

## HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING

Tuesday, October 29, 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 September 24, 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 approval</i> i. HFS August 2019 Financials ii. HFS 2020 Operating Budget iii. HFS 2020 Operating Budget Assumptions C. HF Communications Committee Update <i>For information</i> i. Homes First Key Messages & FAQs D. HFS Governance & Nominating Committee Update <i>For approval</i> E. HFS Portfolio Committee Update <i>For approval</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 Board and CEO Decision Making Matrix <i>For approval</i> C. HFS Communications Update <i>For information</i>

<b>6.</b> 7:15 p.m.	<b>Other Business</b> A. Information Sharing
<b>7.</b>	<b>In Camera</b> A. HFS Board September 24, 2019 In-Camera Minutes <i>For approval</i> B. HFF Update <i>For information</i>

**Materials for this agenda:**

- 3.A. - HFS Board September 24, 2019 Minutes
- 4.B. - HFS Finance & Audit Committee Update
- 4.B.i. - HFS August 2019 Financials
- 4.B.ii. - HFS 2020 Operating Budget
- 4.B.iii. - HFS 2020 Operating Budget Assumptions
- 4.C. - HF Communications Committee Update
- 4.C.i. - Homes First Key Messages & FAQs (to follow)
- 4.D. - HFS Governance & Nominating Committee Update
- 4.E. - HFS Portfolio Committee Update
- 4.F. - HFS Board Action Items Table
- 5.A. - HFS CEOs Update
- 5.B. - HFS Board and CEO Decisions Making Matrix
- 5.C. - HFS Marketing & Communications Update

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

- 7.A. - HFS Board September 24, 2019 In-Camera Minutes

<b>HOMES FIRST SOCIETY BOARD MEETING</b> Tuesday, September 24, 2019, 6:00 p.m. 90 Shuter Street, 11th Floor Boardroom
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	Present:	Regrets:
<b>Board Members</b>		
<b>Directors</b>	Jeremy Roach (Chair) Mo Ettehadieh Mervyn Horn Jose Querubin Carla Whillier	Merav Jacobson (on leave) Paulina Salamo Alexis Van Halen
<b>Guest</b>	Peter Soares	
<b>Staff</b>	Patricia Mueller (Chief Executive Officer) Kim Mole (Recorder)	

### 1. Call to Order

- Jeremy Roach, Chair, called the meeting to order at 6:00 p.m.
- Peter Soares was welcomed and all introduced themselves; Peter is a resident of Shuter for approximately a year-and-a-half and has expressed interest in serving as a Resident Representative.

**Action:** To ensure clarity regarding attendance at meetings and the possibility of not reaching quorum, in addition to asking Directors to confirm attendance prior to meetings, Kim Mole will send out an additional email at noon of the day of the meeting to inform the Board if there will be quorum.

### 2. Declaration of Conflict of Interest

- None.

### 3. Confirmation of Minutes

#### A. Confirmation of the Minutes of the Meeting held on August 27, 2019

**MOTION:** That the HFS Board August 27, 2019 Minutes be accepted.

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

### 4. Board Matters for Discussion and Decision

#### A. HFS Executive Committee Update

- Jeremy regretfully informed the Board that Kitty Tsang had informed the Executive Committee that she would be stepping down from the Board; however, Kitty has agreed to continue to serve on the HFS Finance & Audit Committee.
- It was noted that Kitty's resignation brought the current number of Board members down to 8; if Peter Soares chooses to serve on the Board of Directors, we would be short two Resident Representatives and four Community Directors.
- Received for information.

#### **B. HFS Finance & Audit Committee Update**

- The HFS Financial Policies are currently under review.
- The HFS 2020 Operating Budget is scheduled for the next HFS Board of Directors' meeting (October 29th); however, as both Jose and Mervyn will not be in attendance and will be out of the country prior to that meeting.

**Action:** Ade Olubode, HFS Director of Finance, will be asked to prepare a preliminary budget for the HFS Finance & Audit Committee's review prior to Jose and Mervyn's absence.

- Received for information.

#### **C. HF Communications Committee Update**

- Jeremy reported that he had spoken with Shelagh O'Donnell and a meeting will be scheduled prior to the HFS October 29th Board of Directors' meeting.
- Received for information.

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

- Jose Querubin reported that the Committee had not yet met; however, the Committee's membership will now include the addition of Past Secretary Beate Bowron and Past Chair Fran Perkins.
- It was noted that the draft job descriptions for Board recruitment are currently under review.
- Various avenues of recruitment were discussed, including present Committee members, posting on websites such Diversity OnBoard and Volunteer Toronto, and of course word of mouth.
- Mervyn Horn reported that the HFS Governance & Nominating Committee have made a great many revisions to the bylaws, and the bylaws are currently being reviewed by our corporate lawyer.
- It was noted that there has been a significant gap in time since the request was made to remove one item in the bylaws, and it was agreed that the specific item could be brought forward to the next Board meeting.

**Action:** Mervyn Horn will inform Paulina Salamo that the HFS Governance & Nominating Committee's recommendations regarding item 14(d) of the bylaws, "In the event of a tie vote, the Chair shall have a second tie-breaking vote" be brought to the October 29, 2019 HFS Board of Directors' meeting.

- Received for information.

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

- Mervyn Horn reported that all former members of the HFS Shuter Task Force had been invited to serve on the newly formed HFS Portfolio Committee, and the Committee's membership is as follows:
  - Mo Ettehadieh (Co-Chair)
  - Mervyn Horn (Co-Chair)
  - Mariana Balaban
  - Marc Pourvahidi
  - Jose Querubin
  - Jeremy Roach



- Mervyn added he had received the HFS Property Overview from staff; however, the supplementary request for each site's square footage is not yet available.
- The HFS Portfolio Committee meeting date has yet to be set, but planning is underway.

**Action:** Mo Ettehadieh will follow up with Colin Kinnear and Cynthia Goodchild (Johnston & Daniel Real Estate Services) who are providing a high-level evaluation of Society owned properties.

- Received for information.

#### F. HFS Board Action Items Tracking

- The HFS Board Action Items Tracking table, updated subsequent to the August 27, 2019 Board of Directors' meeting, was reviewed and discussed.
- Item 1:
  - The review of the HFS Financial Policies was deferred to the October 29th meeting.
- Item 2:
  - The updating of 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 will be completed prior to the HFS Portfolio Committee's meeting.
- Item 3:
  - As noted during the HFS Governance & Nominating Committee's update, our corporate lawyer is currently reviewing the bylaws.
  - The HFS Governance & Nominating Committee's recommendations regarding item 14(d) of the bylaws, "In the event of a tie vote, the Chair shall have a second tie-breaking vote" be brought to the October 29, 2019 HFS Board of Directors' meeting.
- Item 4:
  - The business plan for the Shuter renovation is to be prepared by management, together with the management of Haven; however, the Haven Board of Directors had yet to have a meeting.
- Item 5:
  - The Governance & Nominating Committee is currently developing a Risk Management Policy.
- Item 6:
  - 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; however, the HFS Portfolio Committee will need to establish where this work would fit into its priorities.
- Received for information.

### 5. HFS Chief Executive Officer's Update

#### A. HFS Chief Executive Officer's Update

- Patricia Mueller briefly reviewed her report.
- Patricia announced that she is now the Chair of the Toronto Shelter Network (TSN). The TSN is comprised of Toronto's shelter providers, working to support emergency shelters across Toronto to more effective in meeting the needs of people experiencing homelessness.



- Homes First Society has again been invited to operate a winter respite on the Canadian National Exhibition grounds; with the building yet to be determined.
- This winter respite would provide approximately 150 to 200 beds.
- In addition, we may be asked to provide an additional 50 more shelter beds to the Bathurst-Lakeshore Shelter this winter.
- Received for information.

**B. HFS Client Placement Update**

- Patricia briefly reviewed her update.
- Received for information.

**C. HFS Communications Update**

- Received for information.

**D. HFS Policies and Procedures Record**

- Received for information.

**6. Other Business**

- None.

**7. In-Camera**

**MOTION:** To move into an In-Camera session.

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

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

**MOTION:** To end the In-Camera session.

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

The meeting adjourned at 7:45 p.m.

The next HFS Board of Directors' meeting is scheduled for Tuesday, October 29, 2019 at 6:00 p.m.

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Jeremy Roach, Chair

Respectfully Submitted By:  
Kim Mole, Recorder  
On September 24, 2019

To: Homes First Society Board of Directors  
From: HFS Finance & Audit Committee  
Subject: HFS Finance & Audit Committee Update  
Date: October 29, 2019

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**Recommendation(s):**

- i. That HFS August 2019 Financial Statements be received.
- ii. That HFS 2020 Operating Budget be approved.

