

HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING

Tuesday, December 3, 2019, 6:00 p.m.

The Grand Hotel, 225 Jarvis Street, University Room

Agenda

1. 6:00 p.m.	Call to Order
2.	Declaration of Conflict of Interest <i>Board members must declare any conflict of interest which relates to an item of discussion; arrears of a board member is a conflict of interest</i>
3. 6:05 p.m.	Confirmation of Minutes A. Confirmation of the Minutes of the Meeting of October 29, 2019 <i>Motion to accept</i>
4. 6:10 p.m.	Board Matters for Discussion and Decision A. HFS Executive Committee Update i. HFS 2019-2020 Committee and Task Team Membership ii. HFS Board of Directors 2019-2020 Contact Information <i>For information</i> B. HFS Finance & Audit Committee Update <i>For approval</i> i. HFS October 2019 Financials <i>To be received.</i> C. HF Communications Committee Update <i>For information</i> i. Homes First Social Media Policy and Guidelines <i>For approval</i> D. HFS Governance & Nominating Committee Update <i>For information</i> i. HFS Board Recruitment Update <i>For information</i> E. HFS Portfolio Committee Update <i>For information</i> F. HFS Board Action Items Tracking <i>For information</i> G. Fundraising Update i. HFF Executive Director's Report <i>For information</i> ii. AFP Video <i>For information</i>

<p>5. 7:00 p.m.</p>	<p>Matters for Information</p> <ul style="list-style-type: none"> A. HFS Chief Executive Officer’s Update <i>For information</i> B. HFS Shelter, Housing, and Client Service Standards Update <i>For information</i> C. HFS Property Monitoring Update <i>For information</i> D. HFS Communications Update <i>For information</i>
<p>6. 7:15 p.m.</p>	<p>Other Business</p> <ul style="list-style-type: none"> A. Information Sharing
<p>7.</p>	<p>In Camera</p> <ul style="list-style-type: none"> A. HFS October 29, 2019 In-Camera Minutes <i>For approval</i> B. HFF Update <i>For information</i>

Materials for this agenda:

- 3.A. - HFS Board October 29, 2019 Minutes
- 4.A.i. - HFS 2019-2020 Committee and Task Team Membership
- 4.A.ii. - HFS Board of Directors 2019-2020 Contact Information
- 4.B.i. - HFS October 2019 Financials
- 4.C.i. - HF Social Media Policy and Guidelines
- 4.D.i. - HFS Board Recruitment Update
- 4.F. - HFS Board Action Items Table
- 4.G.i. - HFF Executive Directors Update
- 5.A. - HFS CEOs Update
- 5.B. - HFS Shelter, Housing, and Client Service Standards Update
- 5.C. – HFS Property Monitoring Update
- 5.D. - HFS Marketing & Communications Update

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

- 7.A. – HFS October 29, 2019 In-Camera Minutes

HOMES FIRST SOCIETY BOARD MEETING Tuesday, October 29, 2019, 6:00 p.m. 90 Shuter Street, 11th Floor Boardroom
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	Present:	Regrets:
Board Members		
Directors	Jeremy Roach (Chair) Mervyn Horn Jose Querubin Alexis Van Halen Carla Whillier	Mo Ettehadieh Merav Jacobson (on leave) Paulina Salamo
Guests	Barbara Haynes Fran Perkins Peter Soares	
Staff	Patricia Mueller (Chief Executive Officer) Ade Olubode (Director of Finance) Kim Mole (Recorder)	

1. Call to Order

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

2. Declaration of Conflict of Interest

- None.

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

MOTION: That the HFS Board September 24, 2019 Minutes be accepted.

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

4. Board Matters for Discussion and Decision

- The nominations put forth by the HFS Governance & Nominating Committee were brought forward; the three candidates were excused from the room during the discussion and vote.

MOTIONS:

- 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.

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



A. HFS Executive Committee Update

MOTION: That Fran Perkins be appointed as the Secretary of the HFS Board of Directors.

MOVED: Jose Querubin **SECONDED:** Alexis Van Halen **CARRIED**

B. HFS Finance & Audit Committee Update

i. HFS August 2019 Financials

- o Jose Querubin briefly reviewed the financials; Jose, Patricia, and Ade provided additional information.

MOTION: That HFS August 2019 Financials be received.

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

ii. HFS 2020 Operating Budget

- o Ade Olubode reviewed the HFS 2020 Operating Budget and the budget's assumptions.

MOTION: That HFS 2020 Budget be approved.

MOVED: Jose Querubin **SECONDED:** Barbara Haynes **CARRIED**

C. HF Communications Committee Update

- Jeremy noted that the Communications Committee had met, and had prepared the circulated Homes First - Key Messages & FAQs in preparation of the Foundation's "Come Home For Dinner" event.
- Due to an oversight, the document had not been included with the Board package received by Barbara Haynes, Fran Perkins, and Peter Soares; however, Kim Mole will email the document to them at the first opportunity.
- Jeremy added that the Committee had also reviewed and updated the Homes First Style & Communications Guide, as well as the Homes First Social Media Policy and the revised documents will be brought to the HFS Board of Directors' December 3, 2019 meeting.

D. HFS Governance & Nominating Committee Update

i. HFS Governance & Nominating Committee Membership

MOTION: That HFS Governance & Nominating Committee be comprised of the following voting members:

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

MOVED: Jose Querubin **SECONDED:** Carla Whillier **CARRIED**

ii.-iv. HFS Director Nominations

- o As noted earlier, Items ii.-iv., nominations, were approved near the start of the meeting.



v. Proposed revisions to the HFS Bylaws, Article 14 (Decision Making)

MOTION: To approve the proposed revisions to the HFS Bylaws, Article 14 (Decision Making) as follows:

- (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.

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

- o The changes to the bylaws are to be put forward for approval at the next Homes First Society Meeting of Members; however, it will be adopted in practice going forward.
- The draft HFS Risk Management Policy was currently with Paulina, who would then be forwarding it to Patricia for her input.
- Received for information.

E. HFS Portfolio Committee

- Mervyn Horn reported that the Committee has had one meeting where the focus had been the Committee’s mandate.
- The circulated report (4.E. - HFS Portfolio Committee Update) included the proposed membership and mandate.

MOTION: That the HFS Board of Directors approve the:

- i. HFS Portfolio Committee membership as listed in the update.
- ii. HFS Portfolio Committee mandate as it appears in the update.

MOVED: Mervyn Horn **SECONDED:** Alexis Van Halen **CARRIED**

F. HFS Board Action Items Tracking

- The HFS Board Action Items Tracking table, updated subsequent to the September 24, 2019 Board of Directors’ meeting, was reviewed and discussed.
- Item 1:
 - o The review of the HFS Financial Policies was deferred to the December 3rd meeting.
- Item 2:
 - o The updating of the portfolio dashboard will include an additional column for each building’s square footage; the Committee will update the Board at the March 18, 2020 meeting.
- Item 3:
 - o Completed.
- Item 4:
 - o As previously noted, a 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 Risk Management Policy is currently under development; however, it may be delayed as information is required from the Director of Property Management Operations who may not be available.
- Item 6:
 - The HFS Portfolio Committee's 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 but anticipates this will be completed in time for the January 28, 2020 meeting.
- Received for information.

5. Matters for Information

A. HFS Chief Executive Officer's Update

- Patricia Mueller briefly reviewed her report.
- Patricia announced that in mid-November, we would soon be opening a 200-bed respite for refugees at 5800 Yonge Street, which will alleviate some of the pressure on the citywide shelter-system.
- Although likely to change, we currently are being asked to operate the new site for at least the next five months.
- Patricia also reported that this year's Homes First Talent Showcase was held at the Bathurst-Lake Shore Shelter; although Patricia was unable to attend, by all reports it was a success with approximately 50 people in attendance.
- Received for information.

B. HFS Board and CEO Decision Making Matrix

- As noted in the circulated document, the HFS Board and CEO Decision Making Matrix was last approved in 2010.

MOTION: To approve the HFS Board and CEO Decision Making Matrix.

MOVED: Fran Perkins **SECONDED:** Barbara Haynes **CARRIED**

C. HFS Communications Update

- 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: Fran Perkins

CARRIED

The meeting adjourned at 8:15 p.m.

The next HFS Board of Directors' meeting is scheduled for Tuesday, December 3, 2019 at 6:00 p.m.

Jeremy Roach, Chair

Respectfully Submitted By:
Kim Mole, Recorder
On October 29, 2019

To: Homes First Society Board of Directors
 From: HFS Executive Committee
 Subject: HFS 2019-2020 Board and Committee Membership Update
 Date: December 3, 2019

HFS 2019-2020 Updated Committee Composition:

<p><u>Executive Committee:</u> Jeremy Roach (Chair) Jose Querubin (Treasurer) Fran Perkins (Secretary)</p>	<p><u>Finance & Audit Committee:</u> Jose Querubin (Chair) <i>Puneet Goyal</i> Mervyn Horn <i>Kitty Tsang</i> Alexis Van Halen <i>Michelle Wong</i></p>
<p><u>Governance & Nominating Committee:</u> Paulina Salamo (Co-Chair) Fran Perkins (Co-Chair) Mervyn Horn Jose Querubin Carla Whillier</p>	<p><u>Communications Committee:</u> <i>Shelagh O'Donnell</i> <i>Jason Kinnear</i> Jeremy Roach</p>
<p><u>Portfolio Committee:</u> Mo Ettehadieh (Co-Chair) Mervyn Horn (Co-Chair) <i>Mariana Balaban</i> <i>Marc Pourvahidi</i> Jose Querubin Jeremy Roach</p>	<p><u>HFF Crossover (HFS Representative on Foundation Board):</u> Jeremy Roach</p>

Notes:

- *Italics* indicate non-HFS Board of Directors member.
- The Chair of the HFS Board of Directors is an *ex-officio* member of all Committees.

