

HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING

Tuesday, April 20, 2021, 6:00 p.m.

Zoom Meeting

Agenda

1.	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.	Approval of the Agenda
4.	Approval of Minutes A. Approval of Minutes of the Meeting of January 26, 2021 B. Approval of the Minutes of the Meeting of March 16, 2021
5.	Chief Executive Officer's Updates A. HFS Chief Executive Officer's Update B. HFS CEOs Responsive Programming Update
6.	Executive Committee Update
7.	Communications Committee Update
8.	Finance & Audit Committee Update
9.	Governance & Nomination Committee Update
10.	Access to Education Scholarship Subcommittee Update
11.	Board Action Items Update
12.	Other Business A. Strategic Planning Session Debrief B. Information Sharing

Materials for this agenda:

- 4.A. - HFS Board January 26, 2021 Minutes
- 4.B. - HFS Board March 16, 2021 Minutes
- 5.A. - HFS Chief Executive Officer's Update (*to follow*)
- 5.B. - HFS CEOs Responsive Programming Update
- 9. - HFS Governance & Nominating Committee Update
- 11. - HFS Board Action Items Tracking Table

HOMES FIRST SOCIETY BOARD MEETING Tuesday, January 26, 2021, 6:00 p.m. Zoom Meeting
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Present:**Regrets:**

Directors	Jose Querubin (Chair) Mike Heinrich Nancy Miller Cory O'Handley Fran Perkins Marc Pourvahidi	Jeremy Roach Peter Soares Amie Tsang Carla Whillier Jamie Yoon	Alexis Van Halen
Staff	Patricia Mueller (Chief Executive Officer) Ade Olubode (Director of Finance) Kim Mole (Recorder)		

1. Call to Order

- Jose Querubin, Chair, called the meeting to order at 6:00 p.m.

2. Declaration of Conflict of Interest

- None.

3. Approval of the Agenda

- In item 5.D., the phrase “and signing” is not needed, and as such, will be removed.
- The additional item emailed for the meeting is for information, (8.A. - HFS Pre-Audit Documents); Ade Olubode will review these documents as part of the Finance & Audit Committee Update.

4. Approval of the Minutes of the Meeting held on December 1, 2021

MOTION: That the HFS Board December 1, 2021 Minutes be approved.

MOVED: Fran Perkins **SECONDED:** Carla Whillier **CARRIED**

5. Chief Executive Officer's Updates**A. Anti-Racism Initiatives/Anti-Racism Training Update**

- Patricia Mueller reminded Directors to complete both the first and the second questionnaire sent by Diversipro.
- It was noted that the completion of the second questionnaire will provide individualized feedback to the participants.

Action: That all Directors who have not yet done so, complete the first and second DiversiPro questionnaires.

B. HFS Chief Executive Officer's Update

- Patricia briefly reviewed and answered questions about the Update.



- Patricia explained that the weekly feature “Heroes Among Us” is emailed to all staff, as well as posted on our Facebook page and Instagram; the purpose of this communications is that of being a morale builder for our staff.
- Patricia reported that the vaccination pilots planned for our sector have been cancelled; adding that while a few staff have received the first dosage, all further clinics have been put on hold for the time being.
- Patricia added that we are unable to enforce vaccinations, however, we will ensure that we share available reliable information, and encourage people to make safe choices.
- It was noted that many organizations were unable to manage any extra activities around the holiday season, making it that much more commendable that Homes First was able to ensure that every resident was given a gift and special meal.
- Patricia added it was largely due to the efforts of Maria Elena, Housing Manager, who is a very long-term employee of Homes First, that these seemingly impossible tasks were carried out.

C. 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: Jeremy Roach **SECONDED:** Marc Pourvahidi **CARRIED**

D. HFS Annual Policy, Bylaws, and Confidentiality Agreement

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

MOVED: Carla Whillier **SECONDED:** Jeremy Roach **CARRIED**

6. Executive Committee Update

- Jose Querubin reported that the Executive Committee had not held a meeting.
- It was noted that the In-Camera Minutes contained an action item, and it will be discussed at the next Executive meeting.