**Meeting date:** October 17, 2019

**Present:** Jose Querubin (Treasurer), Mervyn Horn, Jeremy Roach, Kitty Tsang, Alexis Van Halen, Michelle Wong, Ade Olubode (Director of Finance), Patricia Mueller (Chief Executive Officer)

**FINANCE & AUDIT COMMITTEE UPDATE:**

- The HFS August 2019 Financial Statements were reviewed and approved.
- The HFS 2020 Operating Budget was reviewed, a discrepancy was noticed and the budget revised before bringing before the Board for approval.
- The Committee members were asked to send their recommendations and/or questions relating to the HFS Financial Policies to Ade by August 23rd; and once everyone is satisfied with the revisions, the Policies will be brought to the Board.





HOMES FIRST SOCIETY - FINANCIAL DASHBOARD

BALANCE SHEET		YTD	Audited	\$ Change	% Change	Explanation for changes +/- 5% or significant changes
		31-Aug-19	2018			
<b>ASSETS</b>						
Current:						
Cash and Cash Equivalents		4,198,476	243,941	3,954,535	1621%	This account will fluctuate monthly as funding is received and invoices and payroll are paid.
Accounts Receivable		1,984,978	2,568,969	(1,183,991)	-46%	This consist of City payment for George Street Respite and Sec7/8 HST.
Prepaid Expenses		33,424	144,724	(111,300)	-77%	Balance decreased as payments are expensed.
Total Current Assets		5,616,878	2,957,634	2,659,244	90%	
Property and Equipment		5,915,789	9,244,624	(3,328,835)	-36%	Decreased by principal mortgage payments and sale of 4117 Lawrence.
Assets Under Capital Lease		2,842,295	3,175,512	(333,217)	-10%	Decreased by principal mortgage payments.
Restricted Investments		2,329,290	2,125,979	203,311	10%	Increase due to reserve contribution.
<b>TOTAL ASSETS</b>		<b>16,704,253</b>	<b>17,503,749</b>	<b>(799,496)</b>	<b>-5%</b>	
<b>LIABILITIES</b>						
Accounts Payable and Accrued Liabilities		1,467,568	2,130,472	(662,904)	-31%	This account will fluctuate monthly as invoices are entered and paid.
Deferred Revenue		2,857,181	518,503	2,338,678	451%	Deferred revenues consists of advance funding payments received (SDL, Shelter Allocations, Shelter Program Funding, Donations). This account will be drawn down monthly as revenues are earned.
Total Current Liabilities		4,324,749	2,648,975	1,675,774	63%	
Deferred Contributions Related to Property & Equipment		532,744	656,357	(123,613)	-19%	Decreased by deferred amortization contributions.
Restricted Contribution		116,757	116,757	0	0%	
Mortgages Payable		7,942,450	10,974,759	(3,032,309)	-28%	Decreased by principal mortgage payments and sale of 4117 Lawrence.
<b>TOTAL LIABILITIES</b>		<b>12,916,700</b>	<b>14,396,848</b>	<b>(1,480,148)</b>	<b>-10%</b>	
<b>NET ASSETS</b>						
Externally Restricted Reserves		2,046,879	1,764,621	282,258	16%	Increase due to reserves contributions.
Internally Restricted Reserves		244,601	244,601	0	0%	
Unrestricted Net Assets		1,496,073	1,097,679	398,395	36%	Year-to-date surplus.
Total Net Assets		3,787,553	3,106,901	680,653	2%	
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>16,704,253</b>	<b>17,503,749</b>	<b>(799,496)</b>	<b>-5%</b>	
<b>INCOME STATEMENT</b>						
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Explanation for changes +/- 5% or significant changes</b>
Government Funding:		13,923,516	12,297,552	1,625,964	13%	Queen Elizabeth Respite extended till April and George Street Respite extended till June: wasn't anticipated in the budget.
Province of Ontario		335,478	235,480	99,998	42%	Received \$100K LHM funding for a health program in George Street and Queen Elizabeth Respite.
<b>Total Government Funding</b>		<b>14,258,994</b>	<b>12,533,032</b>	<b>1,725,962</b>	<b>14%</b>	
Revenues from Operations		973,347	895,296	78,051	9%	
Donation Revenues:		12,336	14,000	(1,664)	-12%	Awaiting payment from HFF.
Unrestricted Donations		-	-	-	0%	
Donations - Other		12,964	52,000	(39,036)	-75%	No donations have been received from the Foundation.
<b>Total Donation Revenues</b>		<b>25,300</b>	<b>66,000</b>	<b>(40,700)</b>	<b>-62%</b>	
Other Revenues:		133,810	133,788	22	0%	
Management Fees		77,393	77,393	0	0%	
Program Funding		289,403	190,949	98,454	52%	Increase due to deferred 2018 SASP funding and Dixon Hall payment.
Deferred Amortization Contributions		123,613	123,613	0	0%	
<b>Total Other Revenues</b>		<b>624,219</b>	<b>525,743</b>	<b>98,476</b>	<b>19%</b>	
<b>TOTAL REVENUES</b>		<b>15,887,860</b>	<b>14,020,070</b>	<b>1,867,790</b>	<b>13%</b>	
Property Management Expenses:		552,077	899,738	(76,661)	-33%	Combination of timing issue and lower consumption.
General Repairs and Maintenance		1,542,319	890,116	652,203	73%	Increase due to extension of George Street Respite, Queen Elizabeth Respite, and start-up cost for Lakeshore.
Building and Equipment		1,062,488	741,563	320,925	43%	Increase due to extension of George Street Respite, Queen Elizabeth Respite, and start-up cost for Lakeshore.
Mechanical		243,366	299,328	(55,962)	-19%	Timing issue
Security, Health & Safety		214,231	161,922	52,309	32%	Increase due to extension of George Street Respite, Queen Elizabeth Respite, and start-up cost for Lakeshore.
Mortgage & Rent Expense		1,109,855	1,097,057	12,798	1%	Credit rec'd for property tax on sale of 4117 Lawrence.
Municipal Taxes		213,667	246,027	(32,360)	-13%	Refund in premium due to George Street Respite closing in April.
Insurance		85,991	93,495	(7,504)	-8%	
Reserve Allocations		122,359	120,295	2,064	2%	
Amortization of Capital Assets		122,243	123,613	(1,370)	-1%	
Bad Debts		21,909	11,967	9,942	83%	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.
<b>Total Property Management Expenses</b>		<b>5,291,505</b>	<b>4,615,120</b>	<b>676,385</b>	<b>15%</b>	Actual amount of bad debt for tenants being served NMs and taken to tribunal is \$5757.
Tenant Support Expenses:		6,295,346	6,745,132	(449,786)	-7%	Due to gapting in some program areas.
Tenant Services		1,925,319	1,077,870	847,449	79%	Increase due to extension of George Street Respite and start-up cost for Lakeshore.
Office Administration		625,686	160,687	464,999	289%	Increase due to extension of George Street Respite, start-up cost for Lakeshore and 4117 Lawrence loan breakage cost.
<b>Total Tenant Support Expenses</b>		<b>8,846,351</b>	<b>7,983,689</b>	<b>862,662</b>	<b>11%</b>	
Expense Allocations:		1,047,284	1,054,446	(7,162)	-1%	
Property Management Expense Allocation		298,285	334,795	(36,510)	-11%	
<b>Total Expense Allocations</b>		<b>1,345,569</b>	<b>1,389,242</b>	<b>(43,673)</b>	<b>-3%</b>	Timing issue.
<b>TOTAL EXPENSES</b>		<b>15,483,425</b>	<b>13,988,050</b>	<b>1,495,375</b>	<b>11%</b>	
<b>NET SURPLUS/(LOSS)</b>		<b>398,435</b>	<b>32,020</b>	<b>366,415</b>	<b>1144%</b>	



HFS Segmented Statement of Operations - Actuals  
for Month Ending August 31, 2019

