

HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING

Tuesday, April 14, 2020, 3:00 p.m.

Zoom (Videoconferencing) Meeting

Agenda

1. 3:00 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. 3:05 p.m.	Confirmation of Minutes A. Confirmation of the Minutes of the Meeting of January 28, 2020 <i>Motion to accept</i>
4. 3:10 p.m.	Matters for Discussion and Decision A. HFS Executive Committee Update <i>For information</i> i. HFS Risk Management Policy <i>For approval</i> B. HFS COVID-19 Update <i>For information</i> C. HFS Finance & Audit Committee Update <i>For information</i> i. HFS Draft Audited Statements <i>For approval</i> ii. HFS Financial Policies <i>For approval</i> D. HF Communications Committee Update <i>For information</i> E. HFS Governance & Nominating Committee Update <i>For information</i> F. HFS Portfolio Committee Update <i>For information</i> G. Home First Fundraising Update <i>For information</i> H. HFS Board Action Items Tracking <i>For information</i>
5. 4:00 p.m.	Matters for Information A. HFS Chief Executive Officer's Update <i>For information</i> B. HFS Communications Update <i>For information</i>

6. 4:15 p.m.	Other Business A. Information Sharing
7.	In Camera

Materials for this agenda:

- 3.A. - HFS Board January 28, 2020 Minutes
- 4.A.i. - HFS Risk Management Policy
- 4.C.i. - HFS Draft 2019 Audited Statements (to follow)
- 4.C.ii. - HFS Financial Policies
- 4.D. - HF Communications Committee Update
- 4.H. - HFS Board Action Items Table
- 5.A. - HFS CEOs Update
- 5.B. - HFS Communications Update

HOMES FIRST SOCIETY BOARD MEETING Tuesday, January 28, 2020, 6:00 p.m. 90 Shuter Street, 11th Floor Boardroom

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

Directors Jeremy Roach (Chair)
 Mo Ettehadieh
 Mervyn Horn
 Jose Querubin
 Fran Perkins
 Paulina Salamo
 Peter Soares
 Alexis Van Halen
 Carla Whillier

Barbara Haynes

Board Candidates/Elected Mike Heinrich
 Marc Pourvahidi
 Amie Tsang

Staff Patricia Mueller (Chief Executive Officer)
 Jamie Facciolo (Director of Housing and Shelters)
 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.
- All present introduced themselves and welcomed Mike Heinrich, Marc Pourvahidi, and Amie Tsang.

2. Declaration of Conflict of Interest

- The candidates were excused during the discussion of the Nominating Committee's recommendations and vote; in addition, this item (4.D.) was brought forward in the meeting to enable the three candidates to fully participate in the meeting.

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

MOTION: That the HFS Board December 3, 2019 Minutes be accepted.

MOVED: Fran Perkins **SECONDED:** Mo Ettehadieh **CARRIED**

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

- For the benefit of the new Directors, Jeremy Roached explained that the Executive Committee typically met about once a month.



- At its most recent meeting, the Executive's agenda touched upon three things: HFS's people and culture, properties, and committees; especially in relationship to the future of fundraising for Homes First.
- In addition, the Committee has been working on the HFS Risk Management Policy.

Action: That the HFS Risk Management Policy be emailed to all Directors for their review and feedback prior to the March 18, 2020 HFS Board of Directors' meeting.

- Jeremy added that initial plans are being made to hold the Homes First Board Advance meeting; the possible items are updating the Homes First 2017-2020 Strategic Plan, fundraising, as well as major organizational goals.

Action: A doodle poll for possible dates for the Homes First Board Advance (usually held on a Friday evening and all-day Saturday) will be sent to all Board members.

- Received for information.

B. HFS Finance & Audit Committee Update

i. HFS November 2019 Financials

- Jose Querubin, Ade Olubode, and Patricia Mueller, briefly reviewed the financials.

MOTION: That HFS November 2019 Financials be received.

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

C. HF Communications Committee Update

- The Communications Committee will oversee the messaging to donors.
- Mike Heinrich volunteered to serve on the Communications Committee.
- Received for information.

D. HFS Governance & Nominating Committee Update

i. HFS Governance & Nominating Recruitment Sub-Committee

- It was noted that Mervyn Horn's name had been omitted in the membership list of the HFS Governance & Nominating Committee, and that Marc Pourvahidi's name was not spelled correctly in the recommendation's line of the circulated update; both would be corrected.

MOTION: That the Board invite Michael Heinrich, Marc Pourvahidi, and Amie Tsang to be declared appointed as Directors of the Home First Society for the remainder of the 2019-2020 term.

MOVED: Fran Perkins **SECONDED:** Mervyn Horn **CARRIED**

- Michael, Marc, and Amie were formally welcomed.
- It was noted that the AGM is scheduled for June 2nd and as part of the planning process, all Directors would be invited to update the Skills Matrix.

Action: That the HFS Skills Matrix be emailed to all Directors; and that all Directors send the completed forms to Kim Mole.

- Received for information.

E. HFS Portfolio Committee

- Mervyn Horn reported that the Committee met in early December.
- The meeting included a review of the estimated Opinion of Value for several of the properties owned by Homes First Society provided by Colin Kinnear and Cynthia Goodchild of Johnston & Daniel.



- Mervyn and Co-Chair of the Committee, Mo Ettehadieh reported that the work of this Committee was by necessity, going to be long-term; in addition, the Committee's first goal is to clarify priorities.
- It was noted that Homes First has approximately tripled in size during the past 5 years, and as the go-to agency in the City, is in a good position to explore long-term housing solutions.
- Received for information.

F. HFS Board Action Items Tracking

- The HFS Board Action Items Tracking table, updated prior to the January 28, 2020 Board of Directors' meeting, was reviewed and discussed.
- Item 1:
 - The review of the HFS Financial Policies was deferred to the March 18, 2020 meeting.
- Item 2:
 - The Portfolio Committee will update the Board at the March 18, 2020 meeting.
- Item 3:
 - Deferred; 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.
- Item 4:
 - The Risk Management Policy will be reviewed by all Directors and brought to the Board for approval at the March 18, 2020 meeting.
- Item 5:
 - Deferred to March 18, 2020.
- Item 6:
 - The Communications Committee will assess.
- Item 7:
 - Completed.

Action: That the bylaws be added into the tracking table.

- Received for information.

G. Fundraising Update

- Jeremy provided a brief review of some of the events that has led to the upcoming Homes First Foundation Special Meeting.
- Once the date for the Special Meeting has been set, as the HFF Crossover Member, Jeremy will act on behalf of the Society to replace the existing Foundation Board of Directors with that of the Society (with the exception of the Society's Resident Directors, as our legal counsel has advised that residents have a possible conflict of interest).
- Society Directors will be invited to attend the meeting, which will immediately be followed by a Foundation meeting to decide upon next steps, as well as what will be required to meet the Foundation's legal obligations and responsibilities.
- Patricia added that until we are able to access the Foundation's information, we cannot be sure of the details; however, we do have a plan in place on how to proceed with fundraising and donor stewardship.



- The Special Meeting of Members will be attended by our legal counsel, David Tang, and will include the necessary legal requirements such as the appointment of Patricia as the Foundation’s Executive Director, as well as appointing signing authorities.
- Received for information.

5. Matters for Information

A. HFS Chief Executive Officer’s Update

- Patricia Mueller briefly reviewed her report.
- Patricia noted that the company selected to carry out the organizational review, H.R. Transformations, is tasked with the review of the organization’s structure, especially in the light of our rapid growth, as well as the absorption of fundraising activities into the Society.
- The organizational review’s goals did not include an expectation that they would provide the Society with a Strategic Plan.
- As the findings of the operational review will only include the operational structure, it is distinct from the Strategic Planning process.
- Received for information.

B. HFS Communications Update

- Received for information.

6. Other Business

A. HFS Annual Declaration of Non-Discrimination and Health & Safety Policy Statement

- MOTION:** 1. That the Board of Directors approves the Declaration of Non-Discrimination.
2. That the Board of Directors approves the HFS Health and Safety Policy Statement.

MOVED: Fran Perkins **SECONDED:** Marc Pourvahidi **CARRIED**

B. HFS Annual Policy, Bylaws, and Confidentiality Agreement

MOTION: To approve the HFS Annual Policy, Bylaws, and Confidentiality Agreement.

MOVED: Fran Perkins **SECONDED:** Marc Pourvahidi **CARRIED**

C. HFS 2020 Shelter Applications

MOTION: To approve Homes First Society’s 2020 Hostel Services Annual Budget Submissions for the Bathurst-Lake Shore, Kennedy, St. Clair, Savards, and Strachan House shelters to Hostel Services, of the Shelter, Support and Housing Administration Division, City of Toronto; and that, to the best of my knowledge and belief, the information provided in this Budget Submission accurately reflects the budget and service provision as approved by Homes First Society’s Board of Directors

MOVED: Marc Pourvahidi **SECONDED:** Paulina Salamo **CARRIED**



7. In-Camera

A. HFS December 3, 2019 In-Camera Minutes

- MOTION: To move into an In-Camera session.
- MOVED: Jeremy Roach **SECONDED:** Mo Ettehadieh **CARRIED**

- MOTION: That the revised HFS Board December 3, 2019 In-Camera Minutes be accepted.
- MOVED: Mo Ettehadieh **SECONDED:** Fran Perkins **CARRIED**

- MOTION: To end the In-Camera session.
- MOVED: Mo Ettehadieh **SECONDED:** Fran Perkins **CARRIED**

The meeting adjourned at 8:30 p.m.

The next HFS Board of Directors' meeting is scheduled for Wednesday, March 18, 2020 at 6:00 p.m.

Jeremy Roach, Chair

Respectfully Submitted By:
Kim Mole, Recorder
On January 28, 2020



Homes First Society Risk Management Policy

All enterprises face a variety of risks. Risk is an uncertain event that, if it occurs, can have a positive or negative effect on a project's outcome. The Directors of Homes First Society (the "Society") have a duty to consider the risk factors that may be encountered with each proposed project or transaction (collectively referred to as a "Project") by developing a risk management process to evaluate such risks and setting up procedures that will support the prospect of mitigating such risks. The process should allow the Society to look at the overall risks together with any mitigants and determine whether the benefits outweigh the risks in order to provide sufficient incentive to approve a Project.

Risk management involves a process of:

- I. Risk Identification;
- II. Analysis and evaluation of risks;
- III. Steps to mitigate risks; and
- IV. Ongoing review and monitoring of risks.

I. Risk Identification:

This objective is to recognize and describe risks that might affect a project or its outcomes.

The main categories of risk include, but are not necessarily limited to, the following:

- 1) **Strategic Risk:** Whether the Project is in line with the Society' mission/vision or will it deviate therefrom.
- 2) **Compliance/Legal/Regulatory Risk:**
 - a. Does the proposed Project comply with all the requisite laws and regulations that apply both to the Society and the proposed Project.
 - b. Are there any legal impediments to the Project.
 - c. Are the terms and conditions legally enforceable.
- 3) **Operational Risk:**
 - a. Does the Society have the core competencies for this particular Project;

- b. Does the Society have the necessary technical resources to handle the Project.
 - c. Does the Society have the necessary processes in place to execute the Project.
 - d. Does the Society have the manpower, including the required skills, and the resources to achieve the objectives of the Project.
- 4) **Financial Risk:**
- a. Is there sufficient financial benefit to warrant the risks.
 - b. If the Project requires a loan to be secured, can the Society take on this additional financial burden; what is the effect to the Project if funding is pulled back or delayed; is there an interest rate risk, (i.e. can the Project withstand an increase in interest rate); and, what is the overall impact to the Society's operations if the loan is called (which may cause its properties to foreclosure).
 - c. Is there enough confirmed funding available for the project and if the funding and or other forms of subsidy are pulled back, what are the consequences to the project and to the Society.
- 5) **Reputational Risk:** What is the likelihood that a project could result in negative publicity and criticism from the city, community, other funders, partners, donors, or clients.
- 6) **Counterparty Risk:** All parties, directly or indirectly, including but not limited to signatories to the transaction ("Counterparties") involve risk to the Society when such parties do not comply with their promises, obligations or agreements or if there are reputational questions related to them.
- 7) **Environmental Risk:** Is there any impact on the environment with regard this Project. Is an environmental review required.
- 8) **Weather Risk:** Could weather play a significant risk to the completion or operation of the Project (e.g. near water which could overflow).
- 9) **Political Risk:** Are funding formulas or any other forms of subsidy vulnerable to a change in the political landscape, i.e. change in councillor, mayor, MPP, MP, or Prime Minister and how will it affect the long term viability of the project, especially if the Society has a long-term lease or a mortgage that needs to be paid over 15 to 25 years.
- 10) **Economic Risk:** Is funding or any other forms of subsidy vulnerable to a change in the economy.

- 11) **Safety Risk:** Is there risk to employees, clients or the community in the case of an accident or due to the nature of a particular property or due to the specific type of clients being resident in that neighbourhood.
- 12) **Property Risk:** Is there a risk to any other property when the Project is implemented.
- 13) **Governance Risk:** Will the Project result in a negative impact on the ability of the Board to perform its oversight responsibility.
- 14) **Human Resources/Labour Risk:** Will the Project cause issues with the Society's Collective Bargaining Agreement or will the Project affect the morale of the Society's employees or will this cause a possible legal risk.
- 15) **Information/Privacy:** Will the Project result in a breach of information/privacy laws.
- 16) **Information Technology:** Will the Project pose a risk to the Society's IT which could cause a system's crash.