7. Communications Committee Update

- Jeremy Roach, Committee Chair, reviewed the Committee’s update and workplan.
- Jeremy noted that the Committee had discussed the need for a fundraising policy (that would include who we could and could not accept donations from), scholarship communications, marketing plans, crisis communication policy, media policy, etc.
- It was also noted that some activities would be deferred until after the Fundraising Plan has been completed, as well as the Board’s Strategic Planning Session.
- A discussion took place about the role, mandate, and activities of the Communications Committee, as confusion arose about the Committee’s role of providing oversight, direction, and areas of focus.



- Patricia reported that while the Society did not have a communications policy per se, there are already policies and procedures in place for many types of communications that provide staff with clarity; Patricia will have staff pull these together for the Directors.

8. Finance & Audit Committee Update

- As Marc Pourvahidi, Treasurer, was delayed, Ade Olubode, Director of Finance, reported in his absence.
- Ade reported that the Finance Department is currently working on finalizing the year-end financials and the audit is underway, adding that end-of-year finances show a modest surplus.
- As the Foundation did have some financial activities in 2020, they too will undergo an audit.

9. Governance & Nominating Committee Update

- Fran Perkins, Committee Chair, reviewed the update, adding Naseer Abbasi's resignation will also need to be taken into consideration when the Committee analyzes the necessary skillsets, as well as the potential representational gaps on the Board for the 2021-2022 term.

10. Strategic Planning Subcommittee Update

- Mike Heinrich reported that the Strategic Planning Subcommittee had held a short zoom meeting with the three finalists of the RFP for facilitators and selected the firm of Rise Up Strategies.
- It was decided that the Strategic Planning meeting should be two meets of 3-4 hours each, as opposed an all-day meeting.
- There are still preparations to be made, including scheduling; while it is hoped the two sessions will be scheduled for the second half of February and close together, it will depend on everyone's schedule once a doodle poll has been completed.

11. Access to Education Scholarship Subcommittee Update

- Fran Perkins briefly reviewed the circulated update.
- Fran reported that she was so deeply impressed with the submissions received, that she is conducting a personal fundraising drive so that Homes First will be able to provide additional scholarships to more individuals later in 2021 and beyond.
- Patricia Mueller added that plans are already being developed for fundraising for the Scholarship Program by Jamie Facciolo, Director of Development and Homelessness Initiatives, and Dana Hansen, Fundraising and Development Manager.

12. Board Action Items Update

- Item 1: Will be relabeled as "ongoing".
- Item 2: Will be updated to reflect that the HFS Finance & Audit Committee will bring their workplan to the January 26, 2021 Board of Directors' meeting.
- Items 3 & 4: Will continue to be deferred.
- Item 5: To be removed.



13. Other Business

A. Information Sharing

- Fran Perkins wanted to thank everyone for continuing to attend meetings via Zoom, as well as to thank Patricia Mueller and the senior Management Team for all of their work.

The meeting adjourned at 7:45 p.m.

The next HFS Board of Directors' meeting is scheduled for Tuesday, March 16, 2021 at 6:00 p.m.

Jose Querubin, Chair

Respectfully Submitted By:
Kim Mole, Recorder
On January 26, 2021

HOMES FIRST SOCIETY BOARD MEETING Tuesday, March 16, 2021, 6:00 p.m. Zoom Meeting
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Present:**Regrets:**

Directors	Jose Querubin (Chair) Mike Heinrich Nancy Miller Cory O'Handley Fran Perkins Marc Pourvahidi	Jeremy Roach Peter Soares Amie Tsang Carla Whillier Jamie Yoon	Alexis Van Halen
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Staff

- Patricia Mueller (Chief Executive Officer)
- Jamie Facciolo (Director of Development and Homelessness Initiatives)
- Ade Olubode (Director of Finance)
- Justin Ryan (Director of Property Management Operations)
- Kim Mole (Recorder)

1. Call to Order

- Jose Querubin, Chair, called the meeting to order at 6:15 p.m.

