019	Not applicable	Entire agency	<ul style="list-style-type: none"> <li>Include in staff orientation packages</li> <li>Post on staff website</li> </ul>



Document Name	Creation and/or Revision Date, or New	Current Step in Process	Schedule for HFS Governance & Nominating Committee Review (if applicable)	Schedule for Board Approval (if applicable)	Requested or Required by	Applies to/for	Distribution
7. HFS Annual Board Member Self-Assessment	Created: March 2016 Revised: March 2018	Completed	Every 5 years	Conducted annually (November)	Not applicable	Directors	<ul style="list-style-type: none"> <li>Board meetings</li> </ul>
8. HFS Semi-Annual Board Meeting Evaluation	Created: March 2016 Revised: March 2018	Completed	Every 5 years	Conducted twice annually (April, November)	Not applicable	Directors	<ul style="list-style-type: none"> <li>Board meetings</li> </ul>
9. HFS Roles & Responsibilities of the Board	Created: June 13, 2017 Revised: Dec. 2017	Completed	2022; every 5 years	2022	Not applicable	Directors	<ul style="list-style-type: none"> <li>Include in all Board orientation packages</li> </ul>
10. HFS Duties & Expectations of Board Chair	Created: June 13, 2017 Revised: Dec. 2017	Completed	2022; every 5 years	2022	Not applicable	Chair	<ul style="list-style-type: none"> <li>Include in all Board orientation packages</li> </ul>
11. HFS Duties & Expectations of a Director	Created: June 13, 2017 Revised: Dec. 2017	Completed	2022; every 5 years	2022	Not applicable	Directors	<ul style="list-style-type: none"> <li>Include in all Board orientation packages</li> </ul>
12. HFS Director Committee and Task Team Member Attendance Policy	Created: June 13, 2017 Revised: Dec. 2017	Completed	2022; every 5 years	2022	Not applicable	Directors	<ul style="list-style-type: none"> <li>Include in all Board orientation packages</li> </ul>
13. HFS Committee Responsibilities	Created: June 13, 2017 Revised: Dec. 2017	Completed	2022; every 5 years	2022	Not applicable	Directors	<ul style="list-style-type: none"> <li>Include in all Board orientation packages</li> </ul>



Document Name	Creation and/or Revision Date, or New	Current Step in Process	Schedule for HFS Governance & Nominating Committee Review (if applicable)	Schedule for Board Approval (if applicable)	Requested by	Applies to/for	Distribution
14. HFS Complaints Policy and Procedure – Community Members	Created: February 2018 Revised: August 2019	Completed	Not applicable	Not applicable	Not applicable	Community Members	<ul style="list-style-type: none"> <li>Post on staff website</li> </ul>
15. HFS Complaints Policy and Procedure – Residents (Housing)	Created: February 2018 Revised: August 2019	Completed	Not applicable	Not applicable	City of Toronto, Housing	Housing	<ul style="list-style-type: none"> <li>Post on staff website</li> </ul>
16. HFS Complaints Policy and Procedure – Non-Union Staff	Created: February 2018 Revised: August 2019	Completed	Not applicable	Not applicable	United Way	Non-Union Staff	<ul style="list-style-type: none"> <li>Post on staff website</li> </ul>
17. HFS Complaints Policy and Procedure – Volunteers	Created: February 2018 Revised: August 2019	Completed	Not applicable	Not applicable	United Way	Volunteers	<ul style="list-style-type: none"> <li>Post on staff website</li> </ul>
18. HFS Shelters Complaints and Appeals Policy and Procedures	Created: Feb. 16, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Shelters	<ul style="list-style-type: none"> <li>Sent to Agency Review Officer (April 2017)</li> <li>Post at Shelters</li> <li>Include in Shelters' Operational binder</li> <li>Post on staff website</li> </ul>
19. HFS Diversity and Inclusion Policy	Created: December 2017	Completed	Every 5 years	2023	Not applicable	Entire agency	<ul style="list-style-type: none"> <li>Include in all orientation packages</li> <li>Post on staff website</li> </ul>
20. HFS Financial Policies	Revised: April 2016	Currently under review	Every 3 years by Finance Committee	Committee review in 2019	All	Entire agency	<ul style="list-style-type: none"> <li>Include in all orientation packages</li> </ul>





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21. HFS Code of Conduct Policy	Created: May 5, 2005 Revised: February 2017	Completed	Every 5 years	2022	City of Toronto, Housing & Shelters	Entire agency	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
22. HFS Shelters Access, Intake, & Assessment Policy	Created: Feb. 24, 2017	Completed	Every 5 years	2022	City of Toronto, Housing & Shelters	Shelters	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
23. HFS Shelters Dietary Restrictions and Accommodation Policy	Created: Feb. 22, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Shelters	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
24. HFS Shelters' Referral Policy	Created: Feb. 22, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Shelters	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>



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25. HFS Shelters Admission Policy	Created: Feb. 24, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Shelters	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
26. HFS Shelters' Service Restrictions, Planned, and Unplanned Discharge Policy	Created: Feb. 16, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Shelters	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
27. HFS LGBTQ2S Clients Policy and Procedures	Created: Feb. 16, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Entire agency	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
28. HFS Shelters Medication Policy	Created: Feb. 16, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Shelters	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>