	SHELTERS						INITIATIVES				SEC95	MGD	SDL	TOTAL
	Savards	Strachan	St Clair	Kennedy	BLT	George	OE	FUSS	CAMH	SEC78 Social Housing Units				
Units/Beds	30	88	90	90	200	105	180	0	15	174	77	48	275	
REVENUE														
Government Funding:														
City of Toronto	500,081	1,059,125	1,171,947	1,855,622	2,343,852	1,425,004	2,531,770	131,686	-	2,046,334	289,616	-	568,480	13,923,516
Province of Ontario	235,478	-	-	-	-	70,000	30,000	-	-	-	-	-	-	335,478
<b>Total Government Funding</b>	<b>735,559</b>	<b>1,059,125</b>	<b>1,171,947</b>	<b>1,855,622</b>	<b>2,343,852</b>	<b>1,495,004</b>	<b>2,561,770</b>	<b>131,686</b>	<b>-</b>	<b>2,046,334</b>	<b>289,616</b>	<b>-</b>	<b>568,480</b>	<b>14,258,994</b>
Revenue from Operations	-	296,625	1,516	-	-	-	-	-	-	456,717	174,100	44,389	-	973,347
Donation Revenues:														
Restricted Donations	-	397	12,708	25	-	-	-	-	-	-	-	-	-	12,336
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations - Other	-	-	12,218	746	-	-	-	-	-	-	-	-	-	12,964
<b>Total Donation Revenues</b>	<b>-</b>	<b>397</b>	<b>24,925</b>	<b>771</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,300</b>
Other Revenues:														
United Way Funding	54,231	54,624	24,956	-	-	-	-	-	-	-	-	-	-	133,810
Management Fees	-	-	-	-	-	-	-	-	-	-	-	77,393	-	77,393
Program Funding	-	4,000	13,813	-	-	-	-	-	174,792	-	-	-	96,798	289,403
Deferred Amortization Contributions	13,064	110,549	-	-	-	-	-	-	-	-	-	-	-	123,613
<b>Total Other Revenues</b>	<b>67,295</b>	<b>169,173</b>	<b>38,768</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>174,792</b>	<b>-</b>	<b>-</b>	<b>77,393</b>	<b>96,798</b>	<b>624,219</b>
<b>TOTAL REVENUE</b>	<b>802,458</b>	<b>1,524,923</b>	<b>1,237,157</b>	<b>1,856,394</b>	<b>2,343,852</b>	<b>1,495,004</b>	<b>2,561,770</b>	<b>131,686</b>	<b>174,792</b>	<b>2,503,050</b>	<b>463,716</b>	<b>121,781</b>	<b>665,278</b>	<b>15,881,860</b>
EXPENSES														
Property Management Expenses:														
Utilities	15,563	93,325	59,353	83,315	-	-	-	-	-	194,113	95,292	12,118	-	553,077
General Repairs and Maintenance	45,421	136,296	82,232	170,059	430,998	202,248	279,193	-	-	123,747	47,196	24,932	-	1,542,319
Building and Equipment	44,704	310,388	24,427	69,886	85,442	5,480	2,000	-	-	482,382	29,336	8,443	-	1,062,488
Mechanical	7,323	68,328	32,517	42,202	7,343	-	-	-	-	47,717	24,333	13,604	-	243,366
Security, Health & Safety	13,700	37,664	7,627	6,280	41,444	7,280	1,460	-	-	63,577	32,837	2,361	-	214,231
Mortgage & Rent Expense	-	2	171,423	20,425	2	-	2	-	-	779,499	136,944	1,558	-	1,109,855
Municipal Taxes	-	-	21,097	-	-	-	-	-	-	192,543	26	-	-	213,667
Insurance	2,480	11,295	4,476	6,522	1,702	8,552	2,699	-	-	30,569	11,698	5,997	-	85,991
Reserve Allocations	-	14,400	-	-	-	-	-	-	-	92,959	15,000	-	-	122,359
Amortization of Capital Assets	13,064	110,549	1,371	-	-	-	-	-	-	-	-	-	-	122,243
Bad Debts	-	1,514	-	-	-	-	-	-	-	17,305	3,090	-	-	21,909
<b>Total Property Management Expenses</b>	<b>142,256</b>	<b>783,762</b>	<b>401,781</b>	<b>398,689</b>	<b>566,931</b>	<b>223,560</b>	<b>285,354</b>	<b>-</b>	<b>-</b>	<b>2,024,410</b>	<b>395,751</b>	<b>69,012</b>	<b>-</b>	<b>5,291,505</b>
Tenant Support Expenses:														
Salaries and Benefits	471,016	610,479	639,450	1,030,690	910,745	704,447	1,117,255	81,358	147,112	-	941	34,370	547,483	6,295,346
Tenant Services	46,231	57,149	83,814	137,139	584,664	368,554	627,397	915	-	5,623	2,207	224	11,402	1,925,319
Office Administration	11,975	19,843	157,998	43,487	58,513	18,588	246,652	2,675	24	18,303	10,706	3,582	33,340	625,686
<b>Total Tenant Support Expenses</b>	<b>529,222</b>	<b>687,471</b>	<b>881,263</b>	<b>1,211,315</b>	<b>1,553,922</b>	<b>1,091,588</b>	<b>1,991,305</b>	<b>84,948</b>	<b>147,136</b>	<b>23,925</b>	<b>13,855</b>	<b>38,176</b>	<b>592,225</b>	<b>8,846,351</b>
Expense Allocations:														
Central Admin Expense Allocation	49,455	39,093	31,274	105,802	170,811	138,691	221,966	20,946	9,236	216,493	20,946	11,229	11,343	1,047,284
Property Management Expense Allocation	13,602	11,020	8,816	31,037	52,188	41,062	56,608	5,966	2,207	63,445	5,966	3,150	3,219	298,285
<b>Total Expense Allocations</b>	<b>63,057</b>	<b>50,113</b>	<b>40,090</b>	<b>136,839</b>	<b>222,998</b>	<b>179,753</b>	<b>278,575</b>	<b>26,911</b>	<b>11,444</b>	<b>279,938</b>	<b>26,911</b>	<b>14,379</b>	<b>14,562</b>	<b>1,345,569</b>
<b>TOTAL EXPENSES</b>	<b>734,534</b>	<b>1,521,346</b>	<b>1,323,134</b>	<b>1,746,843</b>	<b>2,343,851</b>	<b>1,494,901</b>	<b>2,555,233</b>	<b>111,859</b>	<b>158,579</b>	<b>2,328,273</b>	<b>436,517</b>	<b>121,567</b>	<b>606,787</b>	<b>15,483,425</b>
NET SURPLUS/(LOSS)	67,923	3,577	85,977	109,551	-	103	6,537	19,827	16,213	174,777	27,199	214	58,491	398,435



HFS Segmented Statement of Operations - Budget  
For Month Ending August 31, 2019

	SHELTERS					INITIATIVES				SEC95	MGD	SDI	TOTAL
	Savards	Strachan	St Clair	Kennedy	BLT	George St	OE	FUSS	CAMH				
Units/Beds	30	88	90	90	200	105	180	0	15	174	77	48	275
REVENUE													
Government Funding:													
City of Toronto	543,673	964,222	1,545,519	1,858,187	3,096,978	963,717	282,191	131,686	-	2,009,994	312,760	-	588,625
Province of Ontario	235,480	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Government Funding</b>	<b>779,153</b>	<b>964,222</b>	<b>1,545,519</b>	<b>1,858,187</b>	<b>3,096,978</b>	<b>963,717</b>	<b>282,191</b>	<b>131,686</b>	<b>-</b>	<b>2,009,994</b>	<b>312,760</b>	<b>-</b>	<b>588,625</b>
Revenue from Operations	-	292,343	-	-	-	-	-	-	-	383,853	173,237	45,863	-
Donation Revenues:													
Restricted Donations	10,667	-	-	-	-	-	-	-	-	-	-	-	3,333
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations - Other	13,333	17,333	7,557	-	-	-	-	-	-	-	-	3,777	10,000
<b>Total Donation Revenues</b>	<b>24,000</b>	<b>17,333</b>	<b>7,557</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,777</b>	<b>13,333</b>
Other Revenues:													
United Way Funding	39,929	53,929	39,929	-	-	-	-	-	-	-	-	-	-
Management Fees	-	-	-	-	-	-	-	-	-	-	-	-	-
Program Funding	-	-	4,750	-	-	-	-	-	171,799	-	-	-	-
Deferred Amortization Contributions	13,064	110,549	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Revenues</b>	<b>52,993</b>	<b>164,479</b>	<b>44,679</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>171,799</b>	<b>-</b>	<b>-</b>	<b>77,393</b>	<b>14,400</b>
<b>TOTAL REVENUE</b>	<b>856,147</b>	<b>1,438,377</b>	<b>1,597,755</b>	<b>1,858,187</b>	<b>3,096,978</b>	<b>963,717</b>	<b>282,191</b>	<b>131,686</b>	<b>171,799</b>	<b>2,393,847</b>	<b>485,997</b>	<b>127,032</b>	<b>616,359</b>
EXPENSES													
Property Management Expenses:													
Utilities	24,853	91,390	75,356	88,980	148,300	54,787	4,491	-	-	269,621	121,147	10,090	-
General Repairs and Maintenance	43,793	121,387	41,910	139,067	293,811	15,000	3,000	-	-	142,147	31,843	16,881	-
Building and Equipment	14,333	62,757	60,727	34,730	57,883	15,000	3,000	-	-	420,400	57,733	15,000	-
Mechanical	11,000	46,217	13,333	56,741	94,565	3,500	-	-	-	51,255	20,550	5,667	-
Security, Health & Safety	12,673	21,454	14,603	13,527	22,544	3,500	-	-	-	50,297	18,407	4,917	-
Mortgage & Rent Expense	-	2	158,145	19,957	-	-	-	-	-	779,165	137,154	2,633	-
Municipal Taxes	-	-	50,888	-	-	-	-	-	-	195,139	-	-	-
Insurance	2,387	10,707	12,138	6,640	11,067	4,000	1,000	-	-	28,867	11,040	5,650	-
Reserve Allocations	-	14,400	-	-	-	-	-	-	-	90,895	15,000	-	-
Amortization of Capital Assets	13,064	110,549	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	1,667	-	-	-	-	-	-	-	6,300	3,333	667	-
<b>Total Property Management Expenses</b>	<b>122,104</b>	<b>480,529</b>	<b>427,100</b>	<b>359,641</b>	<b>628,171</b>	<b>77,287</b>	<b>8,491</b>	<b>-</b>	<b>-</b>	<b>2,034,085</b>	<b>416,207</b>	<b>61,504</b>	<b>-</b>
Tenant Support Expenses:													
Salaries and Benefits	526,455	682,153	901,337	1,214,546	1,923,168	469,550	216,900	112,323	152,229	-	-	43,144	503,326
Tenant Services	49,272	75,793	124,758	132,514	315,000	310,850	56,300	1,133	667	-	-	2,300	9,283
Office Administration	14,510	19,257	23,437	24,500	40,833	8,674	500	5,005	1,505	-	-	2,167	20,300
<b>Total Tenant Support Expenses</b>	<b>590,237</b>	<b>777,203</b>	<b>1,049,532</b>	<b>1,371,560</b>	<b>2,279,002</b>	<b>789,074</b>	<b>273,700</b>	<b>118,461</b>	<b>154,401</b>	<b>-</b>	<b>-</b>	<b>47,611</b>	<b>532,909</b>
Expense Allocations:													
Central Admin Expense Allocation	109,074	133,702	80,574	95,000	143,964	73,827	10,030	3,195	4,202	265,823	52,777	13,196	63,283
Property Management Expense Allocation	34,732	42,575	24,647	30,252	45,842	23,529	3,195	3,950	4,202	84,647	16,806	4,202	20,166
<b>Total Expense Allocations</b>	<b>143,806</b>	<b>176,277</b>	<b>105,221</b>	<b>125,252</b>	<b>189,806</b>	<b>97,356</b>	<b>-</b>	<b>13,225</b>	<b>17,398</b>	<b>350,470</b>	<b>69,583</b>	<b>17,398</b>	<b>83,449</b>
<b>TOTAL EXPENSES</b>	<b>856,147</b>	<b>1,434,009</b>	<b>1,581,854</b>	<b>1,856,453</b>	<b>3,096,978</b>	<b>963,717</b>	<b>282,191</b>	<b>131,686</b>	<b>171,799</b>	<b>2,384,555</b>	<b>485,791</b>	<b>126,513</b>	<b>616,358</b>
<b>NET SURPLUS/(LOSS)</b>	<b>-</b>	<b>4,368</b>	<b>15,901</b>	<b>1,733</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,292</b>	<b>206</b>	<b>519</b>	<b>1</b>
													<b>32,020</b>