Updated HFS 2019-2020 Board of Directors' Contact Information		
Jeremy Roach (Chair)	mr.roach@gmail.com	416-346-0767
Fran Perkins (Secretary)	fran.perkins@icloud.com	416-560-1281
Jose Querubin (Treasurer)	jojolq@gmail.com	416-784-1220
Mo Ettehadieh	mo@mettko.com	416-806-1376
Barbara Haynes	haynes.ba@gmail.com	416-230-9487
Mervyn Horn	mervh@rogers.com	416-568-8224
Merav Jacobson (on leave)	meravjacobson@gmail.com	416-948-3249
Paulina Salamo	salpand@gmail.com	416-504-3559
Peter Soares	petesoares8@gmail.com	647-913-2478
Alexis Van Halen	alexisvh16@gmail.com	647-721-1108
Carla Whillier	carlawhillier@rogers.com	647-500-5633

Last updated: Friday, November 29, 2019

HOMES FIRST SOCIETY - FINANCIAL DASHBOARD

BALANCE SHEET	YTD	Audited	\$ Change	% Change	Explanation for changes +/- 5% or significant changes
	31-Oct-19	2018			
ASSETS					
Current:					
Cash and Cash Equivalents	6,131,059	243,941	5,887,118	2413%	This account will fluctuate monthly as funding is received and invoices and payroll are paid
Accounts Receivable	1,274,822	2,568,969	(1,294,147)	-50%	This consist of City payment for George Street and Soc: 78: HST and CAMH. Expected to reduce once some of the deferred income has been allocated
Prepaid Expenses	247,031	144,724	102,307	71%	Insurance and new shelter prepayments
Total Current Assets	7,652,912	2,957,634	4,695,278	159%	
Property and Equipment	5,789,936	9,244,624	(3,454,688)	-37%	Decreased by principal mortgage payments and sale of 4117 Lawrence
Assets Under Capital Lease	2,759,036	3,175,512	(416,476)	-13%	Decreased by principal mortgage payments.
Restricted Investments	2,125,979	247,903	1,878,076	12%	Increase due to reserve contribution
TOTAL ASSETS	18,575,745	17,503,749	1,072,016	6%	
LIABILITIES					
Accounts Payable and Accrued Liabilities	1,572,212	2,130,472	(558,260)	-26%	This account will fluctuate monthly as invoices are entered and paid.
Deferred Revenue	5,024,562	518,503	4,506,059	869%	Rec'd \$4.5m O4 payments this revenues consists of advance funding payments received (SD), Shelter Allocations, Shelter Program Funding, Donations). However awaiting details from City so we can properly allocate.
Total Current Liabilities	6,596,774	2,648,975	3,947,799	149%	
Deferred Contributions Related to Property & Equipment	501,841	656,357	(154,516)	-24%	Decreased by deferred amortization contributions.
Restricted Contribution	116,757	116,757	0	0%	
Mortgages Payable	7,764,240	10,974,759	(3,210,519)	-29%	Decreased by principal mortgage payments and sale of 4117 Lawrence.
TOTAL LIABILITIES	14,979,612	14,396,848	582,764	4%	
NET ASSETS					
Externally Restricted Reserves	2,018,238	1,764,621	253,617	14%	Increase due to reserves contributions.
Internally Restricted Reserves	244,601	244,601	-	0%	
Unrestricted Net Assets	3,353,314	1,097,679	2,255,636	-71%	Year-to-date surplus.
Total Net Assets	3,596,154	3,106,901	489,254	16%	
TOTAL LIABILITIES AND NET ASSETS	18,575,745	17,503,749	1,072,016	6%	
INCOME STATEMENT					
	ACTUAL	BUDGET	\$ Change	% Change	Explanation for changes +/- 5% or significant changes
Government Funding:	17,049,145	15,542,823	1,506,322	10%	OE respite extended till April and George Street extended till June: wasn't anticipated in the budget.
Province of Ontario	394,346	294,350	99,996	34%	Received \$100K LHIN funding for a health program in George Street and Queen Elizabeth Respite.
Total Government Funding	17,443,491	15,837,173	1,606,318	10%	
Revenues from Operations	1,196,065	1,119,120	76,945	7%	
Donation Revenues:	30,336	17,500	12,836	73%	Awaiting donations from HFF.
Unrestricted Donations	-	-	-	0%	
Donations - Other	26,674	65,000	(38,326)	-59%	Awaiting donations from HFF.
Total Donation Revenues	57,010	82,500	(25,490)	-31%	
Other Revenues:	169,696	167,235	2,461	1%	
Management Fees	96,741	96,741	0	0%	
Program Funding	333,903	238,686	95,217	40%	Increase due to deferred 2018 SASP funding and Dixon Hall payment.
Deferred Amortization Contributions	154,517	154,517	0	0%	
Total Other Revenues	754,857	657,178	97,679	15%	
TOTAL REVENUES	19,451,423	17,695,972	1,755,451	10%	
Property Management Expenses:	686,227	1,067,462	(381,235)	-36%	Combination of timing issue and lower consumption.
General Repairs and Maintenance	1,908,900	1,144,044	764,856	67%	Increase due to extension of George Street Respite, Queen Elizabeth Respite, and start-up cost for Lake Shore.
Building and Equipment	1,298,199	862,328	435,871	51%	Increase due to extension of George Street Respite, Queen Elizabeth Respite, and start-up cost for Lake Shore.
Mechanical	290,064	388,344	(98,280)	-25%	Timing issue.
Security, Health & Safety	244,629	204,909	39,720	19%	Increase due to extension of George Street Respite, Queen Elizabeth Respite, and start-up cost for Lake Shore.
Mortgage & Rent Expense	1,407,247	1,371,320	35,927	3%	
Municipal Taxes	260,665	314,503	(53,838)	-17%	Credit rec'd for property tax on sale of 4117 Lawrence.
Insurance	104,931	119,244	(14,313)	-12%	Refund in premium due to Queen Elizabeth closing in April.
Reserve Allocations	152,948	150,369	2,579	2%	
Amortization of Capital Assets	153,146	154,517	(1,371)	-1%	
Bad Debts (Recoveries)	(5,399)	14,958	(20,357)	-136%	We have managed to recover some outstanding arrears as we are now up to date with the annual income reviews and following up with tenants in arrears.
Total Property Management Expenses	6,501,557	7,991,999	(1,490,442)	-12%	
Tenant Support Expenses:	7,863,329	8,610,077	(746,748)	-9%	Due to gapping in some program areas.
Salaries and Benefits	2,317,230	1,304,050	1,013,180	78%	Increase due to extension of Queen Elizabeth Respite and start-up cost for Lake Shore.
Tenant Services	700,973	204,691	496,282	242%	Increase due to extension of Queen Elizabeth Respite, start-up cost for Lake Shore, and 4117 Lawrence loan breakage cost
Office Administration	10,881,332	10,118,817	762,515	8%	
Total Tenant Support Expenses	18,832,695	17,448,309	1,384,386	5%	
Expense Allocations:	1,379,034	1,328,821	50,213	4%	
Central Admin Expense Allocation	453,661	419,488	34,173	8%	
Property Management Expense Allocation	925,373	909,333	16,040	2%	
Total Expense Allocations	2,703,407	2,648,642	54,765	2%	
TOTAL EXPENSES	19,215,784	17,659,126	1,556,658	9%	
NET SURPLUS/(LOSS)	235,639	36,846	198,793	540%	
Materials - 13 of 60					

HFS SEGMENTED STATEMENT OF OPERATIONS - ACTUALS
FOR MONTH ENDING OCTOBER 31, 2019

	SHELTERS						INITIATIVES				SEC95	MGD	SDL	TOTAL
	Savards	Strachan	St Clair	Kennedy	BLT	George	OE	FUSS	CAMH	Social Housing Units				
Units/Beds	30	88	90	90	200	105	180	0	15	174	77	48	275	
REVENUE														
Government Funding:														
City of Toronto	625,102	1,356,553	1,464,934	2,338,092	3,592,668	1,425,004	2,531,770	164,608	-	2,467,194	360,869	-	722,352	17,049,145
Province of Ontario	294,346	-	-	-	-	70,000	30,000	-	-	-	-	-	-	394,346
Total Government Funding	919,448	1,356,553	1,464,934	2,338,092	3,592,668	1,495,004	2,561,770	164,608	-	2,467,194	360,869	-	722,352	17,443,491
Revenue from Operations	3,076	367,464	2,270	3,237	-	-	-	-	-	549,709	214,258	56,051	-	1,196,065
Donation Revenues:														
Restricted Donations	397	20,000	12,708	25	-	-	-	-	-	-	-	-	-	30,336
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations - Other	120	-	21,918	746	3,890	-	-	-	-	-	-	-	-	-
Total Donation Revenues	(277)	20,000	34,625	771	3,890	-	-	-	-	-	-	-	-	26,674
Other Revenues:														
United Way Funding	66,652	68,106	34,938	-	-	-	-	-	-	-	-	-	-	169,696
Management Fees	-	-	-	-	-	-	-	-	-	-	-	96,741	-	96,741
Program Funding	16,330	138,187	13,813	25	-	-	-	-	219,292	-	-	-	96,798	333,903
Deferred Amortization Contributions	82,982	210,292	48,751	-	-	-	-	-	-	-	-	-	-	154,517
Total Other Revenues	1,005,229	1,954,309	1,550,580	2,342,101	3,596,558	1,495,004	2,561,770	164,608	219,292	3,016,902	575,127	152,791	817,150	19,451,421
TOTAL REVENUE														
EXPENSES														
Property Management Expenses:														
Utilities	19,630	117,074	67,277	103,076	-	-	-	-	-	253,479	112,099	13,593	-	686,227
General Repairs and Maintenance	57,003	204,173	100,475	208,738	603,208	202,248	279,193	-	-	159,176	64,159	30,529	-	1,908,900
Building and Equipment	46,296	361,741	42,850	128,430	101,046	5,480	2,000	-	-	556,751	37,438	16,167	-	1,298,199
Mechanical	9,034	74,161	41,500	50,304	9,547	-	-	-	-	57,740	31,909	15,869	-	290,064
Security, Health & Safety	15,050	41,545	11,283	20,032	46,316	7,280	1,460	-	-	71,645	27,361	2,657	-	244,629
Mortgage & Rent Expense	-	2	182,032	25,414	2	-	2	-	-	1,026,604	171,250	1,939	-	1,407,247
Municipal Taxes	-	-	21,097	-	-	-	-	-	-	239,541	26	-	-	260,665
Insurance	3,100	14,119	5,595	8,153	2,383	8,552	2,699	-	-	38,211	14,623	7,496	-	104,931
Reserve Allocations	-	18,000	-	-	-	-	-	-	-	116,198	18,750	-	-	152,948
Amortization of Capital Assets	16,330	138,187	1,371	-	-	-	-	-	-	-	-	-	-	153,146
Bad Debts	-	1,069	-	-	-	-	-	-	-	2,149	2,180	-	-	(5,399)
Total Property Management Expenses	166,443	967,932	470,739	544,148	762,502	223,560	285,354	-	-	2,517,196	475,434	88,250	-	6,501,558
Tenant Support Expenses:														
Salaries and Benefits	593,410	800,599	836,692	1,312,808	1,484,352	704,447	1,115,399	107,974	181,588	-	941	42,870	682,249	7,863,329
Tenant Services	56,190	71,564	108,071	168,069	893,733	368,554	627,397	1,415	-	6,002	2,392	224	13,618	2,317,230
Office Administration	13,253	24,546	162,509	52,347	97,308	18,588	249,803	2,837	24	21,187	15,080	3,995	39,493	700,973
Total Tenant Support Expenses	662,854	896,709	1,107,273	1,533,224	2,475,393	1,091,588	1,992,599	112,226	181,612	27,190	18,414	47,089	735,360	10,881,532
Expense Allocations:														
Central Admin Expense Allocation	72,677	45,728	31,274	172,152	263,203	138,691	221,966	27,581	10,066	339,240	27,581	12,888	15,988	1,379,034
Property Management Expense Allocation	24,478	14,128	8,816	62,112	95,460	41,062	56,608	9,073	2,596	120,934	9,073	3,927	5,394	453,661
Total Expense Allocations	97,155	59,855	40,090	234,264	358,663	179,753	278,575	36,654	12,661	460,174	36,654	16,815	21,381	1,832,695
TOTAL EXPENSES	926,452	1,924,497	1,618,102	2,311,637	3,596,558	1,494,901	2,556,527	148,880	194,273	3,004,560	530,502	152,154	756,742	19,215,785
NET SURPLUS/(LOSS)	78,777	29,813	(67,522)	30,464	-	103	5,243	15,727	25,019	12,342	44,625	637	60,408	235,636