2. Declaration of Conflict of Interest

- None.

3. Approval of the Agenda

- Approved.

4. Approval of the Minutes of the Meeting held on January 26, 2021

- As the Minutes had only been circulated a few hours prior to the meeting, this item was deferred to the April 20th Board of Directors' meeting.

5. Chief Executive Officer's Updates**A. HFS Chief Executive Officer's Update**

- Patricia briefly reviewed and answered questions about the Update.
- Received for information.

B. Anti-Racism Initiatives/Anti-Racism Training Update

- Patricia Mueller reported that all Directors had completed their one-on-one coaching sessions with DiversiPro.
- While the Board appreciated the process and work done to date by DiversiPro, they expressed a feeling that there are some unaddressed questions raised by the process. Some of the suggestions made to address the "what next" questions included:
 - That an informal Special meeting be held to discuss the lessons learned, as well as to hold a conversation on next steps;



- Possibly an additional, facilitated meeting by DiversiPro who may be able to identify common themes for the Board should be made aware of and address;
- Perhaps a roadmap could be developed on what the Board can do to ensure that the lessons learned are incorporated into practice;
- While there was agreement that anti-racism is and should remain a priority for the Board and for the organization, the upcoming Board Planning Session would not provide sufficient time to develop the roadmap as the purpose of that day is the “what” we wish to do, not how to do it;
- It was noted that there would not be sufficient time to hold a Special meeting prior to the Strategic Planning Session scheduled for April 10th, the Special meeting will be arranged to take place afterwards.

Action: Jose Querubin will organize a special, possibly informal meeting to follow the Strategic Planning Session.

C. HFS Fundraising

- Jamie Facciolo, Director of Development and Homelessness Initiatives, reviewed the four documents that had been prepared by the Fundraising Lab:
 - i. Fundraising Lab - Fundraising's Enabling Ecology Approach;
 - ii. Fundraising Lab Plan - Background Information;
 - iii. Fundraising Lab - Added Policies; and
 - iv. Fundraising Lab - Homes First Fundraising Development Plan.
- Jamie explained that over the next two years, work would continue on the creation of a fundraising infrastructure.
- The Fundraising and Program Development department have already begun many of the activities outlined in the Development Plan (for example, website redesign, donor stewardship practices, etc.) and may continue to work with the Fundraising Lab to create a template for a case for support.
- While the topic of an in-person event was raised, it was decided that we would continue to explore virtual event options for the time being.
- It was noted that the Strategic Planning Session would incorporate fundraising activities, and the Society is prepared to hit the ground running once strategic planning takes place.
- Patricia reported that Cathy Mann, the President of the Fundraising Lab, recommended that the Foundation be left as it is for the next 3-5 years to ensure we meet with all regulatory requirements, after which, it's future should be revisited by the Society.
- Some concern was expressed on the ability of the Fundraising Lab's documents to provide Homes First with the insight, expertise, methodology, as well as the resources to develop a robust fundraising department; however, Jamie expressed confidence that Homes First is well prepared, and would hire outside help if needed.
- The Fundraising Lab also recommended that the Society create a fundraising culture, not only at the Board level, but across all levels of the organization.



- The Executive Committee recommended that a Fundraising Committee be created; however, after discussion, it was decided that perhaps the Communications Committee discuss the possibility of incorporating fundraising into its mandate and workplan.

Action: Jeremy Roach will discuss the integration of fundraising into the Communications' Committee's mandate at its next meeting and bring back the Committee's conclusions to the next Board of Directors' meeting.