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29. HFS Health Standards Policy	Created: March 29, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Entire agency	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
30. HFS Shelters Safety Standards Policy	Created: March 29, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Shelters	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
31. HFS Pet Policy (Shelters)	Created: Oct. 26, 2016	Completed	Every 5 years	Not applicable	City of Toronto, Shelters	Shelters	<ul style="list-style-type: none"> <li>• Include in all staff orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
32. HFS Shelters Daytime Access Policy	Created: Feb. 22, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Shelters	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>



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33. HFS Hiring, Training, and Performance Management Policy	Created: Feb. 22, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Entire agency	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• To H.R. Department</li> </ul>
34. HFS Volunteer/Student Placement Policy	Created: Feb. 22, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Entire agency	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• To H.R. Department</li> </ul>
35. HFS Shelters Privacy and Confidentiality of Resident Information Policy and Procedures	Created: Feb. 22, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Shelters	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
36. HFS Shelters Custodial Services Policy	Created: March 29, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Shelters	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>





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37. HFS Shelters Prohibited Items and Weapons Policy	Created: March 29, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Shelters	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
38. HFS Property Management and Capital Planning Policy	Created: March 31, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Entire agency	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all Board orientation packages</li> </ul>
39. HFS Emergency Preparedness and Business Continuity Policy	Created: March 31, 2017	Completed	Every 5 years	2022	City of Toronto, Shelters	Entire agency	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (April 2017)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
40. HFS Good Neighbour Policy	Revised: December 2017	Completed	Every 5 years	2022	City of Toronto Shelters	Entire agency	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (Feb. 2018)</li> <li>• Include in all orientation packages</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>
41. HFS Release of Information Consent Form	Created: Dec. 2016 Revised: August 2017	Completed	Every 5 years	2022	City of Toronto Shelters	Entire agency	<ul style="list-style-type: none"> <li>• Sent to Agency Review Officer (October 2017)</li> <li>• Include in Shelters' Operational binder</li> <li>• Post on staff website</li> </ul>



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42. HFS Accountability Statement	Created: June 13, 2017	Completed	Every 5 years	2022	Not applicable	Directors, Committee, and Task Team Members	<ul style="list-style-type: none"> <li>• Include in all Board orientation packages</li> </ul>
43. HFS Harm Reduction Policy	Created: June 5, 2018 Revised: Jan. 23, 2019	Completed	Every 5 years	2024	Toronto Urban Health Fund	Entire agency	<ul style="list-style-type: none"> <li>• Include in all orientation packages</li> <li>• Post on staff website</li> </ul>
44. HFS In-Camera Policy	Created: December 2018 Approved: August 2019	Completed	Every 5 years	2024	Not applicable	Homes First Society Board of Directors' meetings	<ul style="list-style-type: none"> <li>• Include in all Board Orientation packages.</li> </ul>
45. HFS Rules of Order	Created: May 2019	Completed	Every 5 years	2024	Not applicable	Homes First Society Board of Directors' and Committee meetings	<ul style="list-style-type: none"> <li>• Include in all Board orientation packages</li> </ul>
46. HFS Rent Collection Policy and Procedures (Housing)	Created: June 2015 Approved: June 2019	Completed	Not applicable	Not applicable	City of Toronto, Housing	Housing	<ul style="list-style-type: none"> <li>• Post on staff website</li> <li>• Include in Housing's operational binder</li> </ul>
47. HFS Intake Procedures (Housing)	Created: June 2015 Approved: June 2019	Completed	Not applicable	Not applicable	City of Toronto, Housing	Housing	<ul style="list-style-type: none"> <li>• Post on staff website</li> <li>• Include in Housing's operational binder</li> </ul>
48. HFS Internal Transfer Policy (Housing)	Created: June 2015 Approved: June 2019	Completed	Not applicable	Not applicable	City of Toronto, Housing	Housing	<ul style="list-style-type: none"> <li>• Post on staff website</li> <li>• Include in Housing's operational binder</li> </ul>



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49. HFS Guest Policy and Agreement Form (one for shared accommodation; a second for self-contained units)	Created: June 2015 Approved: June 2019	Completed	Not applicable	Not applicable	City of Toronto, Housing	Housing	<ul style="list-style-type: none"> <li>Post on staff website</li> <li>Include in Housing's operational binder</li> </ul>
50. HFS RGI Policy and Procedures (Housing)	Created: June 2015 Approved: June 2019	Completed	Not applicable	Not applicable	City of Toronto, Housing	Housing	<ul style="list-style-type: none"> <li>Post on staff website</li> <li>Include in Housing's operational binder</li> </ul>
51. Homes First - Gift Acceptance Policy and Procedures	Created: March 17, 2016 (by HFF)	Completed	Not applicable	Not applicable	Not applicable	Homes First Society and Foundation	<ul style="list-style-type: none"> <li>Post on staff website</li> </ul>
52. Homes First - Gift-in-Kind (GIK) Policy and Procedures	Created: March 17, 2016 (by HFF)	Completed	Not applicable	Not applicable	Not applicable	Homes First Society and Foundation	<ul style="list-style-type: none"> <li>Post on staff website</li> </ul>