HFS SEGMENTED STATEMENT OF OPERATIONS - BUDGET
FOR MONTH ENDING OCTOBER 31, 2019

	SHELTERS										INITIATIVES			MGD	SDI	TOTAL
	Savards	Strachan	St Clair	Kennedy	BLT	George St	OE	FUSS	CAMH	Social Housing Units	SEC78	SEC95	Managed Properties			
10																
	Units/Beds	88	90	90	200	105	180	0	15	174	77	48		275		
	REVENUE															
	Government Funding:															
	City of Toronto	679,592	1,205,278	2,029,771	2,322,733	963,717	282,191	164,608	-	2,432,434	390,950	-	-	735,782	15,542,823	
	Province of Ontario	294,350	-	-	-	-	-	-	-	-	-	-	-	-	294,350	
	Total Government Funding	973,942	1,205,278	2,029,771	2,322,733	963,717	282,191	164,608	-	2,432,434	390,950	-	-	735,782	15,837,173	
	Revenue from Operations															
		-	365,429	-	-	-	-	-	-	479,817	216,546	57,328	-	-	1,119,120	
	Donation Revenues:															
	Restricted Donations	13,333	-	-	-	-	-	-	-	-	-	-	-	4,167	17,500	
	Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Donations - Other	16,667	21,667	9,446	-	-	-	-	214,748	-	-	4,721	-	-	65,000	
	Total Donation Revenues	30,000	21,667	9,446	-	-	-	-	214,748	-	-	4,721	-	16,667	82,500	
	Other Revenues:															
	United Way Funding	49,912	67,412	49,912	-	-	-	-	-	-	-	-	-	-	167,235	
	Management Fees	-	-	-	-	-	-	-	-	-	-	-	96,741	-	96,741	
	Program Funding	-	-	5,938	-	-	-	-	214,748	-	-	-	-	18,000	238,686	
	Deferred Amortization Contributions	16,330	138,187	-	-	-	-	-	-	-	-	-	-	-	154,517	
	Total Other Revenues	66,242	205,598	55,849	-	-	-	-	214,748	-	-	96,741	-	18,000	657,178	
	TOTAL REVENUE	1,070,183	1,797,972	2,095,066	2,322,733	963,717	282,191	164,608	214,748	2,912,250	607,496	158,790	-	770,448	17,695,972	
	EXPENSES															
	Property Management Expenses:															
	Utilities	31,067	114,238	102,240	111,225	207,620	4,491	3,000	-	337,027	151,434	12,613	-	-	1,067,462	
	General Repairs and Maintenance	54,742	151,733	54,535	173,833	411,336	54,787	3,000	-	177,683	39,803	21,101	-	-	1,144,044	
	Building and Equipment	17,917	78,446	87,158	43,413	81,037	15,000	3,000	-	445,441	72,167	18,750	-	-	862,328	
	Mechanical	13,750	57,771	16,667	70,927	132,391	-	-	-	64,068	25,688	7,083	-	-	388,344	
	Security, Health & Safety	15,842	26,818	18,254	16,908	31,562	3,500	-	-	62,871	23,008	6,146	-	-	204,909	
	Mortgage & Rent Expense	-	2	197,682	24,946	-	-	-	-	973,957	171,443	3,292	-	-	1,371,320	
	Municipal Taxes	-	-	63,610	-	-	-	-	-	250,893	-	-	-	-	314,503	
	Insurance	2,983	13,383	17,138	8,300	15,493	4,000	1,000	-	36,083	13,800	7,063	-	-	119,244	
	Reserve Allocations	-	18,000	-	-	-	-	-	-	113,619	18,750	-	-	-	150,369	
	Amortization of Capital Assets	16,330	138,187	-	-	-	-	-	-	-	-	-	-	-	154,517	
	Bad Debts	-	2,083	-	-	-	-	-	-	7,875	4,167	833	-	-	14,958	
	Total Property Management Expenses	152,630	600,660	557,284	449,552	879,439	77,287	8,491	-	2,469,518	520,259	76,880	-	-	5,791,999	
	Tenant Support Expenses:															
	Salaries and Benefits	658,068	852,692	1,188,471	1,518,183	2,692,436	469,550	216,900	190,287	-	-	53,930	629,158	-	8,610,077	
	Tenant Services	61,590	94,742	157,198	165,643	441,000	310,850	56,300	833	-	-	2,875	11,603	-	1,304,050	
	Office Administration	18,138	24,071	29,296	30,625	57,167	8,674	500	1,881	-	-	2,708	25,375	-	204,691	
	Total Tenant Support Expenses	737,796	971,504	1,374,964	1,714,450	3,190,602	789,074	273,700	193,001	-	-	59,513	666,136	-	10,118,817	
	Expense Allocations:															
	Central Admin Expense Allocation	136,343	167,128	108,343	118,750	201,549	73,827	12,538	16,495	332,278	65,972	16,495	79,104	-	1,328,821	
	Property Management Expense Allocation	43,415	53,219	30,809	37,815	64,178	23,529	3,993	5,253	105,809	21,008	5,253	25,208	-	419,488	
	Total Expense Allocations	179,758	220,347	139,152	156,565	265,728	97,356	16,531	21,748	438,088	86,979	21,748	104,312	-	1,748,309	
	TOTAL EXPENSES	1,070,183	1,792,511	2,071,400	2,320,567	4,335,769	282,191	164,608	214,748	2,907,605	607,238	158,141	770,448	-	17,659,126	
	NET SURPLUS/(LOSS)	-	5,460	23,666	2,167	-	-	-	-	4,645	257	649	1	-	36,846	

HFS STATEMENT OF OPERATIONS
FOR MONTH ENDED OCTOBER 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	3,125,629	3,245,271	(119,642)	17,049,145	15,542,823	1,506,322	19,031,847	89.6%
Province of Ontario	58,868	58,870	(2)	394,346	294,350	99,996	353,220	111.6%
Total Government Funding	3,184,497	3,304,141	(119,644)	17,443,491	15,837,173	1,606,318	19,385,067	90.0%
Revenue from Operations	222,718	223,824	(1,106)	1,196,065	1,119,120	76,945	1,342,944	89.1%
Donation Revenues:								
Restricted Donations	18,000	3,500	14,500	30,336	17,500	12,836	21,000	144.5%
Unrestricted Donations	-	-	-	-	-	-	-	0.0%
Donations - Other	13,710	13,000	710	26,674	65,000	(38,326)	78,000	34.2%
Total Donation Revenues	31,710	16,500	15,210	57,010	82,500	(25,490)	99,000	57.6%
Other Revenues:								
United Way Funding	35,886	33,447	2,439	169,696	167,235	2,461	200,682	84.6%
Management Fees	19,348	19,348	-	96,741	96,741	0	116,089	83.3%
Program Funding	44,500	47,737	(3,237)	333,903	238,686	95,217	286,423	116.6%
Deferred Amortization Contributions	30,904	30,904	-	154,517	154,517	0	185,420	83.3%
Total Other Revenues	130,637	131,435	(798)	754,857	657,178	97,679	788,614	95.7%
TOTAL REVENUE	3,569,561	3,675,902	(106,341)	19,451,423	17,695,972	1,755,451	21,615,625	90.0%
EXPENSES								
Property Management Expenses:								
Utilities	133,150	237,724	(104,574)	686,227	1,067,462	(381,235)	1,305,186	52.6%
General Repairs and Maintenance	366,581	253,928	112,653	1,908,900	1,144,044	764,856	1,429,404	133.5%
Building and Equipment	235,711	120,765	114,946	1,298,199	862,328	435,871	1,226,846	105.8%
Mechanical	46,998	89,016	(42,318)	290,064	388,344	(98,280)	477,361	60.8%
Security, Health & Safety	30,398	42,987	(12,589)	244,629	204,909	39,720	247,896	98.7%
Mortgage & Rent Expense	297,392	274,263	23,129	1,407,247	1,371,320	35,927	1,645,584	85.5%
Municipal Taxes	46,998	68,476	(21,478)	260,665	314,503	(53,838)	382,979	68.1%
Insurance	18,940	25,749	(6,809)	104,931	119,244	(14,313)	144,993	72.4%
Reserve Allocations	30,589	30,074	515	152,948	150,369	2,579	180,443	84.8%
Amortization of Capital Assets	30,903	30,904	(1)	153,146	154,517	(1,371)	185,420	82.6%
Bad Debts	(27,308)	2,991	(30,299)	(5,399)	14,958	(20,357)	17,950	-30.1%
Total Property Management Expenses	1,210,053	1,176,879	33,174	6,501,557	5,791,999	709,558	7,244,062	89.8%
Tenant Support Expenses:								
Salaries and Benefits	1,567,983	1,864,945	(296,962)	7,863,329	8,610,077	(746,748)	10,475,022	75.1%
Tenant Services	391,911	226,180	165,731	2,317,230	1,304,050	1,013,180	1,530,230	151.4%
Office Administration	75,287	44,004	31,283	700,973	204,691	496,282	248,694	281.9%
Total Tenant Support Expenses	2,035,181	2,135,128	(99,947)	10,881,532	10,118,817	762,715	12,253,946	88.8%
Expense Allocations:								
Central Admin Expense Allocation	331,750	274,375	57,375	1,379,034	1,328,821	50,213	1,603,195	86.0%
Property Management Expense Allocation	155,376	84,693	70,683	453,661	419,488	34,173	504,181	90.0%
Total Expense Allocations	487,126	359,067	128,059	1,832,695	1,748,309	84,386	2,107,376	87.0%
TOTAL EXPENSES	3,732,360	3,671,076	61,284	19,215,784	17,659,126	1,556,658	21,605,384	88.9%
NET SURPLUS/(LOSS)	(162,799)	4,826	(167,625)	235,639	36,846	198,793	10,241	2300.9%