II. Risk Analysis and Evaluation

Once the risks have been identified, the Society will then need to evaluate the likelihood and impact of each risk. Not all risks are equal. Some risks have a higher probability of occurrence and the impact to the Society of each risk can vary greatly. Each risk should be evaluated to determine the risk magnitude (a combination of likelihood and consequence). A decision about whether a risk is acceptable or whether it is serious enough to warrant alternative action is required.

Each identified risk falls into one of the following categories:

Probability/Impact	High	Mid	Low
Most Likely	1	4	7
Likely	2	5	8
Unlikely	3	6	9

Any risk categorized in the red or yellow boxes above would need to be addressed by management with a mitigation plan acceptable to the Board of the Society.

III. Risk Mitigation

This step in the evaluation process is to develop a risk mitigation plan to modify or reduce any risks to achieve acceptable risk levels. This should take into consideration a

risk mitigation plan for each identified risk and the action steps that management needs to undertake to reduce or eliminate such risk. Risk mitigation strategies should include preventive plans and contingency plans. The following are some of the ways to mitigate such impact:

- 1) **Avoid Risk:** Develop an alternative plan that will have a lower probability of risk occurrence, a lower impact, or both.
- 2) **Share Risk:** Involves partnering with another party to share the risk.
- 3) **Reduce Risk:** Involves:
 - a. Hiring of experienced consultants, professionals or personnel to assist in the Project evaluation or the Project, once implemented.
 - b. Having systems and controls in place to manage risk.
 - c. Having contingency and disaster plans.
 - d. The Society needs to follow a meticulous due diligence process. This requires a comprehensive due diligence checklist, which outlines thorough due diligence on all aspects of the Project including, but not limited to:
 - i. All available financial and technical data relating to the proposed project including, without limitation, financial statements, building plans, zoning, environmental studies, etc.
 - ii. Financial assumptions.
 - iii. All other assumptions, including, without limitation, required resources, availability of resources.
 - iv. A comprehensive due diligence with respect to any Counterparties (Counterparties include, without limitation, principals, directors, project managers, contractors and service providers) is also integral to the success of a Project, including a character check on Counterparties, - due diligence includes their track record in meeting obligations, credit scores/report; their reputation in the industry including with their customers and trade suppliers; their legal history including prior and pending lawsuits, criminal or civil; how long have they been in the business; and employee feedback. Assess whether they have the financial resources to back up their commitments and future role in the Project, if any.
 - v. Use of professionals in the due diligence process.

- 4) **Transfer of Risk:** This allows the risks (or portion of the risks) to be shifted to another party, (e.g. insurance company for political unrest, labour strikes, weather, etc.).

IV. Risk Monitoring

A record (the “Log”) should be kept of all the risks identified in a Project and their resolution as set out in the processes above. This final stage in Risk Management is ongoing, where the risks identified in the Log are monitored, tracked and reviewed to ensure that the steps planned to minimize the risks are being followed and on track.

In addition, a risk assessment should be periodically undertaken as new risks may have arisen in terms of impact and likelihood (e.g. a recession or change in government). An increase in impact or likelihood or both should be assessed for further risk mitigation and may have to be brought up to the Board for information/approval.

4.A.i.i.

A Risk Reporting Template for consideration:

Objective	Risk Statement	Risk Category	Existing Controls	Risk Assessment (residual)	Risk Rating	Mitigation/Action Plan	Change in Risk Assessment
State the objective that your risk analysis is intending to support.	Clearly outline the root cause, risk and potential impact	Select the appropriate risk category.	What controls currently exist to minimize or reduce the risk	Risk Likelihood: considering existing controls, what is the estimated likelihood of the risk occurring? Risk Impact: what is the estimated impact that an occurrence of the risk will have towards the objective given the control activities currently in place? Consider: Are there other factors that could affect the assessment? (i.e., timing?)	Use risk rating formula	What mitigation plans are you going to implement to minimize or reduce the risk?	If yes, what are the additional mitigating/actions on plans?

For any Project that requires Board approval, the template in "Schedule A" should be completed by management in order to incorporate the risk management process into the approval process.

Schedule A

Project Memo

- I. Request for approval
- II. Project/Transaction Description
- III. Purpose
- IV. Benefits
- V. Cost
- VI. Funding Source
- VII. Risk Management
 - a. Risk Identification
 - i. Strategic
 - ii. Compliance
 - iii. Operation
 - iv. Financial
 - v. Reputation
 - vi. Counterparty
 - vii. Environment
 - viii. Weather
 - ix. Political
 - x. Economic
 - xi. Safety
 - xii. Property
 - xiii. Governance
 - xiv. Human Resource/Labour
 - xv. Information/Privacy
 - xvi. Information Technology
 - xvii. Others
 - b. Risk Analysis and Evaluation
 - c. Risk Mitigation
 - d. Risk Monitoring
- VIII. Justification
- IX. Recommendation

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- Created September 2020.
 - Revised on January 15, 2020.
 - To be approved by the HFS Board of Directors on April 14, 2020.
 - This Policy applies to all of Homes First Society.



HFS FINANCIAL POLICIES

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 - General Comments*.....2
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Expenditure Policy

General Comments

The intention of the Expenditure Policy is to place the authorization and approval of purchases in the hands of the people directly responsible for making purchasing decisions. To this end, the policy has been divided into three sections: Spending, Purchasing, and Payment.

The Expenditure Policy covers the purchase of all goods and services by HFS with the exception of payroll, payroll taxes, and payroll benefits.

Spending Policy

The Spending Policy identifies who, within the organization, has the necessary authority to approve purchasing decisions, and under what circumstances.

Purchasing Policy

The Purchasing Policy identifies the process that will be used to document purchases. It also includes rules regarding tendering, quotes, purchase/work orders and credit card purchases.

Payment Policy

The Payment Policy identifies the rules under which a payment will be processed and a cheque signed. It also covers internet banking and automatic debits (automatic payments of supplier accounts).

The Expenditure Policy has a general philosophy that, if a purchase has been properly pre-approved with respect to spending limits and documentation, the payment of the purchase will take place without further reference to the persons making the purchase. It also assumes that the persons making the purchase, or their manager, reviews departmental expense reports on a monthly basis to confirm that expenditures have been processed correctly as to account coding and amounts.

Spending Policy

1. Before an order can be placed with any supplier of a good or service, the following steps must be taken.
 - a. The purchase must be authorized by the appropriate Spending Authority. (Schedule "A" is a matrix that defines who is authorized to approve purchases/contracts/work orders, and the dollar limits on these authorizations).
 - b. Limitations to the scope of Schedule A are set out in the Budget Policy.
 - c. Credit card purchases and purchases on account are subject to the same authorization requirements as all other purchases.
 - d. The procedures and documentation for purchasing goods or services by using purchase orders and work orders are defined in the Purchasing Policy.
2. The Board of Directors, or its Designate (the "**Board**") is responsible for setting the limits defined in Schedule A. A review of this schedule will be done on an annual basis by the Finance Committee.
3. The Chief Executive Officer is responsible for:
 - a. Determining which staff people fall into which authorization categories.
 - b. Establishing procedures to ensure Spending Authorities do not exceed their spending limits.
4. Homes First Society ("**HFS**") differentiates between the activity of "placing an order" and the activity of "approving a purchase." Any employee might place an order once it has been duly authorized by a Spending Authority, per Schedule A.
5. Definitions – types of expenditure:
 - a. Operations – expenditures in this category represent the provision of property management and tenant support services on a daily basis. They are covered by the annual operating budget and its revisions.
 - b. Capital –expenditures to purchase fixed assets, per the Capital Expenditure Policy.
 - c. Project – one-time work that has its own budget and a specific duration.
 - d. Emergency – expenditures for an occurrence that is of a serious and urgent nature that demands immediate action. It must relate to health and safety and/or the protection of property.

Spending Policy – Schedule A

Signing Authority	Property Management			Tenant Support		Administration		Projects	
	Operations	Capital	Emergency	Operations	Capital	Operations	Capital	Operations	Capital
Board or its Designate	Note1	Note 1	Note 1	Note1	Note 1	Note1	Note 1	Note1	Note 1
Chief Executive Officer	Note 2	Note 2	Note 2	Note 2	Note 2	Note 2	Note 2	Note 2	Note 2
Director of Finance	-	-	-	-	-	\$10,000	\$10,000	-	-
Director of Human Resources	-	-	-	-	-	\$10,000	\$10,000	-	-
Director of Housing & Shelters	-	-	-	\$10,000	\$10,000	-	-	\$10,000	\$10,000
Director of Property Management Operations	\$15,000	\$15,000	\$15,000	\$2,500	-	-	-	\$15,000	\$25,000
Manager of Housing and Shelters				\$5,000	\$5,000			\$5,000	\$5,000
Assistant Manager of Housing				\$5,000	\$5,000			\$5,000	\$5,000
Assistant Manager of Shelters				\$5,000	\$5,000			\$5,000	\$5,000
Housing & Shelter Supervisors	-	-	-	\$2,000	\$1,000	-	-	\$2,000	\$1,000
Property Department Administrative Clerk	\$2,500	\$2,500	-	-	-	-	-	\$2,500	\$2,500
Administrative Coordinator	-	-	-	-	-	\$2,500	\$1,000	-	-

Note 1: The Board can authorize expenditures of any amount it deems appropriate.

Note 2: The Chief Executive Officer may approve any expenditure of up to \$50,000.

Note 3: **A Spending Authority only has authority to approve expenditure directly related to his or her department; these limits include all applicable taxes.**

Purchasing Policy

1. To order a good or service, either a Purchase Order or a Work Order must be completed and authorized by the appropriate Spending Authority. If a letter is to be sent to a supplier, where applicable, a Purchase or Work Order must be completed and attached to it.

The format of the Purchase Order and Work Order will be approved by the Chief Executive Officer.

2. The Purchase and Work Orders will have three copies.
 - a. Copy one (original) is sent to the supplier with the request that the PO/WO number appear on the shipping documents and invoice.
 - b. Copy two is retained by the purchaser.
 - c. Copy three is to be sent by the purchaser and the purchaser is to return it to the HFS accounting department, attached to the shipping documents, together with the goods, or in the case of services, attached to the invoice.
3.
 - a. Invoices that can be matched to properly completed and approved Purchase and Work Orders will be processed by the Finance Department with no further approval required by the purchaser or a Spending Authority.
 - b. Invoices that do not meet the criteria in 3(a) must be approved by the Spending Authority who authorized or should have authorized the goods or services, before they are processed by the Finance Department for payment.

Contracts and One-Time Expenditures

4. Contracts for consulting services must be approved by the Chief Executive Officer.
5. All other contracts and expenditure:
 - a. Contracts and one-time expenditures that exceed \$10,000 in total require three written quotes before a Purchase Order or Work Order is prepared and approved. Contracts and one-time expenditures that exceed \$20,000 in total must be submitted to a confidential tendering process.
 - b. In cases of an emergency as defined in the spending policy; expenditures that exceed \$10,000 will not be subject to the three quotes rule and therefore must be approved by the Chief Executive Officer or Board.
6. Contracts and expenditures that are part of the operating budget, that are subject to points 4 & 5, must have new quotes/tenders obtained every three years.
7. Selection of auditor is a Board responsibility and is excluded from this policy.

8. The Spending Authority who approves a contract or one-time purchase will usually, accept the lowest quote, except where quality, timeliness of delivery or the existence of another contract is deemed to be a determining factor. In this instance, the choice of the higher cost quote requires a written rationale for the selection to be attached to the signed approval.

Credit Cards

9. All applications for credit cards in the name of HFS must be approved by the Chief Executive Officer. The credit limit on an individual card will not exceed twice the limit of the Spending Authority of the person to whom the card is being issued.
10. No personal purchases will be made on any HFS credit card.
11. Individual credit card purchases will not exceed the cardholder's Spending Authority.

Automatic Debits

12. Pre-authorized debit payments may be set up for non-discretionary purchases. A non-discretionary expense is one that HFS will incur on a regular basis and for which it has no control over the amount charged. Examples are – taxes, mortgage, and utilities.
13. The Chief Executive Officer must approve the establishment of all pre-authorized debits unless over \$50,000; then must be approved by the Chair or Treasurer.
14. Post-payment review of all pre-authorized debits except mortgages and taxes is required. Supplier statements relating to pre-authorized debits must be attached to a copy of the bank statement and approved by two signatories on a monthly basis. Rules in the Payment Policy apply.

Out-of-Pocket Expenses

On occasion, HFS staff and Board members may be required to make small purchases on behalf of HFS, using their own funds. The purchases may or may not have prior approval. Examples of this type of expenditure are: - taxi trips; office materials such as paper or pens; batteries for pagers; expenses for conferences.

15. A Spending Authority must approve all out-of-pocket expenditures before they are reimbursed.
16. Out-of-pocket expenditures may not exceed \$500 per occurrence.
17. Any expenditure that exceeds \$500 should be pre-approved and follow the rules described in this Expenditure Policy (for example, a Purchase Order must be issued). Should an expenditure exceeding \$500 not be pre-approved, it will be subject to approval by the Treasurer before it is reimbursed.
18. Once an out-of-pocket expenditure has been approved it may be reimbursed from Petty Cash or by cheque.
19. All reimbursements for expenditures incurred by Board members will be reviewed by the Finance Committee . Any Board member expenditure deemed by the Finance Committee to be not appropriate will be referred to the Board for resolution.