D. The Wellington – CMHC – Risk Management Form

- As noted in the Risk Management form, Jamie reported that we have received approval from CMHC for a grant amount of \$350,000. This funding is for the predevelopment costs of the proposed redevelopment of the 805 and 805A Wellington Street footprint. These funds will be used to hire development consultants, an architect firm, and all assessments and planning applications necessary to reach the next phase of the project.
- Both the City and CMHC are excited about this project, and we are awaiting a long-term lease agreement from the City of Toronto, before proceeding.
- Received for information.

E. The Esplanade Hotel Shelter – Risk Management Form

- Based on our success as the operator of two large hotel programs, the City of Toronto has asked us to open a new hotel program at 45 The Esplanade beginning on February 22, 2021 consisting of approximately 275 rooms.
- Patricia reported that this program's focus is exclusively of individuals living in encampments who have been reluctant to go elsewhere; there were 75 people in the program to date.
- Received for information.

6. Executive Committee Update

- Jose reported that he has had spoken with Adam Smith, CEO of Rise-Up Strategies and is confident that they are well prepared to facilitate the April 10th Board Planning Session.

7. Communications Committee Update

- None.

8. Finance & Audit Committee Update

A. HFS December 2020 Financials

- Marc Pourvahidi, Treasurer, explained that the Financials had been reviewed in detail at the Finance & Audit Committee meeting, and Ade Olubode, Director of Finance, reported the work of 2020 Audit would soon be completed.
- Marc reported that we have a balanced budget for 2020 and will end the year with a modest surplus.

MOTION: To accept the HFS December 2020 Financials.

Moved: Marc Pourvahidi

SECONDED: Jeremy Roach

CARRIED



B. HFS 2021-2022 Capital Budget

- Justin Ryan, Director of Property Management Operations, reviewed the Capital Budget.
- Justin explained that work is carried out in such a way as to have a minimum impact on our residents, such as working on the heating during the summer.
- It was also noted, that Homes First utilizes every funding opportunity by applying for grants to pay for capital projects; most recently, Homes First received approval for funding through the Ontario Priorities Housing Initiative for \$244,400 for the replacement of Meegwetch Place's low-rise building's roof.
- Patricia added that we have been very successful with our applications for funding; sometimes the City has funds earmarked for projects that either did not take place or came under budget, which we have been successful in utilizing, such as for the replacement of the Hydro Vault at Meegwetch.
- Patricia explained that while do have financial reserves, like all non-profit housing providers, these in of themselves would not be sufficient to complete all of the capital projects we would like to complete; therefore, we need to prioritize, utilize available funding, as well as completing minor capital projects using our operating funds.

MOTION: To approve the HFS 2021-2022 Capital Budget

MOVED: Marc Pourvahidi

SECONDED: Carla Whillier

CARRIED

Action: That all Directors who would like to see the Building Condition Audit, let Patricia know who will make arrangements for the oversized documents to be accessed.

9. Governance & Nominating Committee Update

- Fran Perkins, Committee Chair, reviewed the update.
- Received for information.

10. Access to Education Scholarship Subcommittee Update

- Fran Perkins, Subcommittee Chair, reviewed the update.
- Received for information.

11. Strategic Planning Subcommittee Update

- Rise-Up Strategies will be sending a SWOT survey for Directors to complete prior to the Board Planning Session.

12. Board Action Items Update

- Item 1: Will remain as "ongoing".
- Item 2: The HFS Finance & Audit Committee will bring their workplan to the April 20, 2021 Board of Directors' meeting.
- Items 3 & 4: Deferred.

13. Other Business

- None.



The meeting adjourned at 8:30 p.m.

The next HFS Board of Directors' meeting is scheduled for Tuesday, April 20, 2021 at 6:00 p.m.