HFS Statement of Operations  
for Month Ended August 31, 2019

	CURRENT MONTH			YEAR-TO-DATE			2019 BUDGET	
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	BUDGET	% OF BUDGET USED
REVENUE								
Government Funding:								
City of Toronto	1,710,305	3,245,272	(1,534,967)	13,923,516	12,297,552	1,625,964	19,031,847	73.2%
Province of Ontario	58,868	58,870	(2)	335,478	235,480	99,998	353,220	95.0%
<b>Total Government Funding</b>	<b>1,769,173</b>	<b>3,304,142</b>	<b>(1,534,969)</b>	<b>14,258,994</b>	<b>12,533,032</b>	<b>1,725,962</b>	<b>19,385,067</b>	<b>73.6%</b>
Revenue from Operations	173,952	223,824	(49,872)	973,347	895,296	78,051	1,342,944	72.5%
Donation Revenues:								
Restricted Donations	108	3,500	(3,392)	12,336	14,000	(1,664)	21,000	58.7%
Unrestricted Donations	-	-	-	-	-	-	-	0.0%
Donations - Other	(3,000)	13,000	(16,000)	12,964	52,000	(39,036)	78,000	16.6%
<b>Total Donation Revenues</b>	<b>(2,891)</b>	<b>16,500</b>	<b>(19,391)</b>	<b>25,300</b>	<b>66,000</b>	<b>(40,700)</b>	<b>99,000</b>	<b>25.6%</b>
Other Revenues:								
United Way Funding	31,769	33,447	(1,678)	133,810	133,788	22	200,682	66.7%
Management Fees	19,349	19,349	-	77,393	77,393	0	116,089	66.7%
Program Funding	44,500	47,738	(3,238)	289,403	190,949	98,454	286,423	101.0%
Deferred Amortization Contributions	30,903	30,903	-	123,613	123,613	(0)	185,420	66.7%
<b>Total Other Revenues</b>	<b>126,521</b>	<b>131,436</b>	<b>(4,915)</b>	<b>624,219</b>	<b>525,743</b>	<b>98,476</b>	<b>788,614</b>	<b>79.2%</b>
<b>TOTAL REVENUE</b>	<b>2,066,754</b>	<b>3,675,901</b>	<b>(1,609,147)</b>	<b>15,881,860</b>	<b>14,020,070</b>	<b>1,861,790</b>	<b>21,615,625</b>	<b>73.5%</b>
EXPENSES								
Property Management Expenses:								
Utilities	127,965	237,725	(109,760)	553,077	829,738	(276,661)	1,305,186	42.4%
General Repairs and Maintenance	401,784	253,929	147,855	1,542,319	890,116	652,203	1,429,404	107.9%
Building and Equipment	82,314	120,765	(38,451)	1,062,488	741,563	320,925	1,226,846	86.6%
Mechanical	110,845	89,017	21,828	243,366	299,328	(55,962)	477,361	51.0%
Security, Health & Safety	77,967	42,987	34,980	214,231	161,922	52,309	247,896	86.4%
Mortgage & Rent Expense	264,636	274,264	(9,628)	1,109,855	1,097,057	12,798	1,645,584	67.4%
Municipal Taxes	48,497	68,476	(19,979)	213,667	246,027	(32,360)	382,979	55.8%
Insurance	22,361	25,749	(3,388)	85,991	93,495	(7,504)	144,993	59.3%
Reserve Allocations	30,590	30,074	516	122,359	120,295	2,064	180,443	67.8%
Amortization of Capital Assets	29,533	30,903	(1,370)	122,243	123,613	(1,370)	185,420	65.9%
Bad Debts	(29,887)	2,992	(32,879)	21,909	11,967	9,942	17,950	122.1%
<b>Total Property Management Expenses</b>	<b>1,166,606</b>	<b>1,176,880</b>	<b>(10,274)</b>	<b>5,291,505</b>	<b>4,615,120</b>	<b>676,385</b>	<b>7,244,062</b>	<b>73.0%</b>
Tenant Support Expenses:								
Salaries and Benefits	1,482,705	1,864,946	(382,241)	6,295,346	6,745,132	(449,786)	10,475,022	60.1%
Tenant Services	402,282	226,180	176,102	1,925,319	1,077,870	847,449	1,530,230	125.8%
Office Administration	197,605	44,003	153,602	625,686	160,687	464,999	248,694	251.6%
<b>Total Tenant Support Expenses</b>	<b>2,082,592</b>	<b>2,135,129</b>	<b>(52,537)</b>	<b>8,846,351</b>	<b>7,983,689</b>	<b>862,662</b>	<b>12,253,946</b>	<b>72.2%</b>
Expense Allocations:								
Central Admin Expense Allocation	265,431	274,374	(8,943)	1,047,284	1,054,446	(7,162)	1,603,195	65.3%
Property Management Expense Allocation	77,881	84,693	(6,812)	298,285	334,795	(36,510)	504,181	59.2%
<b>Total Expense Allocations</b>	<b>343,312</b>	<b>359,068</b>	<b>(15,756)</b>	<b>1,345,569</b>	<b>1,389,242</b>	<b>(43,673)</b>	<b>2,107,376</b>	<b>63.9%</b>
<b>TOTAL EXPENSES</b>	<b>3,592,510</b>	<b>3,671,075</b>	<b>(78,565)</b>	<b>15,483,425</b>	<b>13,988,050</b>	<b>1,495,375</b>	<b>21,605,384</b>	<b>71.7%</b>
<b>NET SURPLUS/(LOSS)</b>	<b>(1,525,756)</b>	<b>4,826</b>	<b>(1,530,582)</b>	<b>398,435</b>	<b>32,020</b>	<b>366,415</b>	<b>10,241</b>	<b>3890.6%</b>





**Homes First Society**  
**Statement of Financial Position**  
as of August 31, 2019

	YTD 31-Aug-19	<i>Audited</i> 2018	Net Change
<b>ASSETS</b>			
Current:			
Cash and cash equivalents	4,198,476	243,941	3,954,535
Accounts Receivable	1,384,978	2,568,969	-1,183,991
Prepaid Expenses	33,424	144,724	-111,300
<b>Total Current Assets</b>	<b>5,616,878</b>	<b>2,957,634</b>	<b>2,659,244</b>
Property and Equipment	5,915,789	9,244,624	-3,328,835
Assets under capital lease	2,842,295	3,175,512	-333,217
Restricted Investments	2,329,290	2,125,979	203,311
<b>TOTAL ASSETS</b>	<b>16,704,253</b>	<b>17,503,749</b>	<b>-799,496</b>
<b>LIABILITIES</b>			
Accounts Payable and accrued liabilities	1,467,568	2,130,472	-662,904
Deferred Revenue	2,857,181	518,503	2,338,678
<b>Total Current Liabilities</b>	<b>4,324,749</b>	<b>2,648,975</b>	<b>1,675,774</b>
Deferred contributions related to property & equipment	532,744	656,357	-123,613
Restricted Contribution	116,757	116,757	0
Mortgages payable	7,942,450	10,974,759	-3,032,309
<b>Total Liabilities</b>	<b>12,916,700</b>	<b>14,396,848</b>	<b>-1,480,148</b>
<b>NET ASSETS</b>			
Externally Restricted Reserves	2,046,879	1,764,621	282,258
Internally Restricted Reserves	244,601	244,601	0
Unrestricted Net Assets	1,496,073	1,097,679	398,395
<b>Total Net Assets</b>	<b>3,787,553</b>	<b>3,106,901</b>	<b>680,653</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>16,704,253</b>	<b>17,503,749</b>	<b>-799,496</b>