Payment Policy

1. All payments made by HFS require the approval of two approved bank signatories. Selection of the bank signatories will be made by the Board, in consultation with the Chief Executive Officer.
 - a. If the amount of a single payment exceeds \$10,000 or if a payment is part of a series of payments that will exceed \$10,000 in any twelve-month period, one of the signatories must be a member of the Executive Committee of HFS.
 - b. If the amount of a single payment exceeds \$50,000 or if a payment is part of a series of payments that will exceed \$50,000 in any twelve-month period, both signatories must be members of the Executive Committee of HFS.
 - c. If the payment for a contracted supplier consists of a number of invoices which grouped together exceed \$10,000, but none of which on its own exceeds \$10,000, signatories may be the Chief Executive Officer together with any other authorized signatory. The total amount of the payment may not exceed \$30,000.
 - d. The Chief Executive Officer together with any other authorized signatory may sign utility, tax, rental payments and routine monthly cheques (such as TCHC, WSIB, EHT, and employee benefits payments) in excess of \$10,000 with a ceiling of \$30,000.
 - e. If the payment is for the Chief Executive Officer's credit card or for a purchase for which the Chief Executive Officer is the Spending Authority, one of the signatories must be a member of the Board.
2. No payments may be approved by the person who is the Spending Authority for the purchase, subject to the following conditions.
 - a. A payment may be approved by the person who is the Spending Authority for the purchase, subject a to a review (with signature) of the transaction by the Chief Executive Officer or a Board signatory.
 - b. The Chief Executive Officer cannot approve payments for purchases for which he/she has approved the purchase.
3. No payments may be approved by the person who is the payee on the payment.
4. No payments may be made from cash received by HFS. That is, all cash receipts will be deposited directly to the bank.
5. Persons approving payments (cheque signers) will review the backup documentation and initial it to indicate that it has been approved. No payments are to be approved if the terms of either the Spending Policy or the Purchasing Policy are not adhered to. For example, if a purchase has been approved by someone who lacks the Spending Authority to do so, no payment will be made until it has been approved by an authorized Spending Authority. Similarly, no payment will be made on a purchase that lacks either a Purchase Order or Work Order.

Stale-Dated Bank Transactions

1. Each month, the Director of Finance will do a review of the bank reconciliations to determine if there are any stale-dated cheques and to assess if it appears that any outstanding cheques or deposits will not be processed through the bank account. Any such items will be analyzed to determine why they remain outstanding and followed up as required.
2. If a bank transaction requires a reversal, per point 1, the reversal and the accounts to be charged must be approved by one bank signatory before the reversal is completed unless the amount being reversed is greater than \$2,500, in which case one Board signatory is required to approve it.

Processed Cheques Returned With Bank Statement

1. Each month, the Director of Finance will review all cheques that were returned with the bank statement. The review will confirm:
 - a. if any cheques have been altered in any way.
 - b. that all cheques have been processed according to the rules specified in this Expenditure and Payment Policy. For example, two signatures are required on each cheque; one signature must be a Board member if the amount of the cheque exceeds \$10,000.
2. If any cheques fail to meet the criteria specified in this policy or have been altered in any way, the cheques will be presented to the Treasurer at the next Finance Committee meeting for review and approval. The approval will be noted in the Finance Committee minutes.

Internet Banking Policy

1. The internet banking function has been set up for the following purposes:
 - a. Download account transactions and balances.
 - b. Transfer funds between accounts
 - c. Pay supplier invoices.
2. Access to the internet banking function is restricted to the Director of Financer, Finance Supervisor, the Payables Clerk and the Chief Executive Officer. No other employees will be given the password without the express permission of the Chief Executive Officer. If the password is given to another employee on a temporary basis, it will be changed when the temporary arrangement is no longer required.
3. Regarding transfers, the following rules apply:
 - a. Transfers require the written approval of one bank signatory before they are made.
 - b. The written request for pre-approval can either be a Cheque Requisition or a Journal Entry form.
4. Regarding payment of supplier invoices, the following rules apply:
 - a. No suppliers will be set up for bill payment without the written approval of the Chief Executive Officer.
 - b. Pre-approval of the invoice to be paid is required from the Spending Authority responsible for the purchase, per the HFS Expenditure Policy and one bank signatory.
 - c. Payment limits will be set at \$5,000 on all internet payments and authorization by two signatories is required for invoices over \$5,000.
5. Approval by a second bank signatory:
 - a. Each month, the Finance Department will make a copy of all bank account statements, and every internet banking transaction will be highlighted.
 - b. Copies of all approved transactions, per points 3 and 4, will be attached.
 - c. The bank statements and copies will be sent for approval and initialling by a second bank signatory, subject to the rules established in the Spending Policy.
 - d. Review and approval of the internet banking transactions will be done per "Instructions for Post-Approval of Internet Banking Transactions".
6. Additional controls:
 - a. Each month an HFS Administration staff member who has not participated in the monthly internet banking transactions will sign on the internet and confirm:
 - i. No payees have been set up other than those authorized by the Chief Executive Officer.
 - ii. No internet transactions have taken place other than those approved in point 5 above.

Cash Advance Policy

1. Cash Advances will be provided to HFS staff to cover anticipated expenditures that cannot be made from Petty Cash and cannot be paid by cheque directly. Examples of such expenditures are employee travel and Christmas parties for tenants.
2. A cash advance request is limited to \$5,000 and approval of expenditures from Cash Advances is subject to the rules detailed in the Expenditure Policy.
3. Cash advance cheques will only be prepared when a fully completed "Cash Advance Request" form is received by the Finance Department.
4. a. The HFS Accounts Payable clerk will review all outstanding Cash Advances, at the end of each month, and contact any employee who has not returned his/her advance by the return date specified on the Cash Advance Request.
b. It is the responsibility of the employee to whom the cash advance has been given, to return invoices and cash totalling the amount of the original advance, to the HFS Finance Department. Any shortfalls in the cash and invoices returned, compared to the original advance, will be the responsibility of the employee to make up.

Petty Cash Policy

5. Petty Cash funds will be established at the discretion of the Chief Executive Officer, and used only for the following purposes:
 - a. Where there is a proven need for immediate cash to cover small purchases such as stamps, office supplies, and courier services.
 - b. Where there is an ongoing HFS program, such as a meal club, where emergency cash purchases must continually be made.
6. An individual Petty Cash fund cannot exceed \$2,000, without the approval of either the Finance Committee or the Board.
7. As a guideline, a Petty Cash fund should not require replenishing more than once a month.
8.
 - a. A Petty Cash fund is the property of HFS and is to be used by an employee of HFS for the purpose of making cash purchases on behalf of HFS.
 - b. When the employee leaves the employment of HFS, or moves to another position within HFS, the employee will return the entire fund (cash plus expense vouchers) to HFS. If there is a shortfall in the fund it is the employee's responsibility to make it up.
 - c. Each employee who is given a Petty Cash fund is required to sign the "Petty Cash Fund Agreement" that is part of this policy.
9. Restrictions on the use of Petty Cash Funds:
 - a. No cheques will be cashed from the Petty Cash fund.
 - b. No purchases in excess of \$300 will be made from a Petty Cash fund.
 - c. All purchases will be subject to approval per the rules established in the HFS Expenditure Policy.
10. Whenever replenishment is required for a Petty Cash fund, a complete reconciliation of the fund will be done using the "Petty Cash Replenishment Request" that is part of this policy.
11. The payee for Petty Cash cheques will be the name of the person who will be cashing the cheque, not "cash".
12. At least twice a year, the Finance Department of HFS will do a complete count of each Petty Cash fund to confirm that the cash plus vouchers total to the amount of the fund.

Donation Policy

General Process

1. Donation receipt processing will be done using a computer system approved by the Chief Executive Officer. Currently, the system in use is called Income Manager.
2. Donation receipts will be issued in the same time period (month) as the donation is received, except that regular monthly donations from a single source will be receipted at year-end.
3. Donations will be processed by the Finance Department. A Donation Processing Checklist will be prepared for each donation.
4. Charitable Receipts and a thank you letters will be prepared by the Finance Department.
5. Receipts will be mailed out monthly by the Finance Department.

Restricted Donations

6. The Finance Department will annotate any donations that are restricted, noting the restriction.
7. An email will be sent to the affected department indicating the amount of the restricted donation, the purpose for which it is intended, and instructions on how to account for the expenditure.
8. In general, if the restricted donation is to be spent as cash, a "Cash Advance Request" form must be filled out; if it is to be invoiced to HFS, a Purchase or Work Order must be completed per the Expenditure Policy.

In-Kind Donations

9. Requests for receipts for In-kind donations, and appropriate documentation must be sent to the Finance Department. The Finance Department will complete section 1(b) of the Donation Processing Checklist for all In-kind donations.
10. Approval of an In-kind donation will not be made without adequate documentation as to the value of the donation. The person doing the approval must also confirm that the value given in the documentation is reasonable. If an in-kind donation exceeds \$1,000:
 - a. and the donation is retained by HFS, the valuation must be supported by an invoice, price list, or third-party appraisal, with the exception of donated artwork, for which the valuation will be the lower of two-third party appraisals.
 - b. and the donation is sold; the valuation will be the lower of the appraisal and the realized value, with the exception of donated artwork for which the valuation will be the lower of the realized value and the lower of two third party appraisals.

Specific Controls

1. Subject to point 3, the bank signatories are the only persons eligible to sign charitable receipts.

2. Persons eligible to approve the dollar value placed on In-kind donations, once they have been valued per point 10 above, are the Chief Executive Officer and the Director of Finance .
3. The Director of Finance is responsible for processing charitable receipts.
4. Each month, the Finance Department will reconcile the charitable receipts processed to the bookkeeping general ledger to confirm that they agree.

Capital Expenditure Policy

Capital Purchases

Capital expenditures include, but are not limited to - appliances, equipment, complete mechanical replacements, beds, and building restoration (betterments). See below for the Canadian Institute of Chartered Accountants' definition of a Capital Expenditure

A Capital Purchase is a capital expenditure that exceeds \$5,000 before taxes. Any incidental items on the same invoice as a Capital Purchase that relate to its purchase will be considered part of the Capital Purchase. All Capital Purchases will be charged to either a reserve account (see below) or will be capitalized as a fixed asset. A Capital Purchase will not be charged to the Statement of Operations (Income Statement).

All Capital Purchases require pre-approval per the guidelines set out in the Expenditure Policy.

Reserve Allocations

A capital replacement reserve is a liability that is set up as a liability on the Balance Sheet to cover future anticipated capital expenditures, usually for addition or replacement of equipment or major repairs to existing buildings.

Some of HFS's funders mandate that replacement reserves are to be set up and funded through operations (charges to the Income Statement) and HFS will conform to that policy. (This policy does not agree with Generally Accepted Accounting Principles (GAAP) but is generally used within the non-profit housing sector).

Other funders do not specify how the replacement reserve is to be funded and HFS will fund those reserves as an allocation from Surplus (which is in accordance with GAAP).

1. a. With the exception of programs where reserves are mandated by HFS's funders, replacement reserve funds can only be created with the approval of the Board .
 - b. At the time of writing this policy, HFS has replacement reserves for Shuter Street, the Section 78 properties and Strachan House that are mandated by the funders.
2. Annual replacement reserve allocations will be approved by the Board, either as part of the annual budget approval process or at a special meeting convened for that purpose. Exceptions to this rule are:
 - a. Shuter Street – the annual replacement reserve allocation will be the amount specified in the operating agreement unless additional funding is approved by both the City of Toronto and the Board. This reserve is funded by a charge to the Income Statement.
 - b. The Section 78 properties – the annual replacement reserve allocation will be the amount specified in the approved annual budget submitted to the City of Toronto unless additional funding is approved by both the Board and the City of Toronto. This reserve is funded by a charge to the Income Statement.

- c. Strachan House – the annual replacement reserve allocation will be the amount specified in the lease unless additional funding is approved by the Board. This reserve is funded by a charge to the income statement.

Reserve Expenditures

1. Within HFS, all Capital Purchases are to be charged against replacement reserves unless:
 - a. A Capital Purchase is specifically being funded from a grant or donation received from a third party.
 - b. A funder specifically disallows a Capital Purchase to be charged to the reserve.
 - c. An additional loan or mortgage is obtained to cover the purchase. Any such loan or mortgage requires the approval of the Board.

In which case, the purchase will be capitalized and amortized in accordance with the policies noted in the financial statements.

Capital Planning

1. HFS will contract on a regular basis (which will be at least every five years) to have an accredited engineering company prepare/update a Long-term Capital Replacement plan and a Reserve Study for each of the properties that it owns or leases. The purpose of these studies is to determine the adequacy of the HFS reserves in covering long-term capital requirements.
2. The Long-term Capital Replacement Plan and the Reserve Study, or versions thereof as amended by HFS staff, will be presented to the Board for approval, within three months of completion by the engineering company.
3. The HFS Property Management Department will prepare a two-year capital replacement plan every year. The plan will identify specific work to be undertaken, its cost, the timing and its effect on the adequacy of replacement reserve balances.
4. The Chief Executive Officer will prepare an annual report on the steps being taken, if any, to eliminate any shortfalls in the replacement reserves, in the future.
5. The first year of the two-year capital replacement plan (point 3) will be presented to and approved by the Board as part of the annual operating budget approval.
6. Approval of the capital budget by the Board will constitute approval for staff to make the expenditures, unless specific restrictions are spelled out by the Board at the time of the approval.