HOMES FIRST SOCIETY
STATEMENT OF FINANCIAL POSITION
AS OF OCTOBER 31, 2019

	YTD 31-Oct-19	Audited 2018	Net Change
ASSETS			
Current:			
Cash and cash equivalents	6,131,059	243,941	5,887,118
Accounts Receivable	1,274,822	2,568,969	-1,294,147
Prepaid Expenses	247,031	144,724	102,307
Total Current Assets	7,652,912	2,957,634	4,695,278
Property and Equipment	5,789,936	9,244,624	-3,454,688
Assets under capital lease	2,759,036	3,175,512	-416,476
Restricted Investments	2,373,882	2,125,979	247,903
TOTAL ASSETS	18,575,765	17,503,749	1,072,016
LIABILITIES			
Accounts Payable and accrued liabilities	1,572,212	2,130,472	-558,260
Deferred Revenue	5,024,562	518,503	4,506,059
Total Current Liabilities	6,596,774	2,648,975	3,947,799
Deferred contributions related to property & equipment	501,841	656,357	-154,516
Restricted Contribution	116,757	116,757	0
Mortgages payable	7,764,240	10,974,759	-3,210,519
Total Liabilities	14,979,612	14,396,848	582,764
NET ASSETS			
Externally Restricted Reserves	2,018,238	1,764,621	253,617
Internally Restricted Reserves	244,601	244,601	0
Unrestricted Net Assets	1,333,314	1,097,679	235,636
Total Net Assets	3,596,154	3,106,901	489,254
TOTAL LIABILITIES AND NET ASSETS	18,575,765	17,503,749	1,072,016

Balance Sheet

Assets

Current:	
Cash and cash equivalents	6,131,059
Bank accounts	2,749,352
Petty cash	21,693
Guaranteed investment certificates	3,512,962
Owing to/(from) operations	-152,948
Accounts Receivable	1,274,822
Government funding	979,074
HST	286,637
Rent, net allowance	9,111
Management fee	0
Prepaid expenses	247,031
Total Current Assets	7,652,912
Property and equipment	5,789,936
Assets under capital lease	2,759,036
Restricted Investments:	2,373,882
Bond Funds	1,146,274
Equity Funds	385,749
Gen Op GIC	244,602
Strachan Reserve GIC	316,775
TREB Funds GIC	116,757
Scarborough GIC	55,359
Owing to/(from) restricted investments	108,366
TOTAL ASSETS	18,575,765

LIABILITIES

Accounts Payable and accrued liabilities	1,572,212
Accounts payable and accrued liabilities	1,494,527
Provision for repayment of subsidies	0
Accrued mortgage interest	77,685
Deferred Revenue	5,024,562
SCPI BCA Repairs	0
Miscellaneous	5,024,562
Total Current Liabilities	6,596,774
Deferred contributions related to property & equipment	501,841
Restricted Contribution	116,757
Mortgages payable	7,764,240
TOTAL LIABILITIES	14,979,612

NET ASSETS

Externally Restricted net assets	2,018,238
Internally Restricted net assets	244,601
Unrestricted Net Assets	1,097,678
Total Net Assets	3,360,517

CURRENT YEAR SURPLUS 235,636

TOTAL LIABILITIES AND NET ASSETS 18,575,765



Homes First Social Media Policy and Guidelines

Homes First strives to have a strong presence on social media as it helps actualize our mission by raising awareness about our organization, create a community with like-minded organizations and people, and increasing our number of supporters.

We use social media as an effective way to tell stories, gather insights, verify information, engage our community, make our organization more transparent and provide a level of detail and personal perspective not possible in more traditional formats.

When posting on Homes First affiliated platforms, such posts, while often written or presented in an informal style, should meet the standards of Homes First. The integrity of Homes First must never be compromised.

Do's:

- Refer to the HFS Code of Conduct.
- Respect the privacy and confidentiality of clients. Put the needs of our clients first.
- Use Homes First's mission, vision and values to guide posts and tweets.
- Educate about "housing first".
- Seek out content unique to Homes First. Share stories of our organization's excellence, highlight client and staff accomplishments and promote our events.
- Add value. Introduce interesting topics or retweet a thought-provoking article.
- Consider your audience.
- Respect copyright laws and privacy rights.
- Ensure all posts are non-partisan.
- Exercise good judgement. When in doubt, consult your supervisor.
- Ensure you are a trusted source of information. Check links before you share content.
- Be responsive to and respectful of our readers and fellow colleagues; it's about building an online community through a civilized dialogue.

- Social media content should add value to the Homes First brand and others' understanding of us as an organization. Support (i.e. retweet) messages as appropriate from other like-minded organizations including our partners, as well as items in the news. Strive to always communicate via content that serves to enhance our diverse stakeholders' knowledge, perception of, and experience with Homes First. Always ask yourself if you are improving awareness and understanding of Homes First and of our cause, building relationships and a sense of community.
- If quoting or referencing content that is owned by other parties always check that proper citation, attribution, and links are being provided to the original author or source whenever possible.

Don't's:

- Never reveal any confidential, personal or proprietary information.
- Never identify clients, fellow staff members, volunteers, donors, or other stakeholders by name without their permission.
- Don't post anything that might be embarrassing to Homes First, our staff, or our clients.
- Don't comment on positions taken by any political representatives, either in support or in opposition.
- Don't take positions on controversial issues without checking with a supervisor.
- In spite of the informal style of blogs, Homes First can be held legally accountable for what is published. Be careful not to sound disparaging about any person or group.
- Never defame or disparage, i.e. post negative messages, about any person or group. If you come across misrepresentations, abusive or inflammatory content regarding Homes First, don't engage in an online argument. Stick to the facts, avoid unnecessary arguments, and be sure to let a senior staff member know so that the matter may be addressed appropriately.

-
- Created on April 14, 2015.
 - Approved by HF Communications Committee in November 2019.
 - To be approved by the HFS Board of Directors on December 3, 2019.
 - The HF Social Media Policy and Guidelines apply to all staff and volunteers of Homes First Society and Homes First Foundation.

To: Homes First Society Board of Directors
From: HFS Governance & Nominating Committee
Subject: HFS Board Recruitment Update
Date: December 3, 2019

Recommendation:

To receive for information

HFS GOVERNANCE & NOMINATING RECRUITMENT SUB-COMMITTEE:

The Recruitment Sub-Committee (Beate Bowron, Mervyn Horn, Fran Perkins, and Paulina Salamo) met on November 13, 2019 to review and screen the applications received. There are several candidates of very high caliber who, if not offered a Board position, could be excellent candidates for Committees.

The Sub-Committee recommended interviewing 8 applicants, with the possibility of an additional four if needed. The call for applications was removed from various websites. The six applicants who were not screened to be interviewed were notified.

Interviews have been scheduled and will be completed by mid-December.

The Sub-Committee also revised and finalized the interview questions and tracking sheet for applicants.

Finally, the Sub-Committee is documenting lessons learned from the call for applications and the interview process.

HFS BOARD OF DIRECTORS ACTION ITEM TRACKING

Updated prior to the December 3, 2019 Board of Directors Meeting

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1.	January 28, 2020	Review of the HFS Financial Policies.	HFS Finance & Audit Committee	January 23, 2019; August 27, 2019	<ul style="list-style-type: none"> • Ensure that third-party expenditures are in alignment with the HFS Financial Policies' Purchasing Policy. • Reviewed at Committee meeting; revisions will be again reviewed by the Committee prior to their being presented to the Board for approval.
2.	March 18, 2020	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.	December 3, 2019	Review and update of the Homes First Social Media Policy.	HFS Communications Committee	October 29, 2019	<ul style="list-style-type: none"> • The Homes First Social Media Policy has been reviewed and updated by the HFS Communications Committee.
4.	January 28, 2020	Review and update the Homes First Style & Communications Guide.	HFS Communications Committee	October 29, 2019	<ul style="list-style-type: none"> • The Homes First Style & Communications Guide has been reviewed and updated by the HFS Communications Committee and is being brought back to the Committee for further review.
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"> • The HFS Risk Management Policy is currently under review by management. • Please see item 6, below.

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
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"> Please see item 5, above.



Homes First Foundation Executive Director's Report November 7, 2019

The following is a summary of activity for the months of September

1. Administration:

- Time on the business aspects and administration of the Foundation.
- Support to, Event committee, prospect calls and presentation and foundation proposals
- Preparation for the AFP Philanthropy awards luncheon and video interviews. Please contact Maria if you are interested in purchasing individual tickets.

2. Finance:

- Revenue and expenses P&L report attached for review.
- Dispersal request for \$55,000 attached (\$40,000 Deferred from September from the Frederick and Douglas Memorial Foundation)

3. HR: No report

4. Prospects:

- Deposited the \$100,000 from Frederick & Douglas Dickson Memorial Foundation for the General Fund. Will disperse \$40,000 to the Society towards our annual dispersal commitment of \$76,000. The Foundation is touring Strachan House on Oct 3 and is interested in meeting with us. May give next year. **-UPDATE: This tour went well and I have contacted the foundation to begin discussion for a future designated gift.**
- Multiple HFD Sponsorships \$106,500 \$87,500 in the bank in the bank. With additional donations of \$15,400 and ticket sales of or new total is \$10, 250. Total raised to date is \$132,150. Our gross target is \$125,000. However, that was based on a different event. We therefore need to raise significant new revenue the night of through the mobile app, the silent and live auctions.
- The foundation report is attached. A total of \$159, 642.57 is secured and \$439,000 in asks made. Many proposals are still pending.

5. Leadership Gifts Follow-Up:

- Please send all new prospects to Shirlene, and make calls to schedule prospect meetings. Please make sure to check dates with Shirlene before confirming with the prospect.

6. Events:

Third party events:

- **Home with Friends:** We have revised the web site for Home with Friends which we are now promoting as a year round opportunity. Please take a look at the Home Page. **Remember this is a good option for your friends. They can do their own dinner on their own time.**
- **Come Home for Dinner;** Wychwood Barnes (an Art Scape property) for the event. Date is November 16, 2019.
- **We are now sold out. Board members who have not purchased tickets are out of luck unfortunately. We are setting up a wait list for any seats that may open up**
- **Setting up a mobile giving app so people can donate to HFF during the event, directly on their phones.**
- Helen Joy from CBC's Murdock Mysteries has agreed to be the MC. We have secured R & B singer Sean Jones to perform to close the evening. Remember live auction items for value up to \$10k and silent items for value up to \$1k. Contact Carolyn Potter. Carolyn Potter cpotter@bassettevents.ca.
- **For your consideration pending the merger: We really require additional volunteers for the events committee in 2020 if there is going to be one , people who are senior enough in business to influence sponsorships and assist with ticket sales. (Gala committee types)**

7. Marketing & Communications:

- Marketing reports are attached.

8. Priorities:

- Come Home for Dinner 2019
- Christmas mail appeal
- Christmas appeal for resident care packages
- Foundation merger transition plan –require direction and timelines from the board.