Jose Querubin, Chair

Respectfully Submitted By:
Kim Mole, Recorder
On March 16, 2021

To: Homes First Society Board of Directors
From: Patricia Mueller, Chief Executive Officer
Subject: HFS Chief Executive Officer's Report
Date: April 20, 2021

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:

- *Audit update: The audit is set to be complete within the next week or two and the draft audited statements will be reviewed by the Finance & Audit Committee, prior to their presentation to the Board at the May 4th meeting.*
- *There is an operating surplus as of February 28th of \$36,261, with most programs at break-even.*
- **Monthly accounts receivable by site as of March 31, 2021 (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	1,251	488	763		1					
Brandon*	5	5	N/A									
Huron	10	9										1
Jarvis*	24	24	N/A									
Meegwetch	64	63	5,719	203	5,516	2	1					1
Northcote*	6	5	N/A									
Pleasant Manor	16	16	230	121	109							
Sheila Miller	22	22	2,110	276	1,834	1						
Shuter	77	75	4,110	1,790	2,320	1				1	1	2
140 Spadina	7	6	1,502		1,502						1	1
164 Spadina	6	6										
Strachan	83	76	8,733	816	7,917							7
Vaughan	29	29	5,561		5,561	1	1		1		1	
Wales	5	4	158		158	1						1
TOTALS	382	369	29,374	3,694	25,680	6	3	0	1	1	3	13

Account Receivable Notes:

- Arrangements for repayment agreements with residents in arrears for the amount of \$7,648 have been made.
- *All rent collected from Brandon, Jarvis, and Northcote residents goes directly to TCHC; increasingly, tenants are paying their rent directly to TCHC.

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 workday.*
 - *Regular maintenance (such as replacing light bulbs, drywall repairs in common areas) are completed within five working days.*
 - *Unit turnovers are completed within 30 days within housing, and 5 working days at Strachan House.*
 - *Pest control work orders are scheduled as negotiated with client.*
 - *In addition to the above, planned inspections are conducted on the planned date, or on the next business date in the case of staff illness.*
 - *Contracted work is completed as negotiated with contractor.*

Priority Repair Record:

The Property Department continues to experience delays and a lack of availability of some items. Most of our suppliers are categorized as essential services; however, some remain inoperative or are operating with minimal capacity, which means we are unable to obtain some items.

We continue to look for alternate solutions for supply delays or product unavailability as we have recently noticed shortages of items such as appliances, doors, and cabinetry. When necessary, we have implemented some short-term solutions to ensure safe environments for residents and staff.

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.

- March:
 - Of the 17 Priority 1 calls, all were completed within the same business day representing a 100% completion rate for this priority.

Priority 2 Calls:

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

- March:
 - Of the 53 Priority 2 calls, all were completed within the same business day representing a 100% completion rate for this priority.

Priority 3 Calls:

For example, patching of drywall, minor plumbing, and kitchen cabinet repairs, bulb replacement, and appliances repair.

- March:
 - Of the 315 Priority 3 calls logged, all but 12 were completed within four weeks for a 96% completion rate; the remaining orders were the result of back-ordered parts.

Priority 4 Calls:

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

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

Unit Rollovers:

- March:
 - Of the 2 units rolled over, all work was completed for a 100% completion rate.

Pest Control and Hoarding:

- Only the units with extreme pest control problems have been entered, and only with every precaution taken for the safety of both residents and staff.
- March:
 - A total of 321 pest control interventions took place throughout the month.
 - 33 unit inspections took place resulting in 4 clutter interventions, and:
 - 33 bedbug treatments.
 - 16 units treated for mice.
 - 4 units treated for roaches.
 - In addition, 43 shelter bed bug treatments were completed.

Capital Projects:

- **Sheila Miller Building Roof Replacement:**
 - Back-order materials have been delivered and installation is moving forward at rapid pace. The flat portion of the roof has been completed and the metal roofing is being installed.
- **Meegwetch Place Flat Roof Replacement:**
 - The flat roof installation is nearing completion; however, we have been informed there is a shortage of the aluminum needed to complete the flashing. The contractor is attempting to find a supplier, but it could possibly delay the project's completion.