Investment Policy

Separation of Investments

HFS makes investments for the following purposes.

1. Funds set aside as required by agreement with the City of Toronto for Capital Replacement Reserves ("**Required Reserves**"). The following properties are currently covered by required reserves – Bellevue, Huron, Meegwetch, Pleasant Manor, Sheila Miller, Shuter, Vaughan, and Wales.
2. Funds voluntarily set aside for other Capital Replacement Reserves ("**Voluntary Reserves**"). At the time of writing the policy, Strachan and St. Clair Shelters are covered by voluntary reserves. In future, as determined by the Board, the Savards Shelter or any other property might also be covered by this type of reserve.
3. Funds specifically designated for a particular purpose ("**Designated Reserves**").

The rules for the establishment of reserves, their funding, and the permissible expenditures charged against them are defined in the Capital Asset Policy.

Board of Directors' Liability

HFS is a registered charity and the Trustee Act of 1999 imposes specific duties regarding investing upon the board of directors of charities.

The Trustee Act defines the "Prudent Investor Rule" as "In investing trust property, a trustee must exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments. "A Prudent Investor considers:

1. General economic conditions.
2. The possible effect of inflation or deflation.
3. The expected tax consequences of investment strategies.
4. The role that each investment or course of action plays within the overall trust of the portfolio.
5. The expected total return from income and the appreciation of capital.
6. The needs for liquidity, regularity of income and preservation and appreciation of capital.
7. An asset's special relationship or special value, if any, to the purposes of the corporation.

Under the Trustee Act, investing "risk-free" is not adequate if the Board of Directors has not considered these seven points. Individual directors could be held liable for the lost opportunity cost or real market value costs if the Prudent Investor guidelines are not considered.

It is the intention of HFS to adhere to the Prudent Investor Rules, with the following considerations.

- a. Re point 3 – HFS does not pay income taxes and therefore does not expect to have any tax consequences from its investments.
- b. Re point 4 – separate investment rules are established below for Required Reserves, Voluntary Reserves and Designated Reserves.
- c. Re point 6 – a primary investment strategy for HFS is the preservation of capital, even if income is reduced to achieve this.

Required Reserves

HFS is required to invest its reserves in the Social Housing Investment administered by Worldsource Financial Management Inc. (“WFM”).

1. There are three types of mutual funds to invest in under the Social Housing Investment Program: Canadian Short-Term Bond Fund, Canadian Bond Fund and Canadian Equity Fund. The Canadian Short-Term Bond Fund is ideal for investments up to 5 years. The Canadian Bond Fund is ideal for investments between 5 to 7 years. The Canadian Equity Fund is ideal for investment more than 7 years. There are four major objectives to consider when investing in the Social Housing Investment program:
 - a. Capital expenditure needs of HFS based on a Building Condition Audit and Board approved capital expenditure.
 - b. Time horizons: The points at which HFS will need use of the funds invested.
 - c. Risk tolerance: High, Medium, Low.
 - d. Investment objective: Growth, Balanced, Income.

These investor profile objectives will be reviewed once a year by the Board or a designated subset of the Board. WFM has tools such as the Asset Mix calculator that will assist Directors with investment asset allocation.

The Board, will select the percentage of total investments to be invested in each mutual fund for the next investment period. However, at no time will the percentage invested in the equity mutual fund exceed 25% of the total investment. This amount invested in the equity fund needs to be reviewed on an ongoing basis and adjusted as necessary.

The final selected percentage split between the mutual funds will take into account any expected necessity to withdraw money from the funds, per point 4 of this section.

2. The Board will provide the Chief Executive Officer with an updated investor profile after the review of these funds and the Chief Executive Officer will be responsible for ensuring that any required adjustments are made.
3. The Chief Executive Officer will ensure that all required contributions to the mutual funds are made quarterly and that they are distributed according to the approved percentage splits. If there are insufficient funds to make a quarterly contribution, the Chief Executive Officer will notify the Board at its next regularly scheduled meeting.

4. Withdrawals will take place from the mutual funds only for expenditures approved per the Capital Expenditure Policy. Alternatively, the effect of a required withdrawal can be achieved by not making one or more contributions as required in point 3.
5.
 - a. The Chief Executive Officer will monitor the actual percentage splits between the approved mutual funds on a quarterly basis, and if any one fund's percentage of the total differs from the approved percentage by more than 20%, will notify the Board immediately. The Board will review the percentage split between the mutual funds
 - b. The Board, may revise the approved percentage splits between the mutual funds, at any time during the year.

Voluntary and Designated Reserves

1. The Board will determine if Voluntary Reserves will be invested per the rules established for the Required Reserves".
2. The determination of which rules to follow will be made once per year, at the time of approving the annual Operating Budget.

Investment of Surplus Funds

1. On an annual basis, the Finance Department will determine the amount of money that is generally required, on a day-to-day basis, for regular operations of HFS.
2. The Finance Department will provide a monthly assessment to the Chief Executive Officer of the potential for having excess funds that might be invested to provide additional income for HFS.
3. The Chief Executive Officer will determine what, if any, investments of excess funds will be made, subject to the following:
 - a. If the amount to be invested exceeds \$100,000, the Chief Executive Officer will notify the Board of this fact. The Board, will determine if the investment will be made according to the rules for Required Reserves or the rules in c below. This determination will be thereafter on an annual basis at the time of approving the operating budget.
 - b. The term of the investments will not exceed 1 year. An assessment will be done of each investment regarding its potential requirement for operations and the term will be selected to conform to the requirement.
 - c. Permissible investments are:
 - i. High yielding bank accounts.
 - ii. Municipal, provincial, or federal bonds, excluding strip bonds.
 - iii. Banker's acceptances.
 - iv. GIC's and Term Deposits.
 - d. Subject to point 3(b), the Chief Executive Officer will invest in the instrument that provides the highest return on the investment.

The Chief Executive Officer will report to the Board on a quarterly basis, on any investments that have been made, their term and their yield.

Treatment of Revenues

1. A loan will be set up as a liability and written down as payments are made.
2. A Forgivable Loan will be set up as a deferred contribution and amortized over the useful life of the corresponding asset (and not at the rate of forgiveness).
3. A Capital Grant will be treated in the same manner as a Forgivable Loan.

Budget Policy

General Comments

1. At the time of writing this policy, the Finance Committee meets quarterly and the Board meets approximately every four to six weeks.
2. This policy covers both capital and operating budgeting. The intention is that the capital budget should be completed prior to the operating budget so that any special maintenance identified in it can be included in the operating budget.
3. It is intended that this policy will describe limitations on spending approvals per point 1.b. of the Spending Policy.

Capital Budget

1. The planning process for the Capital Budget is included in the Capital Expenditure Policy.
2. The Capital Budget for the following year and any required one-time capital maintenance will be presented to the March or April meeting of the Finance Committee and, once the Finance Committee has agreed, to the Board for approval.
3. No capital expenditures will be made unless they either have been approved by the Board or are of an emergency nature. If not required for an emergency, the facts and costs will be presented to the next Finance Committee meeting for approval and then presented to the Board for its information. If required for an emergency, then a poll will be sent by email to the finance committee detailing the nature of the emergency
4. Requests to have additional capital items added to the Capital Budget can be made at any Finance Committee meeting. The request must include costs, timing, and the effect on the adequacy of replacement reserve balances. Additions to the Capital Budget will be presented to the Board for its information.

Operating Budget

1. The annual Operating Budget will be presented in October to the Finance Committee and, once approved by the Finance Committee, to the Board for approval.
2. As a general rule, the budget will assume that revenues and expenses for the budget year will remain at a level similar to the previous year. The budget will include a list of specific activities that must be completed successfully if the budget is to be achieved and whose individual revenue or expense exceeds \$10,000.
3. At each Finance Committee meeting subsequent to the budget's approval, the Director of Finance will present a list of all items that affect the budget by more than \$10,000 and were not included in the budget (or revised forecast).

4. At the end of each financial quarter, the Chief Executive Officer, in conjunction with the Finance Committee, will determine if there has been any significant change in the budget (forecast) which requires a revised budget or forecast. If a revised forecast is prepared, it will be presented for approval at the next Finance Committee meeting. All revised forecasts will be presented to the Board for its information.
5. The following factors will be considered in determining if a revised forecast should be prepared.
 - a. The current year-to-date actual surplus/deficit for HFS varies from the year-to-date budget by more than .5% of total HFS revenue.
 - b. Changes are known but not included in the budget (per point 2) that cumulatively exceeds .5% of total HFS revenue.
 - c. A significant economic change is expected to occur that is likely to impact surplus by more than .5% of total HFS revenue.
 - d. A change in funding is likely to occur that will impact surplus/deficit by more than .5% of total HFS revenue.
6. The Chief Executive Officer may approve any expenditure for HFS, subject to the spending limitations of Schedule A in the Spending Policy, provided that:
 - i. The Finance Committee has received a monthly list of items that are not included in the budget/forecast (per point 2), and
 - ii. There is an approved budget (revised forecast) per points 1 and 3.
7. If the Finance Committee has determined that a revised forecast is required, and a revised forecast has not been approved by the Board within six weeks of that determination, the spending limit for the Chief Executive Officer, as given in Schedule A of the Spending Policy, is reduced to \$10,000.

-
- Currently under review by the HFS Finance & Audit Committee.
 - Last approved by the HFS Board of Directors on April 5, 2016.
 - For approval by the HFS Board of Directors at the April 14, 2020 meeting.
 - This Policy applies to all of Homes First.

To: Homes First Society Board of Directors
From: HFS Communications Committee
Subject: HFS Communications Committee Update
Date: April 14, 2020

Recommendation(s):

For information.

Meeting date: March 18, 2020

Present: Jeremy Roach, Shelagh O'Donnell (Chair), Mike Heinrich, Patricia Mueller (Chief Executive Officer), Jamie Facciolo (Director of Shelters and Housing), Hania Ahmed (Communications and Community Engagement Coordinator), Daphna Nussbaum (Special Projects Coordinator).

COMMUNICATIONS COMMITTEE UPDATE:

- Communications plans and protocols for the developing COVID-19 pandemic were discussed, including a notice on the website and an announcement on social media.
- Clients have been notified. The situation is fluid. Homes First is following SSHA flow chart and screening tool. Currently there is no interruption to core services and no evictions. City of Toronto has requested continuation of services. Increased cleaning protocols have been put into effect.
- Staff have been notified, alterations made to schedules including ability to stagger hours. Staff have been notified regarding self-isolation when applicable. Staff are being updated by supervisors and assistant managers via email.
- A recommendation was made for managers to remind staff about EAP services available to them.
- An update on the letter to notify donors about the Foundation changes was provided. The letter was sent out to all donors on March 16. To date there has been no negative feedback or questions. Plans were discussed to make personal follow-up calls to high-level donors and deliver the news personally, starting with personal 1x1 calls to the previous Foundation board members. A monthly donor letter is being created.
- Razor's Edge training is complete.
- The first draft of a Marketing and Communications Plan developed by Daphna and Jamie was shared. Committee members shared their initial feedback on the plan, which will be reviewed in more detail at the next Communications Committee meeting. Following finalization of the overarching plan, an implementation plan and critical path will be developed by committee members.
- Recommended committee revisions to the Style and Communications Guide were shared. Participants will finalize a reviewed version at the next Communications Committee Meeting.

HFS BOARD OF DIRECTORS' ACTION ITEM TRACKING

Updated prior to the April 14, 2020 Board of Directors' Meeting

DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1. April 14, 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. April 14, 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. April 14, 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.
4. April 14, 2020	The HFS Risk Management Policy is currently under review by all Directors.	All Directors	August 27, 2019	<ul style="list-style-type: none"> • All Directors are asked to review the HFS Risk Management Policy prior to the April 14, 2020 meeting. • Please see item 5, below.

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
5.	April 14, 2020	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 4, above.
6.	April 14, 2020	That the HF Communications Committee be tasked with the crafting of a public statement message concerning the winding-down of the Foundation, especially to reassure our existing donors and supporters.	HF Communications Committee	December 3, 2019	
7.	TBD	Bylaws.		January 28, 2020	<ul style="list-style-type: none"> A request was made to add bylaws to the Tracking Table during the January 28, 2020 meeting.

To: Homes First Society Board of Directors
 From: Patricia Mueller, Chief Executive Officer
 Subject: HFS Chief Executive Officer's Update
 Date: April 14, 2020

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 February 29, 2020 (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	572	488	84							
Brandon	5	5	7		7							
Huron	10	10	108		108							
Jarvis	24	24	11,876		11,876					1	1	
Meegwetch	64	64	6,896	1,165	5,732	3						
Northcote	6	5	398	398								1
Pleasant Manor	16	15	33		33					1	1	1
Sheila Miller	22	22	306		306		1					
Shuter	77	71	128		128						1	6
140 Spadina	7	7	0									
164 Spadina	6	6	238		238							
Strachan	83	79	623	144	479					2	1	4
Vaughan	29	29	6,113		6,113	2	1					
Wales	5	5	52		52		1					
TOTALS	382	370	27,350	2,195	25,155	5	3	0	0	4	4	12

Account Receivable Notes:

- Meegwetch's arrears of \$6,869 include \$3,676 of retroactive charges issued in February.
- Arrangements for repayment agreements with residents in arrears for the amount of \$12,256 have been made.
- *The financial report at year end shows that there is no deficit.*
 - There are small operating surplus at the end of 2019 of \$13,190. This surplus was contributed by Savard's, \$3,229; Strachan, \$4,236; Kennedy, \$1,412; St. Clair, \$301; Sec78, \$424; and Bathurst Lake Shore, \$3,588. All other programs broke even.