Respectfully Submitted: Shirlene Courtis CFRE

To: Homes First Society Board of Directors
 From: Patricia Mueller, Chief Executive Officer
 Subject: HFS Chief Executive Officer's Update
 Date: December 3, 2019

Recommendation:

That this report be received for information.

Background:

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

1. Financial sustainability:

- Monthly accounts receivable by site as of October 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	28	690	488	202		3					
Brandon	5	5										
Huron	10	10										
Jarvis	24	24	8064		8064							
Meegwetch	64	64	2160	1198	962	3	1					
Northcote	6	6	376	376								
Pleasant Manor	16	14					1				1	2
Sheila Miller	22	22	505		505	1						
Shuter	77	76	1899		1899	2			2	3	3	1
140 Spadina	7	7										
164 Spadina	6	6	238		238		1					
Strachan	83	83	2484	1425	1059							
Vaughan	29	29	497		497	2	3			1		
Wales	5	5										
TOTALS	382	379	16913	3487	13426	8	9	0	2	4	4	3

Account Receivable Notes:

- The arrears of \$16,913 also include maintenance and other arrears of \$3,487.
- Arrangements for repayment agreements with residents in arrears for the amount of \$10,560 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.

- October:
 - Of the 17 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.

- October:
 - Of the 105 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.

- October:
 - Of the 197 Priority 3 calls logged, all but 6 were completed within four weeks for a completion rate of 97%. The 6 outstanding calls were a result of parts being on backorder 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.

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

Unit Rollovers:

- October:
 - Of the 7 units rolled over, both were completed for a 100% completion rate.

Pest Control and Hoarding:

- October:
 - 81 clutter image inspections were completed, resulting in 4 clutter interventions taking place.
 - 81 pest control interventions took place throughout the month.
 - Six units were treated for cockroaches.
 - 11 units were treated for bedbugs and retreated within 14 days for a 100% completion rate.
 - 105 shelter bed bug treatments were completed and were re-sprayed in 14 days for a 100% completion rate.

Capital Repairs:

- The final phase of the Meegwetch front, east-side retaining walls work has been completed.

Willowdale Welcome Centre:

- In late October, the property department was tasked with the set-up of the new 200-bed shelter at 5800 Yonge Street.
- The 85,000 square-foot building had been vacant for some time and required a substantial amount of preparation to open by November 12th.
- A new floor plan was created prior to the move-in date in order to ensure compliance with all fire safety requirements.
- Homes First organized the purchase of all goods for the dining hall, catering serving area, kitchen; as well as outfitting all offices with furniture, supplies, etc.
- Homes First also organized the necessary linens, toiletries for residents, cleaning supplies and contracts, 36 computers (for staff and residents), and televisions.
- A waste management program was implemented to meet the City of Toronto's new waste diversion programs.
- To date, not including the in-house ordering of supplies, this is the largest set-up of its kind completed within 3 weeks.

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:

- October:
 - There were a total of 219 active case management files.
 - There were 57 referrals to outside agencies.
 - A total of 41 events/activities were held, including programs, meals programs, and food bank with a total 165 participants.
 - There were 24 eviction prevention interventions (including rent arrears, unit clean up and pest control assistance).
 - 44 stabilization supports were provided (for example, pest control assistance, facilitating mediation between residents).

Shelters – Service Delivery:

- **Kennedy:**
 - October:
 - Kennedy had 127 active case files and staff made 238 referrals to external agencies.
 - Through our Kennedy Shelter Community Engagement and Programming Coordinator, eight programs and activities took place throughout October, including:
 - 30 women participated in pet therapy this month.
 - 23 women attended the Flu Clinic facilitated by Toronto Public Health.
 - 37 women attended Hep Cure Clinic facilitated by Rx Infinity.
 - 12 women helped create Thanksgiving decorations.
 - 56 women attended Annual Thanksgiving Dinner event.
 - 7 women participated in the writing workshop.
 - 21 women participated in pumpkin carving.
 - 41 women attended the Annual Halloween Dance Party.
 - The ICM Team supported 94 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.
 - With the help of our Housing Workers, four women were housed and one client was successfully supported with eviction prevention; two Housing Stabilization Funds requests were made.
 - In addition, the team connected with landlords 30 times.
 - This month, the housing worker supported 13 clients that had been housed the previous month with various follow ups.
 - The shelter's Community Engagement and Programming Coordinator encouraged civil engagement by educating clients on policies of major political parties and escorting 25 women to vote in the Federal Election.
- **Savards:**
 - October:
 - Savards had 47 active case files and staff made 63 referrals to external agencies.
 - The Housing Worker referred eight residents to landlords; two residents obtained permanent housing during the month of October.

- The Recovery Group had an average of 6 residents participating weekly, and covered a variety of topics including the effects of shorter days on mental health.
 - Residents continue to benefit from weekly visits from a nurse from St. Elizabeth Health Care.
 - Four Savards residents attended this year's Talent Showcase.
 - The Life Skills Worker accompanied clients to appointments such as medical, immigration, I.D. clinic, legal, etc.
 - Participation in the monthly art program has dropped to one client.
 - Every Saturday, two residents of Savards continue to attend readings at the Toronto Public Library; another client is receiving tutoring on computer usage at the local library every Tuesday.
 - On Halloween, 22 residents were treated to a special dinner.
- **St. Clair Shelter:**
 - October:
 - In the month of October, the St. Clair Shelter provided services to a total of 128 clients, and completed a total of 55 new intakes into the shelter program.
 - Our Housing Help Worker assisted eleven clients secure permanent housing.
 - Our Life Skills and Intensive Case Management Workers assisted a number of clients with their physical health needs, including: 8 clients being connected to or have appointments made with a family doctor.
 - Our Life Skills and Intensive Case Management Workers assisted 22 clients in obtaining financial assistance, in addition to providing assistance with employment help (i.e., job search workshops) to six clients.
 - A total of 7 residents were provided with assistance navigating the legal system (i.e., connected to Legal Aid Ontario).
 - In addition, 9 clients were provided with referrals for assistance in Immigration Legal Service.
 - 19 clients were assisted with obtaining identification.
 - Our Life Skills Worker organized and facilitated a number of activities, workshops, and programs in the month of October. In total 143 clients participated in these various programs including: cooking and baking workshops, weekly games nights, arts & crafts, computer skills workshops, a group field trip to The Royal Ontario Museum, and a resident Halloween party.
- **Strachan House:**
 - October:
 - Staff made 29 referrals to external agencies, with a total of 86 active case files.
 - 1 new resident signed a lease.
 - Assistance with laundry and room cleaning supports were provided to 39 residents.
 - A total of 4196 meals were served through the Strachan House Meal Program.
 - 15 residents attended the monthly birthday party.
 - The Intensive Case Management and Pest Control Worker focused on hoarding, housekeeping, and bed bug control.
 - 72 residents received harm reduction support and supplies.

- A total of 211 people attended social events and programs during the month, including: 13 residents participating in cultural meal lessons; 19 residents attending movie night; and 49 residents attending the ice cream social.
- **Bathurst-Lake Shore – Single (60 women; 40 men) Shelter:**
 - October:
 - There were 141 active case files and staff made 105 referrals to external agencies.
 - The Intensive Case Management Team supported 145 residents; 35 “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.
 - Seven residents were successfully housed and the team accompanied 17 residents in the community.
 - Through the Community Engagement and Programming Coordinator, 12 programs and activities took place with a total of 213 participants, including:
 - 23 residents participated in job readiness.
 - 10 residents participated in yoga.
 - 15 residents participated in art group.
 - 17 residents participated in hep cure.
 - 35 residents participated in pajama day/movie night.
 - 11 residents participated in getting haircuts from volunteers.
 - 7 residents participated in urban sketchers.
 - 20 residents participated in the flu clinic.
 - 70 residents participated in the Talent Showcase.
- **Bathurst-Lake Shore – Couples Shelter:**
 - October:
 - There were 153 active case files and staff made 352 referrals to external agencies.
 - Through our Activity and Programming Coordinator, the following programs and activities took place:
 - 3 of our residents participated in yoga.
 - 8 of our residents participated in Book Club.
 - 14 of our resident’s participated in art classes.
 - 14 of our residents participated in Bollywood Dancing.
 - 13 of our resident’s attended a Paint Pouring Party.
 - 17 of our resident’s received confidential screening by HepCure.
 - 15 of our resident’s attended job readiness workshops.
 - The Intensive Case Management Team administered 36 “Service, Triage Support, and Screening Tool” interviews; and case management 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, including:
 - 2 residents obtained permanent housing.
 - 4 furniture bank referrals were made.

- 58 Regional/Municipal Rent-Geared-to-Income (RGI), Affordable, Transitional, Social, Supportive, & Co-Operative Housing applications were completed.
- 50 referrals were provided relating to assistance with private market rentals.
- 23 referrals were provided relating to mental health & wellness supports.
- 18 referrals were provided relating to substance use & harm reduction supports.
- 50 referrals were provided relating with primary health care referrals, nursing, medication assistance, and pre-natal/pregnancy supports.
- 65 referrals were provided relating to income supports, including; social assistance, income, senior's income, taxes, and banking supports.
- 21 referrals were provided for employment assistance, training, or programming.
- 14 referrals were provided related to education related programming.
- 12 referrals were provided related to immigration & refugee related assistance.
- 20 referrals were provided related to identification (ID) supports.
- 7 referrals were provided related to legal & justice supports.
- 8 referrals were provided for food and/or clothing bank supports.
- Our team accompanied residents out into the community a total of 10 times.
- 8 of our resident's attended a group trip to Scadding Court Community Centre with Intensive Case Managers to obtain identification and to observe programming.
- **Assertive Follow-Up Support Services Pilot Project (External Services):**
 - By the end of October, we had 57 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 10 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.
 - The team continues to support our clients in the community as the holidays are fast approaching. This time of the year tends to be the most difficult for our clients.
- **Addiction and Life-Skills Program (St. Clair and Kennedy Shelters):**
 - In October, the Addiction and Life Skills Worker has seen several clients on a drop-in basis, with two individuals 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.
 - Additionally, the Addiction and Life-Skills worker is enrolled in a trauma counselling certificate program through the Hospital for Sick Kids, and is increasing her trauma-informed framework and skills when counselling shelter clients

- The Addiction and Life Skills Worker is working with Rxinfinity Inc. to implement a HepCure program at our St. Clair and Kennedy shelters. This program provides incentives for clients to engage with diagnoses and full treatment of HepC. Engagement has been good. The Addiction and Life Skills worker has also partnered with Riverdale Community Health Centre to present HepC information workshops in conjunction with this program, to fill out client's knowledge and increase engagement with the program.
- **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 seven participants have attended each workshop in October.
 - The Harm Reduction Worker has presented a HepC information workshop to our housing sites, in partnership with the Riverdale Community Health Centre. Up to six clients attended at each site, engagement was enthusiastic and clients reported an increased knowledge of the disease and how to protect themselves, as well as harm reduction as a whole.
 - A volunteer with a harm-reduction background has begun to work with the program. She is assisting with data management for reporting to The Works, our supplier of harm reduction supplies, as well as management of our harm reduction "zones" at each site, which provide harm reduction literature to our clients.
 - 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. They have provided intensive support to clients who are injection drug users at Meegwetch, including assisting with access and proper disposal of needles and safer use 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.*
- October:
 - We completed 11 employee new hire orientations.
 - Seventeen employees completed SMIS training.
 - 102 attended CPR and First Aid training; 43 attended one-half day CPR Recertification training; 21 staff attended Emergency First Aid and CPR Level C training; and 38 staff attended Standard First Aid and CPR Level C training.
 - 73 employees attended the annual Toronto Shelter Network Conference.
 - One employee attended "Out of the Ordinary: Calculating RGI Rent when Income is Irregular" at the Pre-Conference Education Day of the annual ONPHA conference.
 - One employee attended Joint Health and Safety Committee Certification Training Part 1.
 - 28 employees completed the online Toronto Shelter Standards Training.
 - Two employees completed online training through ONPHA on the ABCs of RGI Toronto.
 - 109 employees completed Ministry of Labour Training on Health and Safety Awareness For Workers in 4 Steps.