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.*

Some health care providers and harm reduction locations continue to be closed and some treatment centers are not taking any new referrals, as a result, fewer clients are able to go into treatment for the foreseeable future.

Non-24 Hour Housing Service Delivery:

- March:
 - There were a total of 261 active case management files and 84 referrals to outside agencies.
 - No in-person events or group activities took place as per Toronto Public Health and City of Toronto directives, with the exceptions of Second Harvest (food bank and prepared meals), Courage Cookies and Alternative Grounds self-serve café, which took place weekly, with 260 residents partaking.
 - Staff formed a resident gardening committee as a social distancing activity to help reduce stress and educate tenants on gardening, and 10 residents participated.
 - In addition, a community partnership program was initiated for a “healing garden”.
 - Staff have been assisting residents by providing access to laptops and internet for online courses to help prepare them for employment.
During March, three residents of Shuter attended online courses for a Food Handlers, a Community Care Services, and Dental Assistant Certificates. All this with the support of staff and providing access to laptops and internet.
 - A previously reported, a virtual engagement activity that began earlier this year, is a virtual bingo game held biweekly for six weeks (ending in April) for clients of the west housing sites.
This initiative is helping residents feel less isolated, giving them the opportunity to interact with other residents and giving them something to look forward.
During the month, there were 16 regular participants. Prizes are self-care/air-hugs themed as a reminder to our clients that they are supported and thought of. For example, one of the bingo games was a valentine’s day theme with gift basket given to the winners.
 - There were 65 eviction prevention (i.e., rent arrears, unit clean up, and pest control assistances). Staff worked with other agencies in the surrounding areas for virtual income tax clinics. Our staff coordinated phone appointments and Zoom meetings with 32 residents and continue to refer clients virtually or for in-person services where available.
 - 60 Stabilization supports were provided (i.e., pest control assistance, facilitating medication between residents).

Shelters – Service Delivery:

- **Bathurst-Lake Shore Shelter:**
 - March:
 - There were a total of 82 beds and 277 clients served during the month.
 - The Intensive Case Management Team made 305 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 46;
 - Obtained housing, 8;
 - Assistance with the Toronto Transitional Housing Allowance Program, 4;
 - Obtaining or recovering identification, 27;
 - Furniture Bank referrals, 4;
 - Assistance, referrals, and/or supports for income supports, 31;
 - Referrals, supports, and/or assistance with taxes, 2;

- Medical health referrals/supports, 37;
- Mental health, addiction, recovery, and substance use, 22;
- Legal referrals, 29;
- Immigration, refugee claims, and Citizenship Canada, 3;
- Employment supports, 4;
- Clothing bank referrals, 3;
- Life skills referrals/supports and/or number of people who participated in the activities, 5;
- Referrals to other community services not reported above, 62.
- **Better Living Centre (BLC) Winter Respite and Warming Centre:**
 - As previously reported, the Better Living Centre Winter Respite also has a separate Warming Centre in the same building that is activated in the event of an Extreme Cold Weather Alert.
 - Respite – March:
 - There were a total of 124 beds, which were reduced to 88 during the last two weeks of the month as we had clients in isolation.
 - We served a total of 185 clients during the month.
 - The Intensive Case Management Team made 20 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 12;
 - Obtained housing, 2;
 - Obtaining or recovering identification, 5;
 - Assistance, referrals, and/or supports for income supports, 15;
 - Medical health referrals/supports, 6;
 - Mental health, addiction, recovery, and substance use, 4;
 - Legal referrals, 4;
 - Immigration, refugee claims, and Citizenship Canada, 2;
 - Employment supports, 3;
 - Clothing bank referrals, 1;
 - LGBTQ2S+ referrals/supports, 3;
 - On March 16th, a Covid vaccine clinic was held for residents and staff.
 - Warming Centre – March:
 - There were a total of 50 beds and 156 clients served during the month; the City authorized us to extend the Warming Centre’s clients’ stay beyond the cold alert to enable them to Covid vaccine clinic as well.
 - The Intensive Case Management Team made 5 referrals including the following referrals, supports, and activities for the month:
 - Assistance, referrals, and/or supports for income supports, 2;
 - Medical health referrals/supports, 3;
 - Clothing bank referrals, 2;
 - LGBTQ2S+ referrals/supports, 2.