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.

- January:
 - Of the 32 Priority 1 calls, all were completed within the same business day representing a 100% completion rate for this priority.
- February:
 - Of the 18 Priority 1 calls, all were completed within the same business day

Priority 2 Calls:

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

- January:
 - Of the 111 Priority 2 calls, all were completed within 24 hours for a 100% completion rate.
- February:
 - Of the 104 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.

- January:
 - Of the 203 Priority 3 calls logged, all but 8 were completed within four weeks for a 96% completion rate. The 8 outstanding calls were a result of parts being on backorder and not directly affecting any residents.

- February:
 - Of the 200 Priority 3 calls logged, all but 5 were completed within four weeks for a 97.5% completion rate. The 5 outstanding were a result of parts being on backorder and are not directly affecting any residents.

Priority 4 Calls:

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

- January:
 - Out of 28 preventative maintenance events, all were completed for a 100% completion rate.
- February:
 - Out of 27 preventative maintenance events, all were completed for a 100% completion rate.

Unit Rollovers:

- January:
 - Of the 6 units rolled over, all were completed for a 100% completion rate.
- February:
 - Of the 6 units rolled over, all were completed for a 100% completion rate.

Pest Control and Hoarding:

- January:
 - 93 unit inspections took place which resulted in 9 clutter interventions; 9 bedbug treatments and 5 units treated for mice.
 - 60 shelter bed bug treatments were completed.
- February:
 - 78 unit inspections took place which resulted in 5 clutter interventions; 4 bedbug treatments, 3 units treated for cockroaches, and 4 units treated for mice.
 - 130 shelter bed bug treatments were completed.

Other:

- During the initial outbreak of COVID-19, two of our staff (the Property Supervisor and the Maintenance Worker) traveled outside of Canada and were obligated to self-quarantine for two weeks upon their return.
- Throughout our portfolio, essential work has continued (such as Priority 1 work orders).
- The focus has been on increasing resident and staff safety by the installation of Lexan Shields (a material that has a greater impact resistance than Plexiglas, that will bend rather than break), marking safe distancing distances in shared areas (i.e., dining areas in the shelters), obtaining personal protective equipment, and putting procedures in place.
- In addition, the department's resources have also been utilized to open a "Building B" Shelter at the Willowdale Welcome Centre, as the space at the St. Clair Shelter is not sufficient for safe social distancing, therefore, some of that shelter's residents will be relocated.

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:

- January:
 - There were a total of 235 active case management files.
 - There were 38 referrals to outside agencies.
 - A total of 55 events/activities were held, including programs, meals programs, and food banks, with a total 189 participants.
 - There were 15 eviction prevention interventions (including rent arrears, unit clean up, and pest control assistance).
 - 23 stabilization supports were provided (for example: pest control assistance and facilitating mediation between residents).
- February:
 - There were a total of 256 active case management files.
 - There were 36 referrals to outside agencies.
 - A total of 52 events/activities were held, including programs, meals programs, and food banks, with a total 192 participants.
 - There were 19 eviction prevention interventions (including rent arrears, unit clean up, and pest control assistance).
 - 32 stabilization supports were provided (for example: pest control assistance and facilitating mediation between residents).
- March:
 - There were a total of 221 active case management files.
 - There were 53 referrals to outside agencies.
 - A total of 21 events/activities were held, including programs, meals programs, and food banks, with a total 152 participants.
 - There were 2 eviction prevention interventions (including rent arrears, unit clean up, and pest control assistance).
 - 31 stabilization supports were provided (for example: pest control assistance and facilitating mediation between residents).

Shelters – Service Delivery:

- **Kennedy:**
 - January:
 - Kennedy had 136 active case files and staff made 133 referrals to external agencies in January.
 - Through our Community Engagement and Programming Coordinator, 9 programs and activities took place at Kennedy, with a total of 212 participants. Activities included:
 - 42 women played Family Feud.
 - 36 women participated in Bingo.
 - 11 women participated in Do-It-Yourself Body Scrub workshop.
 - 27 women participated in therapeutic painting.

- 31 women participated in yoga.
- 36 women enjoyed karaoke nights.
- 12 people participated in the writing workshop.
- 11 people joined the book club.
- 6 people participated in board game afternoon.
- The Intensive Case Management Team supported 95 residents. Activities included case planning and goal assessments, referrals for income and housing supports, connecting residents with various health care providers, legal services, adult education, training programs, and counseling.
- With the help of our housing workers, 7 women were housed; 2 clients were successfully supported with eviction prevention; four Housing Stabilization Fund requests were made; and the team connected with landlords 59 times. The team also accompanied 9 residents in the community.
- The shelter's Community Engagement and Programming Coordinator organized a winter clothing drive; 44 women participated and each participant received warm accessories, shoes, and at least one warm outfit.
- Two Research Assistants from Humber College interviewed the Supervisor of Enhanced Services and Community Engagement, as well as the Programming Coordinator, for a Neighbourhood Policing Program study, wherein staff shared their experiences working with Community Police Officers.
- February:
 - Kennedy had 125 active case files and staff made 201 referrals to external agencies.
 - Through our Community Engagement and Programming Coordinator, 11 programs and activities took place at Kennedy, with a total of 301 participants:
 - 15 women attended Catholic Cross Cultural Services Info session.
 - 68 women attended Black History Month special movie screenings and discussions.
 - 26 women attended a YMCA English and French Outreach session.
 - 36 women played Family Feud.
 - 48 women participated in bingo.
 - 14 women participated in Do-It-Yourself Body Scrub workshop.
 - 19 women participated in therapeutic painting.
 - 40 women participated in yoga.
 - 8 people participated in the writing workshop.
 - 10 people joined the color therapy.
 - 17 people participated in meditation.
 - The Intensive Case Management Team supported 120 residents. Activities included: case planning and goal assessments, referrals for income and housing supports, connecting residents with various healthcare providers, legal services, adult education and training programs, and counseling.
 - With the help of our housing workers, 5 women were housed; 2 clients were successfully supported with eviction prevention; and the team connected with landlords 51 times. The team also accompanied 11 residents in the community.

- The Community Engagement and Programming Coordinator held several Black History Month story-time sessions, enjoyed by a total of 106 women.
- The Intensive Case Management Team held a resident's Meet and Greet with 40 residents in attendance.
- A volunteer family served a special Valentine's Day dinner with 52 residents in attendance.
- March:
 - Kennedy had 124 active case files and staff made 75 referrals to external agencies.
 - Through our Community Engagement and Programming Coordinator, 12 recurring programs and activities were scheduled to take place; however, we were only able to facilitate 5 of them before activities were suspended on March 14th. A total of 69 people participated in these activities.
 - 6 women attended the Women's Day March.
 - 20 women attended International Women's Day special movie screenings and discussions.
 - 15 women participated in bingo.
 - 22 women participated in yoga and meditation.
 - 6 women participated in a nutrition workshop.
 - The Community Engagement and Programming Coordinator organized a Tea and Social Hygiene Day; 75 care packages were made and distributed among the residents. An informal discussion was facilitated by a guest Personal Support Worker on the importance of maintaining positive hygiene.
 - The Intensive Case Management Team was able to support only 65 residents this month due to the closures of several services and resources throughout the community. Activities included case planning and goal assessments, referrals for income and housing supports, connecting residents with various health care providers, legal services, adult education, and training programs.
 - With the assistance of our our Housing Help Worker, 3 women were housed and the team connected with landlords 15 times.
- **Savards:**
 - January:
 - Savards had 52 active case files and staff made 60 referrals to external agencies.
 - The monthly residents' meeting took place along with the weekly Recovery Group; topics included how to dress for the weather; information on the new virus and practicing proper hand washing.
 - Weekly visits continue with a Nurse from St. Elizabeth Health Care, and we have now implemented a Blood Pressure Clinic with 43 clients in total participating.
 - Weekly Dorm Clean-Ups continue (maintaining two bag limits and working with clients to get their laundry done every Wednesday).
 - The Intensive Case Management worker is conducting ongoing case management for 22 women.
 - 7 clients met with the Housing Help Worker: 2 clients found housing; and three referrals made to the Street Haven Supportive Housing Program
 - 1 client was treated to a special Chinese New Year dinner.
 - 2 clients attend the Toronto Public Library for Saturday readings.

- 3 clients participated in the monthly art and crafts program.
- 1 client was accompanied to a medical appointment.
- February:
 - Savards had 57 active case files and staff made 60 referrals to external agencies.
 - Monthly resident's meeting and weekly Recovery Group took place. Topics of discussion included how to dress for the weather; information on Covid-19; and practicing proper hand washing.
 - Weekly visits continue with a Nurse from St. Elizabeth Health Care and we have now implemented a Tuesday Blood Pressure Clinic which 43 residents attended.
 - The weekly dorm clean-up continues (maintaining two-bag limit and working with clients to get their laundry done every Wednesday)
 - The Intensive Case Management Worker is conducting ongoing case management for 18 women.
 - 7 clients met with the Housing Help Worker: 3 clients obtained housing (two in Sudbury, one in Toronto), and 3 referrals made to Street Haven Supportive Housing program.
 - Our placement student made Valentine's Day cards with 8 clients.
 - 8 clients engaged in Cupcake decorating.
 - 3 clients had their hair styled at Sistering in honour of Black History month.
 - 2 clients attended a luncheon at Sistering in honor of Black History month.
 - All clients received handmade Valentine's Day cards from a group of students.
 - 2 clients attend the Toronto Public Library for Saturday readings.
 - 2-3 clients participated in weekly arts and crafts programs.
 - 1 client was accompanied to a medical appointment.
- March:
 - Savards had 48 active case files and staff made 10 referrals to external agencies.
 - 4 residents found permanent housing (3 to co-op housing; one to private).
 - We made some adjustments to prevent the spread of COVID-19, including:
 - Placing spacing markers on the floors to encourage 6 feet of distancing.
 - Altering our scheduling of meals to provide the maximum of distance between the residents in the shared dining area.
 - Relaxed the dorm policy to encourage residents to spread out.
 - We have also increased the Shelter's cleaning schedule and have increased the hours of the cleaners to ensure that frequently used areas are kept as clean as possible.
- **St. Clair Shelter:**
 - January:
 - The St. Clair Shelter had a total of 129 clients.
 - The Case Management Team, consisting of Housing Help, Life Skills, and Intensive Case Management Workers completed a combined total of 264 referrals to community agencies.
 - 5 clients moved into permanent housing.
 - 4 clients were moved into supportive housing, and 6 clients were assisted with referrals to transitional housing programs.
 - Our Housing Help Worker assisted 5 clients connect to and complete applications for the Toronto Housing Allowance Program.

- A total of 23 clients were assisted with Health Care needs, including: 5 clients connecting with a family doctor; 4 clients being added to our medication case management plan; and clients seeing our onsite doctor bi-weekly through Inner City Health.
- A total of 26 clients were assisted with Employment Case Management, including: 5 clients who were referred to Employment & Social Services; 16 clients who provided proof of employment to our Intensive Case Management Worker; and 6 clients who were added to our regular overnight employment program.
- 8 clients were referred to legal and immigration services, including Immigration Legal Service and Legal Aid Ontario.
- Our Harm Reductions and Addictions Worker facilitated a workshop where residents assembled Harm Reduction Supply Kits.
- Our Life Skills Worker facilitated a number of programs, workshops, and activities for our residents. Some of these included: an anger management workshop, Mental Health Conversation workshop, weekly games night, cooking and baking activities, as well as a hygiene and self-care workshop.
- February:
 - The shelter saw a total of 125 clients.
 - The Case Management team, consisting of Housing Help, Intensive Case Management, and Life Skills Workers, completed a total of 267 referrals to community agencies and programs.
 - The Housing Help Worker assisted 4 clients secure housing.
 - 21 clients were assisted with referrals to transitional housing, subsidized housing, and rent-geared-to-income programs.
 - 1 client was connected with the Toronto Housing Allowance Program.
 - 16 clients were assisted in connecting with a family doctor; 7 clients accessed health services by seeing our Inner City Health Doctor.
 - 5 clients were referred to Kennedy Employment & Social Services for assistance with employment.
 - 18 clients were assisted in obtaining financial assistance.
 - HepCure screened a total of 14 clients.
 - 8 clients were provided assistance for legal services, including referrals to Immigration Legal Service and Legal Aid Ontario.
 - 2 clients were given referrals to Access Point and completed applications. This program, for addiction support services, is offered through The Toronto Mental Health & Addictions Access Point.
 - 14 clients were provided with immigration assistance including: 5 clients with their Work Permits; 2 clients with their Study Permits, and 7 clients with their Refugee Claims.
 - The Life Skills Worker facilitated a number of programs, workshops, and activities in which, 107 clients participated. Some of these activities included: weekly games night, Mental Health Conversation Workshop, cooking and baking workshops, bingo, arts & crafts, and a Valentine's Day-themed brunch.