- 19 employees completed Ministry of Labour Training on Health and Safety Awareness For Supervisors in 5 Steps.
- 11 employees completed WHMIS including the GHS for Workers and Supervisors All Jurisdictions training.
- 16 employees attended Supervisor Responsibilities and Due Diligence Training through Workplace Safety & Prevention Services (WSPS).
- Five employees attended Mental Health First Aid, two-day training through Toronto Hostels Training Centre.
- Four employees attended Immigration Policy Changes, Refugee Protection System, and Human Trafficking through Toronto Hostels Training Centre 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.*
- October:
 - Staff Turnover: five.
 - Vacancies: 18 Community Shelter Workers; 13 Weekend Community Shelter Workers; 4 Intensive Case Management Workers; 1 Maintenance Worker; and 1 Pest Control and Hoarding Worker.
 - New hires: 14 Relief Community Shelter Workers; 1 Weekend Community Shelter Worker; 7 Community Shelter Workers; 3 Supervisors; 2 Intensive Case Management Workers.

Staff Absenteeism – Average Number of Sick Days per Individual			
Employees	October Average	2019 Year-to-date	12 Month Average for 2018
Unionized Employees (89)	1.20	0.91	1.23
Non-Unionized Employees (11)	0.52	0.60	0.46
Management (33)	0.49	0.70	0.36
All Staff (132)	0.97	0.81	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 October, 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 October, the Community Engagement Coordinators met with a staff who is compiling a book of Strachan House resident art.
- On October 8th, staff at Shuter hosted an appreciation event for the nominees of the Wanda's Arts Awards; nominees were given a certificate in appreciation of their hard work.
- The Communications and Committee Engagement Coordinator worked with multiple groups to receive donations for residents over the holidays, including: Santa Comes to Bay Street; North Face Rally; Noble; and Lush.
- The Community Engagement Coordinators worked with the Community Engagement and Programming Coordinator at Bathurst-Lake Shore to plan and put on the annual Homes

First Showcase. The Showcase was held on October 22nd in the basement of the Bathurst-Lake Shore Shelter. Approximately 15 residents participated and more than 50 residents from multiple sites came to watch and enjoy the event.

- On October 19th, a student group from Oakville dropped off 30 bagged lunches to Savards as a community gesture for Thanksgiving.
- In October, we on-boarded a temporary volunteer from Springboard; the volunteer contributes 10 hours bi-weekly at the St. Clair Shelter assisting with cooking, cleaning, organization.
- On-boarded two volunteers as relationship coaches for 545 Lakeshore who volunteer for a total 6 hours weekly.
- On October 15th, we hosted our first photography workshop at Shuter. Two volunteers donated 2 hours and are planning a second 2-hour workshop in December.
- On October 19th, we hosted Urban Sketchers Toronto at the Bathurst-Lake Shore Shelter; 12 volunteers and 12 residents walked to the Toronto Music Garden to sketch their surroundings.
- On October 29th, four residents of our east-end properties and one from the Bathurst-Lake Shore Shelter participated in our monthly hike with Streets to Trail to the Rockwood Conservation Area.
- In October we began the bi-weekly cooking classes at the Sheila Miller building.

6. Toronto Community Housing Rooming House Project:

- In October, two intakes were completed (one of whom was a Homes First client at the Bathurst-Lake Shore Shelter) for November move-ins. This brings our total of intakes to 11 since June (4 Homes First, 4 Dixon Hall; and 3 City of Toronto).
- Homes First hosted a workshop on healthy eating with a food worker from the Good Sheppard, and a fire safety workshop together with Toronto Fire.
- Our Pest Control and Hoarding Specialist met with a Community Development officer with Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability (SPIDER) from the City of Toronto to look at opportunities for learning and collaboration relating to hoarding and pest control.
- We hosted a workshop where volunteers from the Repair Café Toronto helped fix and mend items that community members brought in.
- On October 24th, a mobile dentist unit visited 188 Carlton in our basement program room and cleaned teeth; they will be visiting three times a year.

- In other news, two members of our original staff have left the team. One has left to pursue a Master in Social Work degree fulltime, and the other has been hired as the Lead Supervisor at Strachan House.
- As food access and community meals have become an enormous amount of work for our community development team, we will be creating a Community Food Worker position; the person filling that role will be responsible for all food-related community programming.

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 was one staff injury in October. Police were on site at the Kennedy Shelter removing a client who had been service restricted. While the police were removing the client from the building, she grabbed onto one of the staff's legs with her legs. The police physically removed her from the staff. The staff mentioned having leg pain after the incident and was sent to the hospital in a cab as a follow up. There was no lost time. The Shelter Supervisor, HR Supervisor, and Assistant Manager of East Team all followed up to debrief with staff following the incident. The staff person has returned to work and is feeling well.

To: Homes First Society Board of Directors
From: Patricia Mueller, HFS Chief Executive Officer
Subject: HFS Shelter, Housing, and Client Service Standards Update
Date: December 3, 2019

Recommendation:

That this report be received for information.

Background:

This report constitutes an annual review and update of existing standards with respect to shelters, assisted housing, and client services.

Comments:

At Homes First Society we have been working to improve the quality of services to our tenants and residents by adhering to or exceeding established standards. Those standards that directly relate to housing and shelters are:

- Toronto Shelter Standards
- *Housing Services Act*
- *The Residential Tenancy Act*
- *The Building Code Act*
- The Ontario Fire Code
- Toronto Public Health
- The Rooming House Chapter (Toronto Municipal Codes)
- Technical Standards and Safety Authority
- *Accessibility for Ontarians with Disabilities Act (AODA)*

ENTIRE ORGANIZATION:

Many of the codes and standards relate to all of Homes First Society's buildings, but many have specific impacts and as such, are addressed under the specific headings of shelters and housing.

Two areas that apply to the full portfolio are the Ontario Fire Code (2016) and the *Accessibility for Ontarians with Disabilities Act*.

The recent changes to the Ontario Fire Code includes the additional requirement that all buildings that require fire safety plans must have the plans reviewed and/or updated and approved at least every five years by the local Fire Prevention Office. These changes do not prevent the owner or landlord from updating their fire safety plans as staff or building changes take place at the specific sites.

The *Accessibility for Ontarians with Disabilities Act* outlines five standards which must be met by all organizations and businesses by 2025: customer service, employment, information and communications, transportation, and design of public spaces. Homes First has been affected organization-wide with these standards and as a non-profit organization, Homes First must file regular accessibility compliance reports. In anticipation of meeting AODA standards, Homes First has provided increased training to staff on working with people with disabilities. Despite the requirement that these five AODA standards must be put in place by Homes First by 2025, any new buildings that Homes First acquires must be in full compliance prior to opening, such as our new shelter at 4117 Lawrence Avenue East. Throughout the rest of our portfolio we are making incremental changes towards meeting the standards by 2025 (accessible entrances, improved signage, etc.).

SHELTERS:

We describe our quality improvement programs using terms relevant to our funders, potential accreditation sources, and specific program design. For example, the City of Toronto Shelter Services Division uses the term “Quality Assurance” to designate its instituted measurement of compliance with Hostel Standards.

The City of Toronto has revamped and updated the Shelter Standards in 2016. Some of the Shelter Standards changes relate to property standards, and I am happy to report that we are ahead of the curve and are in full compliance. For example, all of our mattresses are pest resistant and fire retardant. We also provide janitorial services 7-days-a-week as per the new Standard.

Another alteration to the Standards relates to Health and Safety training. This is another example of where Homes First has been ahead of the curve. However, the City has now become much more prescriptive, for example, now all staff must be recertified in WHMIS every five years. The Shelter Standards also speaks to the training requirements of Board members; however, work is being done on what is deemed to be equivalent to training, which will be reported when available.

In 2017, Homes First began using Pirouette, a web-based case management program which ensures consistency with the intake and case management services provided across all HFS shelter sites. This program helps us deliver our programs in a way which keeps us in compliance with the case management and documentation requirements set forth in Toronto Shelter Standards. Homes First has also introduced Intensive Case Management Workers at each shelter site, whose role is to work closely with each resident to develop and implement service plans with clients.

Our Case Management system is designed to support clients in meeting their goals with the assistance of our staff. Two of our shelters – 702 Kennedy and Bathurst-Lakeshore – are now using a new intake and assessment tool called “STARRS”, which Homes First helped develop. The intention is to use this tool as the standard throughout the City in order to have a consistent measure of evaluating client needs.

The kitchens of our shelters are considered to be commercial, and as such, are subject to the same standards as any restaurant’s kitchen. The Toronto Public Health Food Premises Inspectors regularly visit and inspect our kitchens, and we have always received a “pass”.

Kennedy Women’s Shelter is only one of three women’s shelters across Toronto with an elevator and as such, we have a large number of referrals from hospitals for residents with mobility and/or

complex health issues which are able to be accommodated. However, more recently, the Toronto Fire Department has limited the number of residents with mobility issues that restrict them from exiting the building by way of stairs in an emergency.

Our newest program – the Willowdale Welcome Centre – is located in the former North York Hydro complex at 5800 Yonge Street. As those buildings were not designed for residential use remediation work has been done on the fire systems to bring them up to code.

SUPPORTIVE HOUSING:

The quality of housing provided to our residents is directly affected by the legislation that sets out standards, such as the *Housing Services Act*, the *Residential Tenancy Act*, the *Building Code Act*, the Ontario Fire Code, Toronto Public Health, and, in some cases, the Rooming House Chapter (Toronto Municipal Codes), and the Technical Standards and Safety Authority.