## Balance Sheet

### Assets

Current:	
Cash and cash equivalents	4,198,476
Bank Accts	787,863
Petty Cash	20,010
Guaranteed Investment certificates	3,512,962
Owing to/(from) operations	-122,359
Accounts Receivable	1,384,978
Government funding	783,092
HST	602,533
Rent, net allowance	7,295
Management fee	-7,942
Prepaid Expenses	33,424
<b>Total Current Assets</b>	<b>5,616,878</b>
Property and Equipment	5,915,789
Assets under capital lease	2,842,295
Restricted Investments:	2,329,290
Bond Funds	1,139,349
Equity Funds	378,672
Gen Op GIC	244,602
Strachan Reserve GIC	316,775
TREB Funds GIC	116,757
Scarborough GIC	55,359
Owing to/(from) restricted investments	77,777
<b>TOTAL ASSETS</b>	<b>16,704,253</b>

### Liabilities

Accounts Payable and accrued liabilities	1,467,568
Accounts payable and accrued liabilities	1,441,249
Provision for repayment of subsidies	0
Accrued mortgage interest	26,320
Deferred Revenue	2,857,181
SCPI BCA Repairs	0
Miscellaneous	2,857,181
Total Current Liabilities	4,324,749
Deferred contributions related to property & equipment	532,744
Restricted Contribution	116,757
Mortgages payable	7,942,450
<b>TOTAL LIABILITIES</b>	<b>12,916,700</b>

### Net Assets

Externally Restricted net assets	2,046,879
Internally Restricted net assets	244,601
Unrestricted Net Assets	1,097,678
<b>TOTAL NET ASSETS</b>	<b>3,389,158</b>
<b>CURRENT YEAR SURPLUS</b>	<b>398,395</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>16,704,253</b>







### HFS 2020 Budget Assumptions

The first step in developing the 2020 budget is forecasting changes in the current year. The forecasted 2020 is an estimate based on year-to-date September 2019 actual plus anticipated revenue and expense adjustments. Here are some examples of assumptions and adjustments that are reflected in the forecasted 2020 figures:

(a) Shelter allocation revenues will be based on year-to-date January to September figures. We are not anticipating any additional increases so it should be identical to the 2019 shelter allocation.

(b) HFS was chosen by the City to manage a respite site for the winter months, serving 200 clients. For 2020 we anticipate this site will operate until April 2020 with revenue of \$2.2 million to operate the site; this was based on the 2019 amount we received from the QE respite last winter.

(c) In addition to the new respite site, the city has asked us to operate a 50 bed respite service on the third floor of Lakeshore. This will also operate until April 2020 and we are forecasting additional revenue of \$1.044m based on the 2019 amount we received from the QE respite last winter.

(d) There would be a conclusion of two funding streams as we haven't been notified it would be renewed. The programs are as follows;

- Toronto Urban Health Funding (TUHF) – for the harm reduction project is due to end on June 30<sup>th</sup> 2020
- Scarborough Addition Service Partnership (SASP) is due to end on March 31<sup>st</sup> 2020

(e) A proposal for additional operating funding for the Strachan House site has been submitted to the city for approximately \$400k. This will help us address the gaps in our current funding model and we anticipate this will be accepted and commence in April 2020.

#### Revenues

1. Government funding revenues for 2020 are based on approved funding applications from 2019. Government funding includes Ministry of Health Savard's funding, Shelter Allocation funding, Section 78 funding at the Housing sites, Rent Supplement for Shelter, Housing Help funding at the Shelters, Meal Club, and Hoarding & Bedbug funding at Strachan, Follow-Up Supports Services Funding, and Supports for Daily Living funding and Toronto Urban Health funding at the housing sites.
2. Revenue from Operations is estimated based on 2019 rent projections. These revenues include rent-gear-to-income rent plus other non-rental revenues.
3. A number of donation revenues we received last year has not been allocated to the budgets as we wait to receive further notifications on the Foundation.
4. All other revenues will remain consistent with 2019 revenues.

### Property Management Expenses

1. We anticipate utility expenses to remain constant with some slightly lower consumption on the hydro compared to the 2019 budget.
2. Maintenance expenses were collaboratively estimated with the Property Manager estimates for 2020.
3. Mortgages are based on mortgage amortization schedules. Rent expense is as per leases.
4. Insurance expenses for all programs were increased by 2% of the insurance premium for November 1, 2018 to November 1, 2019. For Section 78 properties, City benchmarks were used to calculate bad debts. Strachan house and other departments' bad debts are estimated based on prior years.
5. Reserve allocations – The annual capital reserve allocation for Section 78 properties is based on City benchmarks. Strachan House and Shuter capital reserve allocation will be consistent with prior years where we do not anticipate having additional capital repairs.

### Tenant Support Expenses

1. We anticipate an increase in staff due to the addition of the new respite and the additional support we provide for the new programs at our shelters. Therefore salaries and benefits are due to increase.
2. HFS management are currently in negotiations with the Union to renew The Collective Agreement therefore we anticipate an increase to the current 2019 salaries.
3. Tenant services will increase in 2020 due to the costs associated with the two new respite services and addition support to our clients. Tenant services include meals, program furniture, fixtures and equipment, community development, resident telephone/cable costs, program supplies (kitchens supplies, rental sheets and clothing), etc.
4. Office Administration expenses include all administrative office expenses.

### Expense Allocations

1. (a) There is an increase in management salaries due to the additional supervisors and program leads for the addition service HFS continues to offer to clients. There is also an increase in staff in Finance & HR to deal with recruitment and payroll for the increased capacity. Most general administrative contracts or memberships were also increased by 2% and some were estimated based on prior year's occurrences.

<b>Central Administrative Expenses</b>	
	<b>2020 Proposed</b>
Salaries & Benefits	\$1,429,096
Professional Fees (including audit fees)	\$162,000
General Administrative Expenses	\$266,808
<b>Total Central Administrative Expenses:</b>	<b>\$1,857,904</b>



(b) There will also be an increase in Property Department salaries and benefits due to additional roles and a vacant position being filled. All other property department expenses are consistent with 2019 expenses.

<b>Property Department Expenses</b>	
Salaries and Benefits	\$655,641
General Property Department Administrative Expenses	\$65,437
<b>Total Property Department Expenses:</b>	<b>\$721,078</b>

Taking all the projections and forecast into consideration; we anticipate this budget to breakeven across most of our sites and leave us with a modest surplus of \$16,259 at year end.



**To:** Homes First Society Board of Directors  
**From:** HFS Communications Committee  
**Subject:** HFS Communications Committee Update  
**Date:** October 29, 2019

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**Recommendation(s):**

**That the Homes First Key Messages & FAQs be received for information.**

**Meeting date:** October 9, 2019

**Present:** Jeremy Roach, Shelagh O'Donnell, Jason Kinnear, Patricia Mueller (Chief Executive Officer), Hania Ahmed (Communications and Community Engagement Coordinator)

**COMMUNICATIONS COMMITTEE UPDATE:**

- The Homes First Key Messages & FAQs document was reviewed and finalized. This document will be circulated with the Board before the signature fundraising event, Come Home for Dinner.
- The Homes First Style & Communications Guide, as well as the Homes First Social Media Policy were reviewed and the revised documents will be brought to the HFS Board of Directors' December 3, 2019 meeting.
- Updates were provided by Hania about the new Homes First website.
- The Committee brainstormed and discussed reaching out and securing a pro-bono agency or post-secondary program to create a Homes First promo video



**To:** Homes First Society Board of Directors  
**From:** HFS Governance & Nominating Committee  
**Subject:** HFS Governance & Nominating Committee Update  
**Date:** October 29, 2019

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**Recommendation(s):**

- i. To approve the HFS Governance & Nominating Committee Membership as it appears below.
- ii. That Peter Soares be declared appointed as a Resident Representative and Director of the Homes First Society Board for the 2019-2020 term.
- iii. That Fran Perkins be declared appointed as a Director of Homes First Society for the 2019-2020 term.
- iv. That Barbara Haynes be declared appointed as a Director of Homes First Society for the 2019-2020 term.
- v. To approve the proposed revisions to the HFS Bylaws, Article 14 (Decision Making).