- March:
 - The St. Clair Shelter saw a total of 153 clients and made 180 total referrals.
 - 3 residents secured permanent housing.
 - Our Housing Help Worker assisted 3 clients with apartment searches, including apartment viewings.
 - 10 clients were referred to transitional housing and subsidized housing programs.
 - 1 client was connected with the Toronto Housing Allowance Program.
 - 12 clients were provided with employment assistance, including resume and job search assistance.
 - 3 clients were added to the Overnight Employment Program through our Intensive Case Manager.
 - 18 clients were given referrals to the New Circles Clothing Bank in order to obtain new clothes.
 - 1 client was given a referral to a clinic for assistance in obtaining new identification.
 - Hep Cure visited the shelter on March 6th to provide free screening and treatment for Hep C, completing 10 new screenings.
 - 24 clients were aided in obtaining financial assistance; these services were limited later in the month due to COVID-19.
 - Our Life Skills Programming activities and workshops were put on hold in order to increase the practice of social distancing in the shelter during the COVID-19 pandemic.
 - The St. Clair Shelter underwent a number of modifications in our operation in attempt to prevent the spread of COVID-19.
 - We have made spacing markers on the floors in the offices and dining area to encourage 6 feet of distance between individuals.
 - The configuration of how clients slept has been modified; clients now face head-to-toe to increase space between people.
 - We have relaxed the closed dorm policy, the dorm will remain open to provide more area for clients to spread out throughout the property.
 - We have also augmented cleaning with an increase in the number of cleaners in the shelter, as well as having increased the hours of our cleaners to ensure that high traffic areas and surfaces are frequently cleaned.
- **Strachan House:**
 - January:
 - The Personal Support Worker assisted 63 tenants support with laundry, light housekeeping, life-skills, and personal hygiene. In conjunction with the Pest Control and Hoarding Specialists, the Personal Support Worker assisted 3 tenants in completing extreme cleaning of their units.
 - An Intensive Case Management Worker assisted 40 tenants, completing 3 referrals, 4 appointment accompaniments, and connecting with tenants to update consent forms, including Homes First, Housing Connections and Access Point.
 - 1 resident passed away and a memorial was held.
 - The annual fire inspections took place in all units.

- Two placement students, alongside the Intensive Case Management Worker, thoroughly purged and organized our donation room and facilitated a clothing drive; 27 tenants accessed the donation room and clothing drive.
- 4561 meals were served; 34 tenants attended the January birthday party; 24 tenants attended the “Let’s Bake” program; 46 tenants participated in 2 ice cream socials; and 19 tenants attending the Dinner and a Movie Night event; 16 cultural meals were made; 6 dietary specific meals and 20 different tenant meal requests served; 1 tenant received nutrition coaching; 6 food hampers were received; 6 meals were catered by community partners.
- Approximately 40 tenants participate in the weekly art programming.
- 5 tenants participated in the monthly tenant outing to the movie theatre.
- February:
 - The Personal Support Worker assisted tenants 85 times through the month of February, offering support around laundry, light housekeeping, life-skills, and personal hygiene.
 - In conjunction with the Pest Control and Hoarding Specialists, the Personal Support Worker assisted 3 tenants in completing pest control prep in their units.
 - Our Personal Support Worker also runs a popular service offering haircuts and beard trims; the Personal Support Worker connected with 13 tenants to provide this service.
 - The Intensive Case Management Worker assisted 36 tenants, completing 2 referrals, 1 attempted appointment accompaniment, and connecting with tenants to update consent and identification. They connected with two tenants to build a support plan around their substance use. They also assisted with 3 tenants to offer trauma informed hoarding support and assist with preparation for pest control.
 - A Life Skills Worker connected with 13 tenants to offer identification support, appointment accompaniments, and Canadian Pension Plan applications, and completed 4 referrals to different community programs and health services. The Life Skills Worker is organizing a tax clinic and has scheduled representatives from the Toronto Library come to the site to register tenants for library cards.
 - 1 client moved from our shelter program into permanent housing; another resident transferred to our Vaughan building.
 - 31 residents accessed clothing donations.
 - 4663 meals were served; 31 tenants attended the February birthday party; 42 tenants attended a Valentine’s Day celebration; 20 tenants participated in ice cream socials; and 8 tenants attended the Dinner and a Movie Night event.
- March:
 - The Personal Support Worker assisted tenants 105 times through the month, offering support around laundry, light housekeeping, life-skills, and personal hygiene.
 - The Personal Support Worker also offers a popular service of haircuts and beard trims; 13 residents participated.

- The Intensive Case Management worker assisted 26 residents, completing 2 referrals to trusteeship programs, connecting 1 tenant to build a support plan around their substance use; and also assisted 1 tenant to provide trauma-informed hoarding support.
- The Life Skills Worker connected with 8 residents throughout the month, as well as assisting 12 residents complete their annual taxes.
- 4821 meals were served; 31 residents attended the March birthday party; 69 residents participated in 2 ice cream socials; 19 cultural meals were provided; 40 dietary specific meals and 40 different tenant meal requests were served.
- 2 food hampers were provided; 2 meals were catered by community partners.
- **Bathurst-Lake Shore Co-Ed Floor (60 women; 40 men) Shelter:**
 - January:
 - The Bathurst-Lake Shore Co-Ed Floor had 187 active case files and staff made 137 referrals to external agencies this month.
 - Through our Community Engagement and Programming Coordinator, 7 programs and activities were held with a total of 142 participants, including:
 - Healthy Relationships had its graduation ceremony involving 3 participants.
 - Yoga had 9 participants.
 - Informal Counselling had 16 participants.
 - Job Readiness had 6 participants.
 - Spread Love TO had 87 participants.
 - Parkdale Queen West had 34 participants.
 - HepCure had 15 participants.
 - Bingo had 54 participants.
 - Skating at the Bentway had 5 participants.
 - Onsite Identification Clinic had 27 participants.
 - The Intensive Case Management Team supported 129 residents and 9 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 healthcare providers, legal services, connection with landlords, adult education programs, and counselling.
 - 2 residents were successfully housed; 5 connections with landlords were made; the team also accompanied 21 clients into the community.
 - February:
 - The Bathurst-Lake Shore Co-Ed Floor had 111 active case files and staff made 157 referrals to external agencies this month.
 - We had 7 programs and activities with a total of 139 participants including:
 - Healthy Relationships had 9 participants.
 - Yoga had 8 participants.
 - Informal Counselling had 11 participants.
 - Job Readiness had 6 participants.
 - Parkdale Queen West had 20 participants.
 - Bingo had 61 participants.
 - Arts Therapy had 16 participants.
 - Cooking had 8 participants.

- The Intensive Case Management Team supported 145 residents and 17 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, connection with landlords, adult education programs, and counselling.
 - 4 residents were successfully housed in February; 10 connections with landlords were made; 2 Housing Stabilization Fund attempts were made to support clients; 12 clients were accompanied into the community.
 - March:
 - The Bathurst-Lake Shore Co-Ed Floor had 155 active case files and staff made 85 referrals to external agencies this month.
 - We had 7 programs and activities with a total of 139 participants including:
 - Healthy Relationships had 7 participants.
 - Informal Counselling had 7 participants.
 - Bingo had 24 participants.
 - Arts Therapy had 12 participants.
 - Cooking had 8 participants.
 - The Intensive Case Management Team supported 90 residents and 8 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, connection with landlords, adult education programs, and counselling.
 - 8 residents were successfully housed in February; 3 residents' moves have been delayed due to COVID-19; 8 connections with landlords were made; 15 clients were accompanied into the community.
 - 2 residents were not able to go into treatment due to the COVID-19 outbreak, and many clients are not able to go to work, ESL/school, volunteer, or go into the community.
 - Many health care providers and harm reduction locations have closed for social distancing purposes. Some transitional housing providers have put a halt to accepting housing applications.
 - A few of our clients are also anticipating applying for the emergency response program due to being laid off from work.
 - **Bathurst-Lake Shore Couples Shelter:**
 - January:
 - The Bathurst-Lake Shore Couples Shelter had 154 unique residents and the Intensive Case Management Team assisted our residents by providing 327 referrals to public supports, external agencies, and services.
 - 16 residents moved into permanent housing through our program's assistance.
 - Through our Activity and Programming Coordinator, 8 programs and activities took place, with a total of 85 participants, including:
 - 3 residents' pets were cared for by the Spay Neuter Your Pet Truck.
 - 7 residents participated in the yoga classes.
 - 5 residents participated in the mental health workshop.
 - 8 residents participated in the bingo game night.
 - 10 residents received stylish haircuts provided by a volunteer.

- 10 residents received in-house, confidential Hepatitis-C screening by HepCure.
- 30 residents were served in an “In-House Identification Clinic” event, in conjunction with Street Health, and applied for birth certificates, health cards, and verification of statuses for case planning.
- The Intensive Case Management Team administered 18 Service, Triage Support, and Screening Tool interviews. Case Management interactions 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. Some of this month’s referrals and supports include:
 - 4 residents were accepted into transitional housing opportunities.
 - 16 residents received assistance through the Housing Stabilization Fund.
 - 4 of our (current and/or former) residents were approved for income assistance to receive rental supplementation through the Toronto Housing Allowance Program.
 - 24 housing applications were completed.
 - 59 referrals were provided relating to assistance with private market rentals.
 - 37 referrals were provided relating to income supports, including; social assistance, seniors income, employment insurance, taxes, and banking.
 - 29 referrals were provided for employment assistance, job readiness, training support, skill building.
 - 20 referrals were provided relating to mental health & wellness supports.
 - 13 referrals were provided relating to substance use & harm reduction supports.
 - 26 referrals were provided relating with primary/physical health care referrals, nursing, and medication.
 - 10 referrals relating with pregnancy related services, including pre & post - natal care.
 - 2 referrals were provided related to education related programming.
 - 40 referrals were provided related to identification supports.
 - 23 referrals were provided related to immigration and refugee related assistance.
 - 18 referrals were made for in-community recreational & social engagement supports.
 - 11 referrals were provided related to legal and justice supports.
 - 12 referrals were provided for food and/or clothing bank supports.
 - Our team accompanied residents out into the community a total of 10 times.
- February:
 - The Bathurst-Lake Shore Couples Shelter had 150 unique residents and the Intensive Case Management Team assisted our residents by providing 245 referrals to public supports, external agencies, and services.
 - 2 residents moved into permanent housing through our program’s assistance.
 - 10 programs and activities took place, with a total of 84 participants, including:
 - 8 residents attended our “Healthy Relationships” workshop(s).
 - 5 residents participated in our yoga classes.

- 4 residents participated in a cooking class program.
- 5 residents participated in our knitting group.
- 20 residents attended our games nights.
- 4 residents attended our job readiness workshop.
- 15 residents joined the Parkdale Queen-West discussion group.
- 10 residents were served in an in-house identification clinic held in conjunction with Street Health, and applied for birth certificates, health cards, and verification of statuses for case planning.
- The Intensive Case Management Team administered 16 Service, Triage Support, and Screening Tool interviews. Some of this month's referrals & supports include:
 - 4 residents obtained transitional housing.
 - 2 residents received assistance through the Housing Stabilization Fund.
 - 3 (current and/or former) residents were approved for income assistance to rental supplementation through the Toronto Housing Allowance Program.
 - 39 housing applications were completed.
 - 44 referrals were provided for assistance with private market rentals.
 - 22 referrals were provided for income supports, including; social assistance, seniors income, employment insurance, taxes, and banking.
 - 28 referrals were provided for employment assistance, job readiness, training support, skill building.
 - 9 referrals were provided for mental health and wellness supports.
 - 9 referrals were provided for substance use and harm reduction supports.
 - 14 referrals were provided for primary/physical health care referrals, nursing, and medication.
 - 11 referrals were provided for pregnancy related services, including pre- and post-natal care.
 - 11 referrals were provided for education related programming
 - 27 referrals were provided for identification supports.
 - 8 referrals were provided for immigration & refugee related assistance.
 - 7 referrals were made for in-community recreational & social engagement supports.
 - 6 referrals were provided for legal and justice supports.
 - 6 referrals were provided for food and/or clothing bank supports.
 - Our team accompanied residents out into the community 4 times.
- March:
 - The Bathurst-Lake Shore Couples Shelter had 190 unique residents and the Intensive Case Management Team assisted our residents by providing 192 referrals to public supports, external agencies, and services.
 - 14 residents moved into permanent housing with our program's assistance.
 - The pandemic of COVID-19 and social distancing guidelines has had an effect on engagement.
 - 3 programs and activities took place, with a total of 24 participants, including:
 - 4 residents attended our "Healthy Relationships" workshop(s).