The *Housing Services Act* sets out the duties of social housing providers relating to the amount of capital reserves, insurance coverage participation, and the process for most renewal and occupancy standards. Homes First Society is in full compliance.

The *Housing Services Act* provides a great deal of flexibility to the local service manager (the municipality). Two areas that could possibly impact Homes First relate to the requirement that all local service managers must develop local housing and homelessness plans and to have the flexibility to develop local rules.

One interesting aspect of the *Housing Services Act* relates to triggering events and remedies for projects in difficulty. The *Housing Services Act* gives service managers power in determining whether a housing provider has incurred a substantial and excessive expenditure or accumulated deficit, or failed to operate a housing project properly. Under the *Housing Services Act* the test is simply "in the opinion of the service manager." It is very fortunate that our days of being a project in difficulty are in our distant past.

The *Residential Tenancy Act* outlines the responsibilities of both landlords and tenants. Key responsibilities for landlords include the rules governing entering units with or without notice; the responsibility to complete repairs; and responsibilities relating to services (such as water and heat). The *Act* also establishes regulations relating to what landlords cannot do, i.e., restrict a resident from having pets, and demanding a key or damage deposit. In addition to the tenant's obligation to pay rent, the *Act* also establishes the tenant's responsibilities, i.e., ordinary cleanliness of the unit, for damage caused by wilful or negligent conduct, and that a tenant cannot change a lock without the landlord's consent.

The selection of buildings to be inspected by City of Toronto's Municipal Licensing and Standards Division (MLS) is random, and the list of ordered changes is usually quite extensive.

The *Building Code Act* sets out detailed lists of standards that must be met or exceeded in all new buildings, repairs, and renovations. All landlords of buildings with three or more storeys and that have 10 or more apartment units are required to register with "Rent Safe" and to have their buildings licensed by the City of Toronto and inspected by MLS. This program will ensure that all landlords are providing safe and clean housing. All of HFS buildings have been registered and have been inspected.

Some of our buildings are classified as rooming houses, and as such, we must comply with the standards set out in the Rooming House Toronto Municipal Code. HFS is currently in compliance. The City is conducting a two-phase review of rooming houses to address issues relating to the regulation and condition of multi-tenant houses which may result in additional legislation.

Toronto Public Health has declared bed bugs to be a health hazard, and is now providing supports to landlords to help them maintain buildings free from bed bugs, and another health hazard, cockroaches.

The Toronto Public Health division is also responsible for investigating complaints relating to the prohibition of smoking or vaping in common areas. HFS is compliant with regulations relating to signage.

Supportive housing for individuals considered to be the hardest-to-house is funded to provide case management services that primarily relate to eviction prevention. Homes First has trained all staff in interview techniques which help support clients in goal attainment.

We continue to measure the number of supports that have been put in place to aid the client in reaching their goals. Very often, the support is a brokerage duty in that we connect the individual with the external service provider relating to their goal(s).

To: Homes First Society Board of Directors
From: Patricia Mueller, HFS Chief Executive Officer
Subject: HFS Property Monitoring Update
Date: December 3, 2019

Recommendations:

That this report be received for information.

Background:

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

Comments:

SUITABILITY:

BUILDINGS OWNED BY HFS:

Bellevue:

- The building currently houses a mixed adult population with a variety of addictions, mental health, and physical issues.
- The building style and neighbourhood location make Bellevue a very suitable setting for its existing mix of residents.

Huron:

- The building currently houses middle-to-older aged males with a variety of addictions, mental health, and behavioural issues.
- The current residents fit relatively well into this living arrangement and neighbourhood, as their issues and behaviours tend to be moderate.
- Because of its small size, Huron has the flexibility required to be adapted for use for a number of other underserved populations.

Meegwetch:

- The apartment building is extremely suitable to the needs of the hardest-to-house, single-adults living there; residents of the apartment building have a variety of issues including addictions, mental, and physical health.
- The townhouses have presented problems over the years; there were many underlying property issues, some of which have been addressed. The townhouses house low income families.
- Homes First has a contract with CAMH to house up to 15 clients who were previously hospitalized in CAMH's Schizophrenic Unit at Meegwetch.
- This combination of families and high-needs individuals is dysfunctional as these groups have competing needs that cannot be simultaneously satisfied. The dissonance between the approaches required to service two such disparate groups will always be extremely challenging.

It has also been noted that HFS's expertise tends to be in the area of support of single adults, not families.

Pleasant Manor:

- The population at Pleasant Manor is comprised of middle-to-older aged men and women who are primarily former Street City residents and who have mental health, drug, and alcohol issues, or are in recovery.
- In the past, some of the neighbours have had issues with Pleasant Manor's residents. As we have identified this neighbourhood as being somewhat less tolerant, we keep this in mind when placing residents, which has resulted in improved neighbourhood relationships.
- The current residents fit relatively well into this living arrangement and neighbourhood, as their issues and behaviour tends to be moderate.

Savards:

- Savards provides shelter accommodation to 30 women with extreme mental health issues. These individuals often have other issues including addictions, physical health, and developmental issues. Many of Savards' residents are non-compliant with diagnoses/ medication.
- This is an appropriate clientele for Homes First, and provides an excellent fit for our mandate. In addition, our staff are excellent at providing supports to this clientele.
- Although we adequately serve the residents of Savards with the equipment we have, the quality of life could be greatly improved with an increase of program and common area space.

Sheila Miller:

- Sheila Miller was repurposed from women fleeing domestic abuse to that of providing housing for individuals (both male and female) with mobility challenges.
- The units at this building are not fully accessible for people with high disability needs, but because of the size, layouts, and width of doorways of the units, these units are walker and scooter friendly.
- The repurposing has been done through attrition. Due to the low rate of attrition at the building, there are still many tenants from the original client placement strategy, however, it should be noted that both these populations work well with each other.

Shuter:

- The population mix at Shuter is mixed, older single adults. These individuals are not necessarily seniors, but because many have been chronically homeless and marginalized, they often have physical and mobility issues similar to older persons.
- As the units are either 4-bedroom or 5-bedroom, there is the issue of shared bathrooms. Our centralized intake has enabled us to match roommates more effectively and have minimized the problems experienced in past years; however, difficulties flare up from time to time.
- The fourth and fifth floor of the building are dedicated to our tripartite arrangement with CAMH and Pilot Place housing 18 middle-to-older aged individuals who had previously been long-term patients in the schizophrenic ward unit at CAMH. None of the individuals who have been relocated to Shuter have had to be re-hospitalized and we are working with our partners to support these individuals to further integrate them into the community.

- The western section of the sixth floor is dedicated to a tripartite arrangement with St. Elizabeth and Inner City Health, and is called the “Journey Home Hospice”; in the near future, we will be expanding this program to include the east side as well.
- The arrangement with the Community Care Access Centre (CCAC), enables the selection of clients who are harder to serve because of their physical and medical needs. This often means that the clients moving into Shuter are older (and marginalized) people.
- We will continue to place residents at Shuter with mental health/physical issues who may or may not have addiction issues, and whose level of independence and comfort would be enhanced by the services provided.

Vaughan:

- This building is populated primarily by mixed adult singles, and some single-parent families. Many living at Vaughan transferred to this building from other HFS sites.
- The individuals living in this building have minor to moderate mental health and addiction issues.

Wales:

- This building traditionally housed individuals who had been victims of torture, which initially meant that the residents originated from Central and South American countries. This building experienced mandate drift when frontline staff began to interpret this to mean that the residents of this building should be Spanish speaking instead of victims of torture.
- Due to the establishment of our centralized intake system, we have established new connections with the Centre for Victims of Torture, and the current residents of Wales are genuine victims of torture mostly from Eastern African countries.
- The individuals living in this building have minor-to-moderate mental health issues relating to posttraumatic stress syndrome.

BUILDINGS MANAGED BY HFS:

Brandon and Northcote:

- These sites are two houses with, collectively, eleven individual private rooms with shared kitchens/bathrooms, that houses single males.
- Our placement strategy is to accept clients who will have other support workers working with them to ensure full coverage, as these two buildings are inadequately funded.

Jarvis House:

- This building houses 24 single, older-adult males with issues of alcoholism and mental health, and its residents are typically referred to HFS by Seaton House.
- The clientele at this building are considered to be amongst the hardest to house, and as such, meet our mandate.

BUILDINGS LEASED BY HFS:

Kennedy Shelter:

- The Kennedy Shelter provides shelter accommodation to 90 women and is primarily serving the growing aging population with mobility and health related issues, as well as many women fleeing violence.
- The majority of referrals come from the Streets to Homes Assessment and Referral Center, as well as other emergency drop-ins and City shelters.
- 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.

St. Clair Shelter:

- The shelter houses 90 person of a mixed-adult population, most of whom are actively seeking housing and employment. Many of these individuals would not be classified as being chronically homeless and have successfully maintained housing in the past, and are experiencing cyclical homelessness.

Spadina Houses:

- At present, 164 Spadina houses 6 females, and 140 Spadina houses seven males with moderate mental health, drug, and alcohol issues.
- These houses are suitable for the more functional spectrum of the hardest-to-house. As noted in earlier Board reports, these houses would work well for specialized populations, such as a dry house. Other specialized populations could be transgendered or transsexuals, isolated low-income seniors, or sex trade workers.
- Any physical changes we would like to make at these buildings need to first be negotiated with the City of Toronto Facilities and Real Estate Division, but we would not have to negotiate with a funder.
- As these houses are not funded by RGI, we are not limited by the RGI legislation.

Strachan House:

- The population is a mix of single adult men and women ranging in age from 21 and up. Because we deal with individuals with a history of chronic homelessness, and because there are other more specialized programs for homeless youth, Strachan's population tend to be over 40.
- All residents of Strachan are dealing with a combination of mental health, addiction, and physical issues. Many people who have not been able to access or successfully maintain long-term housing elsewhere, have been able to successfully maintain their housing at Strachan.
- The special partnership with the City of Toronto, through Streets to Homes, continues. The goal is to engage their clients and get them off the street and into the 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 Strachan population is a perfect fit for the building and for our mandate.

SECURITY NEEDS

Overall, Homes First Society's security needs are being met effectively throughout our portfolio. However, following is a building-by-building review of areas that have been improved upon since the last report, in addition to areas that could be improved upon.

BUILDINGS OWNED BY HFS:

Bellevue:

- The security at Bellevue has been improved; alarms have been installed on emergency exits to prevent them from being propped open. Interior hallway lighting has been improved, as well as the exterior lighting.
- A new basement entrance/exit has been installed. This has made what was once deemed by the Ontario Fire Code to be an unsafe, unusable space, into a new space for programming that meets all fire code regulations
- The existing camera system has been replaced in 2019 with a high-definition, digital video recorder and upgrading the exterior cameras to infrared for improved night vision. Additional camera locations have been identified that will be installed to further improve security.
- In the past year, there has been a significant rise in graffiti at this location. To date, the only effected elements have been the back wall of the building that faces the alley. We will continue to monitor these events, but this area may benefit from camera installation.