**Meeting date:** Friday, October 11, 2019

**Present:** Beate Bowron, Mervyn Horn, Jose Querubin, Fran Perkins, Jeremy Roach, Paulina Salamo, Carla Whillier

## **HFS GOVERNANCE & NOMINATING COMMITTEE MEMBERSHIP:**

The HFS Governance & Nominating membership will consist of the following voting members:

- Paulina Salamo (Chair)
- Beate Bowron
- Mervyn Horn
- Fran Perkins
- Jose Querubin
- Carla Whillier

## **HFS BOARD APPOINTMENTS:**

### **Peter Soares:**

Peter, a Resident of 90 Shuter, has stepped forward to serve as a Resident Representative and Director of Homes First Society. Peter has lived at Homes First for a year-and-a-half, and is especially interested in social justice issues and the improving understanding of poverty and mental health issues.

### **Fran Perkins:**

Fran Perkins is a former Board member of Homes First Society. She served as a Board member from 2009 to 2016 and chair from 2011 to 2015.

She is a health promotion and public health specialist with over 25 years of experience in the broader public health field locally, nationally and internationally.

Fran was a Director of Public Health for the City of Toronto where she worked across many spectrums developing policies and programs to address issues of homeless and for the under housed. She served on The City of Toronto Alternate Housing Committee.

She was Executive Director of The City of Toronto's Healthy City Office. This group worked in conjunction with City Commissioners and The Mayor's office across all City Department to address the determinants of health for the citizens of Toronto including access to healthy available housing.

Fran has extensive Board experience on at least 10 Boards including being a former President of both The Canadian Public Health and Ontario Public Health Associations. More locally, she served on The Good Neighbours Club and Central Neighbourhood House boards.

At The International Unit at the Centre for Health Promotion, University of Toronto, she worked in 11 counties concentrating on program development and education in health promotion.

### **Barbara Haynes:**

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.

The following is Barbara's bio as it appears on our website:

After a long and successful career in the insurance industry, Barbara retired in 2018. As the first President and CEO of DAS Legal Protection Insurance Company Limited (DAS Canada) Barbara was responsible for the launch and ongoing development of DAS Canada. DAS was named one of Canada's "Best Workplaces" in 2016 and 2018.

Barbara began her career in the UK then moved to Canada and took on a number of executive roles with insurers and brokers, before moving to DAS. She is a Canadian Risk Manager and a Fellow, Chartered Insurance Professional, received Executive Education at Queen's University and Kellogg, North Western University, and is currently enrolled in the Institute of Corporate Directors program through University of Toronto's Rotman School of Management.

Barbara's previous Board experience includes Chair, National Sponsorships; Women in Insurance Cancer Crusade from 2004 to 2011; Director, RAID; and International Association of Legal Protection Insurers, 2014-2018. She joined the Board of Homes First Foundation in June 2015, and is currently the Foundation's Secretary. Barbara lives in downtown Toronto and is a strong believer that the city is for everyone, and no-one should be without a home.

## **BOARD RECRUITMENT:**

An HFS Board of Directors Position Posting has been created, sent to all HFS Committee Chairs, posted on the Volunteer Toronto, Charity Village, and Diversity OnBoard websites.

The HFS Governance & Nominating Committee is presently:

- Developing a tracking form for candidates;
- Reviewing and updating the interview questions;
- Developing a strategy to support resident members; and,
- Auditing the governance policy tracking sheet.

## **RISK MANAGEMENT POLICY:**

The Committee has shared a draft policy with Patricia. It is expected that the policy will be brought forward to the Board at a future meeting.

## **PROPOSED CHANGES TO HFS BYLAWS:**

Presently, the HFS Bylaws (Article 14) read as follows:

### Decision Making

- (a) The Board shall make decisions by a majority vote of all Directors present at any meeting of the Board.
- (b) The Chair may vote on all issues.
- (c) A resolution in writing, signed, or assented to by all the Directors entitled to vote on that resolution at a Board meeting shall be as valid as if it had been passed at a Board or Committee meeting.
- (d) In the event of a tie vote, the Chair shall have a second tie-breaking vote.

The proposed revisions to the bylaws include a change in the wording, as well as the elimination of point 14(d) and would read as follows:

### Decision Making

- (a) Decisions of the Board shall be by a majority vote of all Directors present at any meeting of the Board.
- (b) The Chair shall have no vote except in the event of a tie vote, in which case the Chair shall have a tie-breaking vote.
- (c) A resolution in writing, signed, or assented to by all the Directors entitled to vote on that resolution at a Board meeting shall be as valid as if it had been passed at a Board or Committee meeting.

Please note: if approved by the Board of Directors, the above changes to the bylaws would be put forward for approval at the next Homes First Society Meeting of Members.





**To:** Homes First Society Board of Directors  
**From:** HFS Portfolio Committee Co-Chairs Mo Ettehadieh and Mervyn Horn  
**Subject:** HFS Portfolio Committee Membership and Mandate  
**Date:** October 29, 2019

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**Recommendation(s):**

**That the HFS Board of Directors approve the:**

- i. HFS Portfolio Committee membership as listed below.
- ii. HFS Portfolio Committee mandate.

**Meeting date:** October 10, 2019

**Present:** Mervyn Horn (Co-Chair), Mariana Balaban, Jose Querubin, Jeremy Roach  
 Staff: Patricia Mueller (Chief Executive Officer); Jamie Facciolo (Director of Shelters & Housing); Justin Ryan (Director of Property Management Operations)

**COMMITTEE MEMBERSHIP AND VOTING:**

The HFS Portfolio Committee membership will consist of the following voting members:

- Mo Ettehadieh (Co-Chair);
- Mervyn Horn (Co-Chair);
- Mariana Balaban;
- Marc Pourvahidi; and
- Jose Querubin.

As well as the following non-voting HFS staff members:

- Patricia Mueller (Chief Executive Officer);
- Jamie Facciolo (Director of Shelters & Housing); and
- Justin Ryan (Director of Property Management Operations).

Jeremy Roach is an *ex-officio*, non-voting member of the Committee.

**COMMITTEE MANDATE:**

The Portfolio Committee will provide strategic direction to the Board and staff of HFS on the effective management of the supportive housing and shelter portfolio that is owned, leased, and managed by HFS in support of achieving HFS objectives, as follows:

- Continuation of the mandate of the Shuter Task Force;
- Assessment of supply and demand requirements for developing, expanding and optimizing the portfolio based on residents' needs (in conjunction with the City of Toronto);
- Oversight of viability of projects;
- Development and oversight of due diligence procedures;

- Consideration of financing requirements and availability;
- Developing policies relating to project management for new facilities;
- Managing capital expenditure by:
  - Oversight of building audit (conducted every 5 years);
  - Ongoing review of capital requirements;
  - Assisting with prioritization of capital expenditure; and
  - Developing best practices for all the above.

**FREQUENCY OF MEETINGS OR MANNER OF CALL:**

To be determined from time to time by the Committee.

**QUORUM:**

Fifty percent of the voting members.

## HFS BOARD OF DIRECTORS ACTION ITEM TRACKING

Updated subsequent to the September 24, 2019 Board of Directors Meeting

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1.	October 29, 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.	October 29, 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.	October 29, 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 September 24, 2019 meeting, it was decided that the HFS Governance &amp; Nominating Committee's recommendations regarding item 14(d) of the bylaws, "In the event of a tie vote, the Chair shall have a second tie-breaking vote" be brought to the October 29, 2019 HFS Board of Directors' meeting.</li> </ul>
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>



	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
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: October 29, 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 September 30, 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	28	488	488						1		
Brandon	5	5										
Huron	10	10										
Jarvis	24	24	8700		8700	2						
Meegwetch	64	64	1184	904	280	2	1					
Northcote	6	5	376	376							1	1
Pleasant Manor	16	15	959	196	763						1	1
Sheila Miller	22	22	380		380	1	1					
Shuter	77	77	2644		2644	2	2		2	2	3	
140 Spadina	7	7										
164 Spadina	6	6	226		226		1					
Strachan	83	83	3693	1425	2268							
Vaughan	29	28	3038		3038	1	2	1			1	1
Wales	5	5										
<b>TOTALS</b>	<b>382</b>	<b>379</b>	<b>21688</b>	<b>3389</b>	<b>18299</b>	<b>8</b>	<b>7</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>6</b>	<b>3</b>

**Account Receivable Notes:**

- The arrears of \$21,688 also include maintenance and other arrears of \$3,389.
- Arrangements for repayment agreements with residents in arrears for the amount of \$12,004. 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:**

- The information for September was not available at the time of writing, but will be included in December's HFS CEOs Update.

**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:**

- September:
  - There were a total of 198 active case management files.
  - There were 40 referrals to outside agencies.
  - A total of 30 events/activities were held, including programs, meals programs, and food bank with a total 191 participants.
  - There were 21 eviction prevention interventions (including rent arrears, unit clean up and pest control assistance).
  - 35 stabilization supports were provided (for example, pest control assistance, facilitating mediation between residents).