- In conjunction with Street Health,, 10 residents were served by our “In-House ID Clinic” event and applied for birth certificates, health cards, and verification of status’s for case planning.
- The Intensive Case Management Team administered 18 Service, Triage Support, and Screening Tool interviews. Case Management interactions included case planning and goal assessments, referrals for income and housing supports, connecting residents with various health care providers, legal services, adult education programs and counselling. Some of this month’s referrals & supports included:
 - 8 of our residents received assistance with their last month’s rent and new furniture through the Housing Stabilization Fund.
 - 4 of our (current and/or former) residents were approved for income assistance and will receive rental supplementation through the Toronto Housing Allowance Program.
 - 20 regional/municipal rent-g geared-to-income, affordable, transitional, social, supportive, and co-operative housing applications were completed.
 - 30 referrals were provided relating to assistance with private market rentals.
 - 24 referrals were provided relating to income supports, including social assistance, senior’s income, employment insurance, taxes, and banking.
 - 12 referrals were provided for employment assistance, job readiness, training support, skill building.
 - 8 referrals were provided relating to mental health & wellness supports.
 - 8 referrals were provided relating to substance use & harm reduction supports.
 - 15 referrals were provided relating with primary/physical health care referrals, nursing, and medication.
 - 10 referrals were provided relating with pregnancy related services, including pre- and post-natal care.
 - 8 referrals were provided related to education related programming.
 - 20 referrals were provided related to identification (ID) supports.
 - 8 referrals were provided related to immigration and refugee related assistance.
 - 4 referrals were made for in-community recreational and social engagement supports.
 - 8 referrals were provided related to legal & justice supports.
 - 4 referrals were provided for food and/or clothing bank supports.
 - Our team accompanied residents out into the community a total of 9 times.
- **Bathurst-Lake Shore Men’s Floor Shelter:**
 - January:
 - The Bathurst-Lake Shore Men’s Floor Shelter had 89 unique residents during the month.
 - Referrals included:
 - Identification clinic, 9;
 - HepC testing, 9;
 - On-site doctor, 2;

- Legal aid and immigration, 3;
 - Financial, 5;
 - Housing, 11;
 - Substance use, 6;
 - Clothing bank, 4;
 - Mental health, 2; and
 - Physical health referrals, 15.
- February:
 - The Bathurst-Lake Shore Men's Floor Shelter had 81 unique residents during the month.
 - Referrals included:
 - Identification clinic, 14;
 - HepC testing, 4 (2 tested positive and are receiving treatment);
 - Street Health Bus, 4;
 - Legal aid and immigration, 4;
 - Financial, 6;
 - Housing, 12;
 - Substance use, 5;
 - Clothing bank, 4;
 - Mental health, 6; and
 - Physical health referrals, 6.
 - March:
 - The Bathurst-Lake Shore Men's Floor Shelter had 107 unique residents during the month.
 - Two residents obtained housing.
 - Referrals included:
 - HepC testing, 6 (2 tested positive and are receiving treatment);
 - Legal aid and immigration, 3;
 - Financial, 2;
 - Housing applications, 22;
 - Substance use, 9;
 - Mental health, 3; and
 - Physical health referrals, 21.
 - Covid-19 procedures are being put in place, including: social distancing, barriers, bed spacing, bed positioning, personal protection equipment policies, and screening/transportation.
 - **Willowdale Welcome Centre:**
 - January:
 - 189 individuals stayed at the shelter throughout the month.
 - In January, an additional 50 beds were added in the female section, for a total of 170 beds.

- The Intensive Case Management Team assisted our residents by conducting assessments utilizing various tools and referrals such as case planning, goals, housing supports, legal supports, education programs, counselling services, volunteer programming, job planning, and supports. This month's activities included:
 - Housing obtained, 41;
 - Stabilization supports, 31 former residents;
 - Employment and social services connections, 10;
 - Starting employment (full- and part-time), 11;
 - Education programs (full- and part-time), 6;
 - Volunteer work, 10;
 - Life skills training, 5; and
 - Community services connections, 15.
 - YMCA Language Assessment Program: 24 residents participated in the language and reading assessment. All 24 residents were referred to English Second Language Programs.
 - Inner City Health: To date, the doctor has seen/provided medical support to 32 clients.
 - Neighbourlink: provides an internet café workshop; to date, 56 residents have participated.
 - Bible Study: every Tuesday evening; to date, 52 residents have participated.
 - FCJ Refugee Centre: we have partnered with this organization to help our residents find housing outside of Toronto, as well as to provide support in conjunction with Homes First to individuals afterwards; to date, 2 residents have found housing in Windsor.
- February:
 - 196 individuals stayed at the shelter throughout the month.
 - The Intensive Case Management Team assisted our residents by conducting assessments utilizing various tools and referrals such as case planning, goals, housing supports, legal supports, education programs, counselling services, volunteer programming, job planning, and supports. This month's activities included:
 - Housing obtained, 25;
 - Toronto Transitional Housing Allowance Program applications, 11 approved;
 - Employment and social services connections, 7;
 - Starting employment (full- and part-time), 4;
 - Education programs (full- and part-time), 6;
 - Volunteer work, 3;
 - Community services connections, 11;
 - Shae butter workshop, 25;
 - Grooming workshop, 123; and
 - Dental hygiene workshop, 38.
 - YMCA Language Assessment Program: 44 residents participated in the language and reading assessment.

- Red Cross Workshops/Programs: to date, 48 residents have participated. The Willowdale Welcome Centre has partnered with the Red Cross “First Contact” Program. The Red Cross is onsite twice-a-week, providing various supports such as Refugee Claimants’ First Steps and Inland Claim, medical examinations, work permits, and starting the claimant process.
- Inner City Health: To date, the doctor has seen/provided medical support to 46 clients.
- A local pharmacy (Ash Med Pharmacy) fills client prescriptions and delivers medication (waving fees for residents who do not have coverage).
- Neighbourlink: provides an internet café workshop; to date, 56 residents have participated.
- Bible Study: 49 residents.
- FCJ Refugee Centre: we have partnered with this organization to help our residents find housing outside of Toronto, as well as to provide support in conjunction with Homes First to individuals afterwards; to date, 2 residents have found housing in Windsor.
- West Neighbourhood Settlement Services: 6 residents participated.
- March:
 - 246 individuals stayed at the shelter throughout the month.
 - The Intensive Case Management Team assisted our residents by conducting assessments utilizing various tools and referrals such as case planning, goals, housing supports, legal supports, education programs, counselling services, volunteer programming, job planning, and supports. This month’s activities included:
 - Housing obtained, 53;
 - Toronto Transitional Housing Allowance Program applications, 8 approved;
 - Former residents receiving stabilization supports, 45;
 - Starting employment (full- and part-time), 10;
 - Education programs (full- and part-time), 7;
 - Community services connections, 11;
 - All programming has deferred until further notice due to COVID 19; however, the Inner City Health doctor will continue to provide medical services to the residents.
- **Assertive Follow-Up Support Services Pilot Project (External Services):**
 - At the start of the year, our team was servicing 54 clients.
 - Due to the corona virus pandemic, the follow up supports team is currently working from home and connecting with our clients through email and phone to provide as many supports as possible.
 - The team has been encouraged to avoid meeting clients in person, to not do any home visits to stay compliant with public health rules about social isolation.
- **Addiction and Life-Skills Program (St. Clair and Kennedy Shelters):**
 - 1-4 counselling sessions per week took place, with 3 clients seen on an ongoing basis throughout January and February.
 - Topics covered in sessions included: grief and loss; positively connecting with the shelter case management team; navigating relationships; exploring treatment options; self-harm; safety planning; craving; stress; and coping-mechanisms.

- The worker has taken on a supportive resource role for staff at both shelters, advising staff on the best ways to support residents in their recovery as well as covering topics like overdose response, and responding to residents using crystal meth.
- Staff have built a relationship with the Guelph Humber Masters of Fine Arts, Creative Writing Program to deliver monthly therapeutic creative writing workshops to residents at both shelters; workshops continue monthly with up to 8 participants.
- A peer-led kit-making group was held at the St. Clair Shelter with a peer from South Riverdale Community Health Centre in January; 1 resident expressed interest in peer work and will connect with the worker to be forwarded postings.
- All group programs were suspended in March due to pandemic.
- Staff are connecting with our clients through email and phone to provide as many supports as possible.
- All staff are encouraged to avoid meeting clients in person, to not do any home visits to stay compliant with public health rules about social isolation.
- **Harm Reduction in Supportive Housing (Jarvis, Meegwetch, Shuter, and Strachan):**
 - A paid peer program is being developed for the four sites. Four peer workers will be responsible for facilitating workshops on topics relating to harm reduction, safer drug use, safer sex education, and general wellness, as well as for holding one-on-one mentoring sessions with residents to discuss their challenges with safer drug use, safer sex, and related wellness topics.
 - Staff and community partner Parkdale Queen West Community Health Centre have ended outreach at Meegwetch because of low resident engagement owing to a lack of appropriate space for confidential-type conversations. Different program models are being explored.
 - The partnership with Regent Park Community Health Centre has also temporarily ended during this period because of Regent Park Community Health Centre staff turnover.
 - In March, this program was in its last phase of our funding cycle; unfortunately, due to the pandemic, all activities for this program have been put on hold.

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.*
- January:
 - 70 employees attended training on Mental Health Awareness and Support.
 - 59 employees attended training on Trauma-Informed Care: Building a Culture of Strength.
 - 72 employees attended training on De-Escalating Potentially Violent Situations.
 - 2 employees completed Food Handler Certification training.
 - 71 employees attended the make-up session of the Winter 2019 All Staff Training Meeting at which the focus for the day was on Counselling Skills.
 - 1 employee completed online Toronto Shelter Standards training.
 - 10 employees completed Worker Health and Safety Awareness in 4 Steps training through the Ministry of Labour.

- 1 employee completed Supervisor Health and Safety Awareness in 5 Steps training through the Ministry of Labour.
- 1 employee completed the online Human Resources Downloads portion of their Health and Safety Representative training, which includes the following courses: Due Diligence – Implementing and Managing Occupational Health and Safety, Fire Safety Training, Health and Safety Overview Training, Ladder Safety Training, Sharps Safety Training (Ontario) and Workplace Hazards Training.
- 10 employees completed Workplace Hazardous Materials Information System 2015 including Globally Harmonized System of Classification and Labelling of Chemicals for Workers and Supervisors through Human Resources Downloads.
- 2 employees attended training on Tenant and Landlord Law.
- 2 employees attended Mental Health Part II training.
- 16 employees attended Advanced Supervision training through Toronto Hostels Training Centre.
- 5 employees attended the annual Human Resources Professionals Association Conference in Toronto.
- 2 employees attended training on a Trauma Informed View Applied to Supervising Staff.
- 1 employee attended an Advanced Microsoft Excel workshop.
- 20 employees attended an Infection Prevention and Control training through Toronto Public Health.
- 14 employees attended Hazard Identification and Inspections training.
- February:
 - 17 employees attended training entitled Communication that Connects and Engages.
 - 35 employees received Food Handler Certification training.
 - 137 employees received training on Motivating Change.
 - 81 employees attended a De-Escalating Potentially Violent Situations workshop.
 - 32 employees attended a Mental Health Awareness and Support workshop.
 - 16 employees completed Worker Health and Safety Awareness in 4 Steps training through the Ministry of Labour.
 - 4 employees completed Supervisor Health and Safety Awareness in 5 Steps training through the Ministry of Labour.
 - 1 employee completed the online Human Resources Downloads portion of their Health and Safety Representative training, which includes the following courses: Due Diligence – Implementing and Managing Occupational Health and Safety, Fire Safety Training, Health and Safety Overview Training, Ladder Safety Training, Sharps Safety Training (Ontario) and Workplace Hazards Training.
 - 11 employees completed Workplace Hazardous Materials Information System 2015 including Globally Harmonized System of Classification and Labelling of Chemicals for Workers and Supervisors training through HR Downloads.
 - 1 employees attended Applied Suicide Intervention Skills Training.
 - 6 employees attended a training through East York East Toronto Family Resources on Mental Health Awareness in Housing Services.
 - 1 employee attended 5-day Joint Health and Safety Committee certification training through Occupational Safety Group.

- March:
 - 138 employees attended training on The Ethics of Helping.
 - 19 employees completed Food Handler Certification training.
 - 6 employees completed WHMIS training.
 - 4 employees completed training on Safe Lifting.
 - 11 employees completed training on Back Safety and Injury Prevention.
 - 11 employees completed training on Hand Safety.
 - 8 employees completed training Office Safety.
 - 11 employees completed training on Fire Extinguisher Basics.
 - 7 employees completed SMIS training.
 - 5 employees completed training on First Aid: Fundamentals.
 - 3 employees completed training on Fire Safety.
 - 3 employees completed training on Ladder Safety.
 - 2 employees completed training on Materials Handling.
 - 1 employee completed training on Hazardous Waste Management.
 - 1 employee completed training on First Aid: Soft Tissue Injuries.
 - 2 employees completed training on Slips, Trips and Falls.
 - 14 employees completed new hire orientation training.
 - 18 employees attended a training on Communication that Connects and Engages.
- *Staff turnover rates (number of resignations, vacancies, and new hires) and absenteeism are monitored to ensure appropriate policies are in place to encourage productivity.*
- January, February, and March:
 - Staff Turnover: six.
 - Vacancies: 1 contract Community Shelter Worker; 30 weekend; 8 Intensive Case Management Workers; 2 Housing Help Worker; 38 Community Shelter Workers; 1 maintenance worker, and 1 pest specialist contract.
 - New Hires: 28 Community Shelter Workers; 10 weekend contracts; 1 Occupational Health and Safety Coordinator; 1 Life Safety Systems Specialist; 1 Communications Coordinator; 23 Relief Community Shelter Workers; 1 Shelter Supervisor; and 1 Weekend Supervisor.