Huron:

- In 2014, seven security cameras were installed throughout the interior of the building. This has made for a very safe environment and the impact was almost immediately noticed, resulting in greatly reduced property damages and tenant altercations. The exterior has one camera aimed at the front entrance, in 2018 an additional 11 high definition cameras and new 32 channel digital video recorder with a one-terabyte recording capacity was installed. The digital cameras around the exterior of the building provide complete coverage of the environment, day and night.
- In 2019, the exterior cameras were upgraded to night-vision for improved security. Additional exterior lighting would assist in preventing neighborhood nuisance calls from surrounding university frat houses.

Meegwetch:

- Previous years' changes to the courtyard and garden has improved sightlines, and hence, improved security for all residents.
- The number of cameras at Meegwetch is more than adequate; however, to ensure their effectiveness, tree pruning must be done annually.
- Two new 32-channel digital high definition recorders have been installed, providing exceptionally longer recording times; some exterior cameras have been changed to infrared night vision to further improve security.
- The complete interior common area lighting retrofit to LED has provided energy savings as well as improved hallway illumination.

Pleasant Manor:

- The security at Pleasant Manor has been improved through improvements to exterior lighting, as well as improved interior lighting in hallways.
- The improved exterior lighting has made it suitable for the installation of security cameras.
- The property department is in the process of reviewing a lighting retrofit for high efficiency LED fixtures. This will provide improved hallway illumination and energy saving as well.

Savards:

- The improvement of the installation of a fire door, as well as lighting in the smoking area, has increased residents' safety and security.
- Improvements have also been made to the canopy in the smoking area, providing protection to the residents from the elements.
- The complete interior common area lighting retrofit to LED has provided energy savings as well as improved hallway illumination.
- Rooftop safety railings have been installed to provide safe working environment for in-house maintenance workers, as well as for subcontractors. This installation was required to meet the Ontario Health & Safety Act.
- A new rooftop air conditioning unit was installed to provide cooling to the second and third floors, resulting in a positive impact on the residents, especially during the increasingly hotter summers we are experiencing in Toronto.
- New emergency door alarms have been installed on the rear fire emergency exit; these alarms are to prevent residents allowing in unwanted people in from the alley behind Savards. The alarms signals are connected to the main staff office to notify staff when this door is opened.
- The replacement of the existing security camera system with a high-definition, digital video recorder and upgrading the exterior cameras to infrared has improved security.

Sheila Miller:

- Pigeon-proof meshing of all patios has been provided to all units of the building, allowing the residents to enjoy their outdoor space.
- The area in the front of the building that provides access and egress for garbage and recycling has been fenced off. Previously, our residents were quite frightened of this area (especially during the evening) as illegal activities were taking place.
- The replacement of the hydraulic elevator took place in 2017. The new elevator has several safety features including: security camera, improved interior cab lighting, audible floor destination announcements, safety rails, and bumper guards to prevent scooter damage, LED floor direction arrows, and number panels.
- The complete interior common area lighting retrofit to LED has provided energy savings as well as improved hallway illumination.
- Cameras in the laundry room and community room for increased safety.
- The replacement of the existing security camera systems with a high-definition, digital video recorder and upgrading the exterior cameras to infrared has improved security.

Shuter:

- Shuter has had some criminal activities take place at the exterior of the buildings; when the existing cameras require replacing they will be replaced with improved technology, allowing for higher visibility in low-light circumstances.
- In 2019, the replacement of the existing security camera systems with a high-definition, digital recorders, and infrared night vision cameras has greatly improved security. However we have since identified new areas of concern that would benefit from additional exterior cameras.
- A new central door access system software has been installed to manage all of HFS fob-activated properties (including: Bellevue, Meegwetch, Pleasant Manor, Shuter, Sheila Miller, and Vaughan) from the property management office at Shuter. This new technology provides instant security controls to manage all fob access points from one location.

Vaughan:

- In 2019, the replacement of the existing security camera systems with high-definition, digital recorders, and infrared night vision cameras greatly improved the security.
- Exterior lighting improvements would benefit the overall security of the building.

Wales:

- There are no safety concerns at this building vis-à-vis, all safety concerns relate to neighbourhood issues. We have added improved exterior lighting that has improved the situation.
- In the past year, there has been a significant rise in graffiti, restricted to the fence surrounding the heritage home. We will continue to monitor these events and consider the installation of cameras if needed.

BUILDINGS MANAGED BY HFS:**Brandon and Northcote:**

- Municipal Licensing Standards has required Toronto Community Housing Corporation to complete several capital repairs to the both buildings. In the past two years, Brandon has had new kitchens installed, and the bathroom has been renovated.
- The capital work at Northcote is ongoing.

Jarvis:

- During the past few years, we have vastly increased security at the building by the addition of security cameras at the front and rear entrances.
- Additional cameras on the exterior of the building could improve security within this changing neighborhood.
- Municipal Licensing Standards has required Toronto Community Housing Corporation to complete several capital repairs, which has included the recently repaired front entrance steps, as well as the installation of new windows and the repair of the second-floor patio. Work is ongoing.

BUILDINGS LEASED BY HFS:

St. Clair Shelter:

- The safety and security issues at the St. Clair Shelter are due to the landlord’s neglect of building repairs and the property.
- In 2019, Homes First replaced the men’s showers. Several more improvements are required to both the men and women’s bathrooms.
- To improve staff safety, Homes First is considering the renovation of staff offices to accommodate secondary exits.

Kennedy Road:

- Since taking over operation of the shelter, we have upgraded the security systems, including the installing additional cameras, lighting, and door fob system for increased security.
- Currently, the property department is investigating options to add a second exit to the main staff frontline office to improve staff safety.

Strachan:

- The complete interior common area lighting retrofit to LED continues to provide energy savings as well as improved hallway illumination.
- In 2019, the replacement of the existing security camera systems with a high-definition, digital recorder and infrared night vision cameras greatly improved the security.
- Locations for additional cameras to increase security have been identified and will be added when the budget allows.

MAINTENANCE AND REPAIRS

The following chart is a summary of the Performance Measures provided in my regular updates to the Board.

	Reporting Period											
	Nov. 2018	Dec. 2018	Jan. 2019	Feb. 2019	Mar. 2019	Apr. 2019	May 2019	June 2019	July 2019	Aug. 2019	Sept. 2019	Oct. 2019
Priority 1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Priority 2	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Priority 3	99%	95%	98%	97%	100%	97%	98%	95%	93%	97%	97%	96%
Priority 4	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Pest Control	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Rollovers	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

As was noted in earlier reports presented to the Board during the past year, items not completed within the timeframes were due to delays in receiving supplies, in particular when some significant renovations took place (all necessary action was taken to ensure staff and tenant safety during any delay), and occasional resident resistance.

As reported in the past, Priority 3 calls relate to patching of drywall, minor plumbing, kitchen cabinet repairs, bulb replacement, and appliance repairs. The delays in this area were often due to the nature of the work, for example, electrical retrofitting. Furthermore, completion of some of the items in the

Priority 3 category is often beyond the control of the Property Department because of insurance and/or police involvement.

GREENING

Exterior lighting has been converted from incandescent to LED at Bellevue, Meegwetch, Pleasant Manor, Scarborough, Shuter, and Strachan.

Interior lighting has been retrofitted from fluorescent to LEDs in all common areas of Sheila Miller, Meegwetch, Savards, and Strachan House.

Higher-efficiency air make-up units have been installed at Pleasant Manor and Savards, as well as one of the two units at Strachan.

CAPITAL REPAIRS AND IMPROVEMENTS

During the past year, a number of capital projects were undertaken, all of which have been, or are about to be, completed.

Bellevue:

- Removal and replacement of all commons area floors.

Brandon:

- TCHC covers capital replacement.

Jarvis:

- TCHC covers capital replacement.

Kennedy:

- Replaced injector supports and sewage pumps.
- Air make-up unit rebuild.
- Resident patio beautification project.
- New approved fire safety plan and evacuation protocols.
- Front entrance landscaping with new plantings.

Meegwetch:

- Resident patio beautification project.
- Phase 2 removal and replacement of concrete townhouse stairs, to complete all 8 townhouses on Stanley Terrace.
- Phase 1 removal and replacement of retaining walls to front, east-side of building.
- Replacement of air conditioning system in community room and staff areas.

Northcote:

- TCHC covers capital replacement.

Strachan House:

- Completed interior painting of all resident areas.
- Installation of 24 fire rated doors.
- Update fire safety system equipment.

Vaughan:

- New approved fire safety plans and evacuations protocols.

Homes First Marketing and Communications Report

Twitter (October 2019):

- 11 tweets in total
- 12.5K impressions
- 484 profile visits
- 8 mentions
- New followers: 26



Homes First @Homes_First
 Catch our CEO Patricia Mueller tonight on CTV News, talking about how housing first principles really do help keep people off the streets and out of shelters
[#everyoneedahome](https://twitter.com/eG2rVMMzvS)
pic.twitter.com/eG2rVMMzvS



Reach a bigger audience
 Get more engagements by promoting this Tweet!

Impressions	1,237
Total engagements	65
Media engagements	32
Detail expands	12
Profile clicks	10
Likes	7
Retweets	3
Link clicks	1

Homes First @Homes_First
 Support Homes First by attending Paint Night, hosted by Gifts for the Homeless! Proceeds from the event go to creating care packages for residents at Homes First [#everyoneedahome](https://ow.ly/JjvL50wLLZQ)
<http://ow.ly/JjvL50wLLZQ>

Impressions	569
Total engagements	15
Detail expands	15


Facebook (October 2019):

- 10 posts in total
- 5 new page followers
- 194 page views
- 4,606 reached via posts
- 412 post engagements

Homes First
 Published by Hania Ahmed [?] · October 3 · 🌐

Like Page

We need your help! Support pregnant and new moms at Homes First with donations of baby clothes and blankets, diapers and wipes, bottles and formula, even car seats. Every donation goes a long way in helping these new families have a safe, stable home #everyoneneedsahome



Get More Likes, Comments and Shares
 Boost this post for CAS27 to reach up to 7,000 people.

1,175 People Reached 81 Engagements [Boost Post](#)

Chula Rodrigo, Judy Perry and 4 others 1 Comment 7 Shares

Performance for Your Post

1,175 People Reached

26 Reactions, Comments & Shares #

17 Like 6 On Post 11 On Shares

1 Love 0 On Post 1 On Shares

1 Comments 1 On Post 0 On Shares

7 Shares 7 On Post 0 On Shares

55 Post Clicks

4 Photo Views 0 Link Clicks # 51 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

Website (October 2019):

- Unique visitors: 6,600
- Total visits: 13,136
- Pages/Visit: 2.73/visit
- Hits: 195,736