**Shelters – Service Delivery:**

- **Kennedy:**
  - September:
    - Kennedy had 128 active case files and staff made 269 referrals to external agencies.
    - Through our Kennedy Shelter Community Engagement and Programming Coordinator, five programs and activities took place, including:
      - 16 women participated in pet therapy this month;
      - 14 women went on a trip to the Royal Ontario Museum;
      - 11 women participated in a Badminton game;
      - 14 women participated in various board games (night); and,
      - 12 residents attended and participated in the Grace Church Fall Fair.



- The Community Engagement and Programming Coordinator participated in Grace Church Fall Fair and successfully raised \$230 for a client's Humanitarian and Compassionate Application.
- 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.
- Ten Housing Stabilization Funds requests were made. The team connected with landlords 60 times. The team also accompanied 18 residents in the community.
- Thirteen women were successfully housed.
- The Supervisor of Enhanced Services was invited to attend the Annual General Meeting of the Catholic Cross-Cultural Services.
- The Kennedy Shelter hosted a SSHA representative for an information session on City's Follow-up Support Program.
- **Savards:**
  - September:
    - Savards had 48 active case files and staff made 67 referrals to external agencies.
    - The Housing Worker referred seven residents to landlords; two 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 accompanied clients to appointments such as medical, immigration, I.D. clinic, legal, etc.
    - Two residents attended the monthly hiking trip.
    - Participation in the monthly art program has dropped to one client.
    - Every Saturday, two residents of Savards have been attending readings at the Toronto Public Library.
- **St. Clair Shelter:**
  - September:
    - In the month of September, the St. Clair Shelter provided services to a total of 119 clients, and completed a total of 46 new intakes into the shelter program.
    - Our Case Management Team (consisting of a Housing Help, Life Skills, and Intensive Case Management Workers) completed a combined total of 442 referrals to other community agencies and programs.
    - Our Housing Help Worker assisted seven clients secure permanent housing.
    - Our Life Skills and Intensive Case Management Workers assisted a number of clients with their physical health needs, including: 13 clients being connected to or have appointments made with a Family Doctor, and 2 clients were referred to free dental care services.
    - Our Life Skills and Intensive Case Management Workers assisted a number of clients obtain financial assistance, including: 14 clients with applications for Ontario Works; 9 clients with ODSP assistance; 3 clients with taxes.

- In addition, 9 clients were provided with referrals for assistance in Immigration Legal Service; 3 clients were assisted as the complete their bail program; 6 clients were given a referral to Legal Aid Ontario.
- Our Life Skills Worker connected 8 clients with getting new clothing through referrals to both the Salvation Army Clothing Bank and the New Circles GLOW Clothing Bank.
- 13 clients were assisted with obtaining identification
- 6 of our refugee clients were provided assistance in obtaining their work permits.
- The Life Skills Worker organized a field trip to attend a Blue Jays game; 19 clients attended.
- The Life Skills Worker organized and facilitated a number of activities and workshops in which a total of 74 clients participated, including: cooking and baking workshops; games nights; weekly bingo games; and a workshop on basic computer skills.
- **Strachan House:**
  - September:
    - Due to staff vacation, information was unavailable at the time of writing.
- **Bathurst-Lake Shore – Single (60 women; 40 men) Shelter:**
  - September:
    - There were 154 active case files and staff made 25 referrals to external agencies.
    - The Intensive Case Management Team supported 116 residents; 21 “Service, Triage Support, and Screening Tool” interviews were conducted.
    - 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.
    - 4 residents were successfully housed and the team accompanied 17 residents in the community.
    - Through the Community Engagement and Programming Coordinator, 8 programs and activities took place with a total of 56 participants, including: yoga, 16; art group 24; walking group, 8; dance group, 8.
- **Bathurst-Lakeshore – Couples Shelter:**
  - September:
    - There were 155 active case files and staff made 332 referrals to external agencies.
    - Through our Activity and Programming Coordinator seven programs and activities took place, with a total of 56 participants, including: yoga, 8; art group 5; dance group, 4; paint pouring party, 13; Shared Stories, 1; Job Readiness Workshops, 11.
    - In addition, 8 residents had their animals examined by the SNYP Truck. The SNYP (Spay Neuter Your Pet) Mobile Clinic Program is a City of Toronto initiative for low-income dog and cat owners.
    - 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.

- Referrals included: Mental health and wellness supports, 43; harm reduction, 5; primary health care, nursing, and medical assistance, 41; income supports including social assistance, banking, and taxes, 48; employment, training, education, 34; immigration and refugee assistance, 8; identification, 43; and legal/justice supports, 12.
- Our team accompanied 15 residents out into the community.
- 4 residents were successfully housed and 77 referrals were made to landlords.

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

- **Assertive Follow-Up Support Services Pilot Project (External Services):**
  - By the end of September, we had 54 clients being supported by three Follow-Up Support Workers.
  - 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 seven 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 positively impact and change clients' lives every day.
- **Addiction and Life-Skills Program (St. Clair and Kennedy Shelters):**
  - In September, 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, activities to increase social connectedness and self-esteem
  - The Addiction and Life-Skills worker assisted to connect a client with Narcotics Anonymous.
  - In addition, the Addiction and Life Skills Worker partnered with MFA creative writing students from Guelph University to present a creative writing group at the Kennedy and St. Clair Shelters, with 10 and 7 participants respectively. Feedback was positive.
- **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 the four housing sites. Up to four participants have attended each workshop in September.
  - The Harm Reduction Worker has begun to work more closely with the Regent Park Community Health Centre outreach worker, and they have completed a Harm Reduction Drop-in at 90 Shuter. Four clients attended and discussed their experiences of recovery and what programming they would like to see brought to the program. Part two of this drop-in has been scheduled for late October.
  - The Harm Reduction Worker is 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 had begun connecting with substance-using residents in the building in August, but due to the apparent hesitancy of clients to meet in the fairly open community room/office, they are hoping to locate a more private space in the building to run these sessions. To date, a few clients have attended the outreach sessions and have called workers directly to request delivery of harm reduction supplies and we are hoping to build on these modest successes.

**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.*
  - September:
    - We completed 12 new hire orientations
    - 7 employees attended SMIS training.
    - 41 employees attended the make-up session of the June 2019 All-Staff Training Meeting, in which the focus was on Communication Styles and Creating Inclusive Environments for LGBTQ2S Individuals.
    - 18 employees attended training on Human Rights.
    - 7 employees completed Food Handler Certification Training through Toronto Public Health.
    - 22 employees attended Naloxone 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.*
  - September:
    - Staff turnover: 5.
    - Vacancies: 33.
    - New hires: 5 Relief Community Shelter Workers; 2 HR Recruiters; 5 Permanent Community Shelter Workers; 1 Project Supervisor; 1 Maintenance Worker; 1 Finance Assistant.

Staff Absenteeism – Average Number of Sick Days per Individual			
Employees	September Average	2019 Year-to-date	12 Month Average for 2018
Unionized Employees (95)	0.57	0.81	1.23
Non-Unionized Employees (10)	0.68	0.63	0.46
Management (33)	0.99	0.78	0.36
All Staff (138)	0.68	0.77	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 September, 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:

- In September, Community Engagement hosted two hiking trips with Street to Trail: one specifically for the new Bathurst-Lake Shore Shelter, as well as our usual monthly trip where all residents are invited. Both hiking trips were well attended and, moving forward, Bathurst-Lake Shore will have regular hiking trips for their 200-plus residents.
- The Communications and Community Engagement Coordinator interviewed residents at various sites to create a library of stories for communication and fundraising initiatives.
- On September 22nd, Homes First took part in the Word on the street festival, selling copies of our anthology Streets to Script. The Community Engagement Coordinators spoke to many festival goers that day, spreading the word about Homes First and recruiting volunteers.
- On September 28th, Community Engagement staff at the Kennedy Shelter participated in a Fall Fun Fair held by Grace Church Scarborough, a community partner of Homes First. The event was well attended and many festival goers learned about and donated to Homes First.
- Also in September, Community Engagement Coordinators began planning the annual Showcase, this year hosted at the Bathurst-Lake Shore Shelter.
- The Community Engagement Coordinators, along with the Assistant Manager of Housing, is coordinating with a group called North Face Rally to hold an event at Meegwetch this December. The event will include personalized toy donations for all children living with Homes First.
- The Community Engagement Coordinators also connected with Santa Comes to Bay Street, a holiday donation initiative that provides gifts for mothers in shelters to give to their children.
- Three post-secondary placement students begin their co-op placements for the fall semester at Strachan, St. Clair, and Kennedy Shelters.
- In mid-September we began an after-school program for the children at 800 Adelaide run by the same volunteer as last year's. This program operates for 2 hours weekly.
- Bathurst-Lake Shore Shelter received a volunteer to help with linens and laundry twice-a-week for a total of 6 hours per week.
- In September, we had a new volunteer take over the yoga classes at Bathurst-Lake Shore Shelter. Like the previous volunteer, the new instructor volunteers 1 hour weekly. The class averages 6 participants each week.