Staff Absenteeism – Average Number of Sick Days per Individual					
Employees	January Average	February Average	March Average	2020 Year-to-date	12 Month Average for 2019
Unionized Employees (111/111/108)	0.96	0.62	1.49	1.02	0.83
Non-Unionized Employees (15/15/16)	0.98	0.90	0.22	0.22	0.69
Management (36/36/37)	1.12	0.33	0.23	0.27	0.66
All Staff (162/162/161)	1.00	0.58	1.07	0.88	0.78

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 March, there were six outstanding grievances, of which all are non-monetary; however, there is a possible cost of arbitration.

5. Community Engagement and Volunteer Program:

- At the start of the New Year, we had five new students and one returning student begin their placements at our shelters. The students complete between 150-500 hours during their placements.
- In January, we had 4 community meals with the Flight Centre. Employee's from Flight Centre volunteered to purchase, prep, cook, and serve the meals. Dinners were hosted at Sheila Miller, Strachan House, Shuter, and Savards. In total we had 20 volunteers donate 3 hours each.
- Two corporate groups donated warm clothing and jackets to Kennedy and the Willowdale Welcome Centre.
- On January 13, we welcomed a new Community Engagement Coordinator who will be supporting Community Engagement activities across all Homes First locations.
- At Kennedy, we started a new weekly yoga program with a volunteer; the class sizes are between 7-15.
- In January we started our Bible Study group "God Listens, God Cares" at Willowdale Welcome Centre; 2 volunteers lead the group once a week.
- We began a partnership with TIFF and are planning free workshops, film screenings, and community events.
- On January 26th, a group called Spread The Love Toronto visited Bathurst-Lake Shore Shelter and provided snack boxes filled with cookies, cakes, brownies, fruit, and empanadas, as well as gift bags with toiletries and warm winter gear to residents across all three floors.
- We had a team of 3 volunteers donate 3 hours to organize our storage area at Bathurst-Lake Shore; all 3 volunteers volunteer on a regular basis at the shelter separately (on a weekly- to monthly-basis).
- At the start of February, we had a family of 7 volunteer their time at Kennedy to prep, cook, and serve meals for all the residents
- On February 1st, Operation Care for the Homeless hosted an event at the Willowdale Welcome Centre, donating 100 "wellness packages", provided a barber who gave over 14 haircuts, hosted 4 half-hour yoga classes for over 100 participants, and had 2 volunteers offering free facials to over 25 residents. In total they had 11 volunteer donate 5 hours each.
- On February 11th, we went on a winter hike with Streets to Trail; two residents participated.
- In February, Savards hosted a drum circle to celebrate Black History Month; 6 residents participated.
- In late February, we hosted our final cooking class at the Sheila Miller building; the volunteer donated 2.5 hours and we had 7 people participate in the class and 11 in total for dinner.
- At Bellevue, 3 residents attended a 2-hour workshop hosted a workshop put on by Road to Zero Waste.
- On Valentine's Day, each site put on their own event, activities included card decorating, dances, movies, letter writing, and cupcake decorating.
- Residents of Savards were gifted Valentine's Day cards by a Grade 5/6 class at Jesse Ketchum Public School.

- We hosted a shea butter workshop at Kennedy and Willowdale; a staff member volunteered his time to teach the history and health benefits of shea butter and the residents were given the opportunity to mix and bottle their own shea butter to keep.
- In February, we had 2 volunteers donate 4 hours each to organize our storage and file room at Sheila Miller.

6. Toronto Community Housing Rooming House Project (January-February):

- Staff completed an intake for 536 Parliament vacancies through coordinated access/PATHS; we are awaiting move-in dates from TCHC.
- Awaiting an update from the city regarding the maintenance schedule for houses that have been closed for renovations.
- Two of the Rooming House Project Managers continued to participate in meetings with SSHA in support of the relocation of the Adelaide Women's Drop-In to 233 Carlton.
- A Food Access Worker started at the end of January. She is cooking meals at the warehouse drop-in and coordinating volunteers for the Tuesday Food Club and food programming.
- The Tuesday Food Club is very busy with a weekly average of 50 people.
- The Thursday community lunch and a Friday community dinner for tenants both saw lower participation in January, however numbers picked up in February. The Thursday brunch averages 8-10 tenants and the Friday dinner averages 30-40 tenants.
- A special Friday dinner was held for Valentine's Day.
- Tuesday afternoon games club at the warehouse had 5-10 participants every week.
- A community outing to Allan Gardens, which included a tour by city staff, had 11 tenants attend.
- A kit making workshop was held with a peer worker from Regent Park Community Health Centre; 6 volunteers participated.
- A healthy eating workshop in February had 8 participants.
- Housing support staff participated in training with CERA, the Centre for Equality, Rights, and Accommodation.
- Rooming House Project staff, Dixon Halls Seniors Program Housing staff, and Dixon Hall's layered support program participated in a workshop with OCHE, the Office for the Commissioner of Housing Equity. A workshop is being organized with them for seniors and tenants.

7. Health & Safety:

- *Homes First Society is required by the Ministry of Labour to conduct monthly inspections of every building that is a workplace for more than six people. This means that inspections are required at our three shelters and Shuter. Although not required by legislation, an annual inspection is conducted at all of our other buildings as well. The legislation also prescribes that inspections be carried out by both Supervisors and a Health and Safety Worker Representative. From time-to-time, the Worker Representative does not complete their inspections; management's remedy is to work with the union to ensure this is done, although this is not always effective or timely.*

- There were two accidents in January. On January 3rd, while cleaning up a sewage back-up at Kennedy, some of the sewage water splashed into the staff's face. The staff was sent to the hospital to receive treatment for possible biohazard exposure. A form 6 & 7 were completed and the Supervisor and Human Resources Assistant Manager both debriefed with staff. There was no lost time and staff returned to work the next day. As a result of the incident, flood/sewage clean up kits have been created with all the personal protective equipment and materials needed, as well as a Standard Operating Procedure on Sewage Clean-up was created. Staff are receiving training in the event of flood/sewage backups in the future.
- On January 20th, a staff at the St. Clair Shelter slipped on ice while escorting a client to an appointment. The staff received medical attention and was off for 3 days. A form 6 & 7 were completed and the Supervisor and Human Resources Assistant Manager both de-briefed the staff.
- There were two incidents in February. On February 17th, the grease trap unexpectedly backed up at Strachan's kitchen. While the staff were cleaning, one staff slipped and fell and caused further injury to a pre-existing knee condition. The staff received medical attention. A form 6 & 7 were completed and the Supervisor and Human Resources Assistant Manager debriefed with staff. The staff was off for 3 days. As a result, the HFS Property Department arranged for the grease trap to be fixed and non-slip mats have been installed in the kitchen.
- On February 28th, a staff received a needle poke when a used uncapped needle was left in a client's medicine bag. The staff received medical attention and had no lost time. A form 6 & 7 were completed and the Human Resources Assistant Manager debriefed with the staff. As a result of this injury, the medication was moved to a lower shelf so that staff can see where they are reaching. Staff are receiving training on how to intake client medication and hard sided medication cases are being ordered to replace the bags to ensure that nothing can poke out. Further analysis of internal policies are being reviewed and we will be retraining on what to do in the event of a needle poke as well as working to educate the clients on what the proper process is for used needles.
- There were no incidents in March.

Homes First Marketing and Communications Report

Updates:

- On January 11, a writer from the United Nations Refugee Agency in Canada visited the Willowdale Welcome Centre to interview two residents and report on the work we do. The final article was published late February (<https://www.unhcr.ca/news/toronto-refugee-shelter-provides-safety/>). The article was shared twice on the UNHCR Canada Twitter page, as well as Facebook, and was also shared by the freelance photographer hired by the UNHCR Canada.
- Also in January, the Communications Coordinator received a call from JDS Media about an opportunity for an ad in a local Boston Pizza. The ad would be shared in the restaurant for a year at a reduced non-profit cost. The Communications Coordinator and Communications Committee are working on finalizing the ad (a 20-second slideshow) for publication.
- For Bell Let's Talk day, a story about Linda, a resident from Homes First's CAMH partnership, was posted.
- With regards to fundraising activities, the Communications Coordinator submitted two grants in February, and formalized a partnership with a real estate agent, where \$100 from each bought or sold house will be donated to Homes First.
- Starting mid-March, the Communications and Community Engagement Coordinators began reaching out to volunteers to start interviewing and writing stories for National Volunteer Appreciation Week, which starts April 20. In total, 5 volunteer stories will be shared that week, along with stats and info about other volunteer initiatives.
- On March 26, a letter was sent to donors of Homes First Foundation, notifying them of the change in management with regards to the Foundation and Society. So far, we have not received any negative feedback. Plans are being made to call more influential donors to notify them of the change personally.
- The Communications Coordinator continues to work with JDS media to finalize the ad for Boston Pizza, however the JDS office closed mid-March due to COVID-19.
- With regards to the COVID-19 pandemic, Homes First has sent multiple emails to staff, updating them on the situation with regards to staff and client safety, and has published a notice on their website and social media changes about the steps we are taking to ensure health and safety.

Twitter Stats Jan. 2020

- 5 tweets in total
- 11.7K impressions
- 411 profile visits
- 1 mentions
- New followers: 15

Homes First @Homes_First
 Thank you to the amazing staff from the SNYP truck for visiting our Bathurst-Lakeshore shelter last week, and @SueAnnLevy for highlighting the great work they do!
<http://ow.ly/mfDc50xZWdC>



Reach a bigger audience

Get more engagements by promoting this Tweet!

Get started

Impressions	1,246
Total engagements	44
Detail expands	23
Link clicks	8
Retweets	5
Likes	4
Profile clicks	4

Facebook Stats Jan. 2020

- 5 posts in total
- 6 new page followers
- 216 page views
- 1,206 reached via posts
- 111 post engagements

Homes First
 Published by Hootsuite [?] · January 20 ·

Thank you to the amazing staff from the SNYP truck for visiting our Bathurst-Lakeshore shelter last week, and the Toronto Sun's Sue-Ann Levy for highlighting the great work they do! <http://ow.ly/T1uZ50xZWdB>

TORONTOSUN.COM
LEVY: Nurturing the bond between homeless and their pets
 The Toronto Animal Services SNYP truck parked at the back of the 545...

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

314 People Reached **31** Engagements **Boost Post**

Bimbo Grace Kolawole, Isobel Giles and 3 others 2 Shares

Performance for Your Post

314 People Reached

18 Reactions, Comments & Shares

12 Like	3 On Post	9 On Shares
4 Love	2 On Post	2 On Shares
0 Comments	0 On Post	0 On Shares
2 Shares	2 On Post	0 On Shares

13 Post Clicks

0 Photo Views	8 Link Clicks	5 Other Clicks
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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

Twitter Stats Feb. 2020

- 4 tweets in total
- 10.2K impressions
- 132 profile visits
- 5 mentions
- New followers: 2



Impressions	546
Total engagements	11
Media engagements	6
Likes	2
Profile clicks	2
Detail expands	1

Facebook Stats Feb. 2020

- 4 posts in total
- 7 new page followers
- 170 page views
- 1,224 reached via organic posts
- 104 post engagements

Homes First
 Published by Hootsuite (?) · February 18 at 1:01 PM · 🌐

Thank you to the amazing group of volunteers from Operation Care for the Homeless for visiting the Willowdale Welcome Centre this Family Day weekend to provide free haircuts, yoga classes, and wellness kits. We feel like our communities are just like family! [#everyoneneedsahome](#)

Performance for Your Post

290 People Reached

10 Reactions, Comments & Shares

6 Like	5 On Post	1 On Shares
2 Love	2 On Post	0 On Shares
1 Comments	0 On Post	1 On Shares
1 Shares	1 On Post	0 On Shares

30 Post Clicks

20 Photo Views	0 Link Clicks	10 Other Clicks
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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

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

290 People Reached	40 Engagements	Boost Post
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👍❤️ Jessica Thambipillai, Isobel Giles and 5 others 1 Share


Twitter Stats March 2020

- 5 tweets in total
- 8.8K impressions
- 187 profile visits
- 3 mentions
- New followers: NA

Tweet activity


Homes First @Homes_First
 For Janet, Alice and many others, the Willowdale Welcome Centre provides a safe place to build the foundations of a new life in Canada. Thank you to the United Nations High Commissioner for Refugees for visiting our site <http://ow.ly/qRPf50yujrd> [#everyoneedahome](#) @Refugees

Impressions	922
Total engagements	18
Link clicks	6
Detail expands	5
Likes	4
Retweets	3

 Reach a bigger audience

Facebook Stats March 2020

- 5 posts in total
- 4 new page followers
- 264 page views
- 1,146 reached via posts
- 133 post engagements



Homes First
 Published by Hootsuite [?] · March 24 at 10:01 AM · 🌐

In times like these, we are grateful for community members, like Michael who donated TimBits to staff at Bathurst-Lakeshore shelter, and local officials, like the staff at Ana Bailao's office who donated touch-less thermometers, so we can continue to serve our clients. Thank you!

Performance for Your Post

445 People Reached

14 Reactions, Comments & Shares

9 Like	6 On Post	3 On Shares
2 Love	2 On Post	0 On Shares
0 Comments	0 On Post	0 On Shares
3 Shares	3 On Post	0 On Shares

17 Post Clicks

3 Photo Views	0 Link Clicks	14 Other Clicks
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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