## 6. Toronto Community Housing Rooming House Project:

- We have had 9 new tenant intakes since August.
- The annual Rooming House Project Community Barbeque was held. Food was secured from Second Harvest, which is now our official partner for our weekly food club.
- We have had one of our staff leave for education pursuits and are now looking to fill this position as another community development/food access worker. This decision was made as we have found that a huge part of our program work and capacity building has been focused on food, based on tenant feedback. We currently run a Tuesday food club, Thursday brunch/cooking group, and Friday dinners.
- Currently, we have calculated 74 tenants have been relocated and now have 10 houses that are closed for mandatory maintenance. In the remaining 12, we have 6 units left to be

filled by tenants and are in the process of being filled by two. One of these units is for a Homes First shelter resident. Homes First has filled 4 out of the total 11 units that were ready for move-in from May 2019, Dixon Hall has filled 4 units, and the city of Toronto has filled 2.

- We are starting to do a survey with a select group of tenants – one-on-one, as well as two, 6-8 people group surveys. This is being done in partnership with Health Lab Solutions to work on discovering some key findings on wellbeing, health, and community understanding. Work will be completed by the end of November.

## 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 September.



**5.B.**

**To:** Homes First Society Board of Directors  
**From:** Patricia Mueller, HFS Chief Executive Officer  
**Subject:** HFS Board and CEO Decision Making Matrix  
**Date:** October 29, 2019

**Recommendation(s):**

To approve the HFS Board and CEO Decision Making Matrix.

**Background:**

The HFS Board and CEO Decision Making Matrix was last approved in 2010. As part of our funding agreement with the City of Toronto, we have been that an updated version be approved by the Board of Directors. As the past version outlined the connection with the Foundation, this update assumed that the Society will be taking over fundraising.

**Homes First Society Board and CEO Decision Making Matrix**

Decision	Board Articulate Vision; Advise Strategy and Priorities; Monitor Results	Executive Committee Recommend to Board	Chief Executive Officer Collaborate and Strategy; Develop Business Plans; Manage Performance
1. HFS Mandate: <ul style="list-style-type: none"> <li>• Governance</li> <li>• Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Articulate the vision (goals) for the organization</li> <li>• Provide strategic direction</li> <li>• Articulate the performance measures required to ensure the financial health of the organization.</li> <li>• Monitor organization results (performance measures) to ensure effectiveness of policies, decisions, and strategies</li> <li>• Approve financial (budget) and business plans</li> <li>• Approve major organization changes and internal controls</li> <li>• Assess major risk and review mitigation options</li> <li>• Ensure activities conducted with highest standards of ethical conduct in compliance with all applicable laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Assist CEO as required with succession planning ensuring the organization is protected in the event of loss of key personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Develop financial and business plans that align with articulated strategies &amp; track outcomes for compliance</li> <li>• Research &amp; recommend organizational design and controls</li> <li>• Develop management policies to support financial &amp; business strategies and monitor for compliance</li> <li>• Develop human resources policies including succession planning and monitor for compliance</li> <li>• Identify and manage to mitigate major risk</li> <li>• Develop and implement the HFS Code of Conduct and monitor for compliance with all applicable laws and regulations</li> <li>• Develop and implement operational policies and procedures</li> </ul>





Decision	Board Articulate Vision; Advise Strategy and Priorities; Monitor Results	Executive Committee Recommend to Board	Chief Executive Officer Collaborate and Strategy; Develop Business Plans; Manage Performance
2. Relationship Management	<ul style="list-style-type: none"> <li>• Provide input and insight to the Chief Executive Officer with respect to strategic alliance opportunities and communication strategy</li> <li>• Monitor execution of strategy</li> </ul>		<ul style="list-style-type: none"> <li>• Develop and execute relationships with all stakeholders including but not limited to:               <ul style="list-style-type: none"> <li>○ City</li> <li>○ LHIN</li> <li>○ Strategic alliances</li> </ul> </li> </ul>
3. Policies & Procedures	<p>Approve policies related to:</p> <ul style="list-style-type: none"> <li>• Risk – approve risk management strategy</li> <li>• Legal – monitor legal risks and trends</li> <li>• Financial - Approve financial policies ensuring compliance with applicable reporting standards with focus on:               <ul style="list-style-type: none"> <li>○ Cash Management</li> <li>○ Insurance</li> <li>○ Investments</li> <li>○ Procurement &amp; Capital Expenditures</li> </ul> </li> <li>• Operations:               <ul style="list-style-type: none"> <li>○ Image</li> <li>○ Approve new shelter and housing opportunities</li> <li>○ Approve changes to programs and services requiring funding in excess of 200K</li> <li>○ Health and Safety</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Select, evaluate and compensate Chief Executive Officer</li> <li>• Approve labour negotiation mandate</li> <li>• Assist the Chief Executive Officer in matters that are outside CEO expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Develop criteria for use of legal services and act as liaison with lawyers and paralegal and report on potential legal risk</li> <li>• Develop policies and recommend to Board for approval</li> <li>• Develop organization procedures that when implemented will comply with Board approved policies</li> <li>• Implement organization procedures with required modifications ensuring such changes when implemented are in compliance with Board approved policies</li> <li>• Monitor shelter and housing opportunities and recommend course of action related to acquisition or divestiture</li> <li>• Recommend changes to programs and services requiring funding in excess of 200K</li> <li>• Develop financial procedures based on applicable reporting standards</li> <li>• Develop and implement risk assessment management procedures</li> <li>• Recommend any significant changes to salaries</li> </ul>



Decision	Board Articulate Vision; Advise Strategy and Priorities; Monitor Results	Executive Committee Recommend to Board	Chief Executive Officer Collaborate and Strategy; Develop Business Plans; Manage Performance
4. Fundraising	<ul style="list-style-type: none"> <li>• Approves fundraising recommendations from CEO</li> <li>• Collaborates with CEO on fundraising priorities and strategy</li> <li>• Assists in implementation where required</li> <li>• Assist with identifying fundraising sources for CEO</li> </ul>		<ul style="list-style-type: none"> <li>• Sets annual fundraising target</li> <li>• Strategy development and implementation of fundraising initiatives with focus on fundraising activities that: <ul style="list-style-type: none"> <li>○ Align with HFS approved image</li> <li>○ Meet CRA charity fundraising guidelines</li> <li>○ Raises profile of HFS</li> </ul> </li> </ul>



## Homes First Marketing & Communications Update

### Twitter (September):

- 7 tweets in total
- 10.1K impressions
- 390 profile visits
- 6 mentions
- New followers: N/A

**Homes First** @Homes\_First  
 You don't want needles in your parks, and neither do we. That's why the Bathurst-Lakeshore Clean Up Crew is dedicated to cleaning up litter and safely disposing of needles in our Fort York community.  
[#everyoneneedsahome](#)  
[pic.twitter.com/Q1I5SbRgF2](https://pic.twitter.com/Q1I5SbRgF2)

Impressions	449
Total engagements	7
Media engagements	7

**Homes First** @Homes\_First  
 Food insecurity is a huge barrier in maintaining housing and health. Thanks to [@SecondHarvestCA](#) who donated over 36,000 pounds of food to Homes First last year, we've been able to provide food and meals to over 400 residents. We couldn't do it without you! [#everyoneneedsahome](#)  
[pic.twitter.com/b3d7aS5Orq](https://pic.twitter.com/b3d7aS5Orq)

Impressions	1,069
Total engagements	19
Likes	7
Detail expands	6
Retweets	3
Media engagements	2
Profile clicks	1

### Facebook (September):

- 8 posts in total
- 9 new page followers
- 275 page views
- 4,300 reached via posts
- 1,344 post engagements

**Homes First**  
Published by Hootsuite [?] · September 27 at 1:01 PM · [Like Page](#) **...**

You don't want needles in your parks, and neither do we. That's why the Bathurst-Lakeshore Clean Up Crew is dedicated to cleaning up litter and safely disposing of needles in our Fort York community.  
[#everyoneneedsahome](#)



**Get More Likes, Comments and Shares**  
Boost this post for CA\$27 to reach up to 4,700 people.

2,090 People Reached      895 Engagements      [Boost Post](#)

[Like](#) [Love](#) [Comment](#) [Share](#) **38**      3 Comments 4 Shares

**Performance for Your Post**

**2,090** People Reached

**159** Reactions, Comments & Shares **?**

<b>78</b> Like	<b>34</b> On Post	<b>44</b> On Shares
<b>12</b> Love	<b>4</b> On Post	<b>8</b> On Shares
<b>64</b> Comments	<b>6</b> On Post	<b>58</b> On Shares
<b>5</b> Shares	<b>4</b> On Post	<b>1</b> On Shares

**736** Post Clicks

<b>60</b> Photo Views	<b>0</b> Link Clicks <b>?</b>	<b>676</b> Other Clicks <b>?</b>
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**NEGATIVE FEEDBACK**

<b>0</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

Reported stats may be delayed from what appears on posts

**Website (September):**

- Unique visitors: 5,742
- Total visits: 12,135
- Pages/Visit: 2.92/visit
- Hits: 161,633