- **Delta Hotel Program:**

- March:

- There were a total of 306 beds and 331 clients served during the month.
 - The Intensive Case Management Team made 352 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 43;
 - Obtained housing, 8;
 - Obtaining or recovering identification, 23;
 - Furniture Bank referrals, 4;
 - Assistance, referrals, and/or supports for income supports, 33;
 - Referrals, supports, and/or assistance with taxes, 27;
 - Medical health referrals/supports, 28;
 - Mental health, addiction, recovery, and substance use, 11;
 - Legal referrals, 7;
 - Immigration, refugee claims, and Citizenship Canada, 9;
 - Employment supports, 7;
 - Volunteering supports, 1;
 - Clothing bank referrals, 7;
 - Referrals to other community services not reported above, 9.

- **The Esplanade:**

- Located at 45 The Esplanade, this is the newest program at Homes First. With access to 254 rooms for either single adults or couples, this hotel is the same model as both the Strathcona and the Delta Hotel Programs, providing wrap-around supports including on-site medical and mental health teams, pharmacist, harm reduction, living space assistance, etc. Doors officially opened during the last week of February to intakes through referrals exclusively from the City's Street-to-Homes program at this time.

- There were a total of 250 beds and 135 clients served during the month.
 - The Intensive Case Management Team made 113 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 4;
 - Obtaining or recovering identification, 16;
 - Assistance, referrals, and/or supports for income supports, 16;
 - Referrals, supports, and/or assistance with taxes, 16;
 - Medical health referrals/supports, 48;
 - Mental health, addiction, recovery, and substance use, 15;
 - Legal referrals, 1;
 - Immigration, refugee claims, and Citizenship Canada, 1;
 - Employment supports, 2;
 - Volunteering supports, 2;
 - Referrals to other community services not reported above, 2.

- **Kennedy:**
 - March:
 - There were a total of 47 beds and 72 clients served during the month.
 - The Intensive Case Management Team made 65 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 18;
 - Obtained housing, 1;
 - Assistance with the Toronto Transitional Housing Allowance Program, 4;
 - Obtaining or recovering identification, 6;
 - Assistance, referrals, and/or supports for income supports, 16;
 - Referrals, supports, and/or assistance with taxes, 6;
 - Medical health referrals/supports, 53;
 - Mental health, addiction, recovery, and substance use, 6;
 - Legal referrals, 4;
 - Immigration, refugee claims, and Citizenship Canada, 4;
 - Employment supports, 1;
 - Life skills referrals/supports and/or number of people who participated in the activities, 224;
 - LGBTQ2S+ referrals/supports, 1.
- **St. Clair Shelter:**
 - March:
 - There were a total of 31 beds and 36 clients served during the month.
 - The Intensive Case Management Team made 60 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 15;
 - Obtained housing, 1;
 - Assistance with the Toronto Transitional Housing Allowance Program, 1;
 - Obtaining or recovering identification, 8;
 - Furniture Bank referrals, 1;
 - Assistance, referrals, and/or supports for income supports, 4;
 - Referrals, supports, and/or assistance with taxes, 2;
 - Mental health, addiction, recovery, and substance use, 6;
 - Legal referrals, 1;
 - Employment supports, 1;
 - Clothing bank referrals, 8;
 - Life skills referrals/supports and/or number of people who participated in the activities, 80;
 - LGBTQ2S+ referrals/supports, 1;
 - Referrals to other community services not reported above, 8.
- **Strachan House:**
 - March:
 - There were a total of 86 beds and 83 clients served during the month.
 - The Intensive Case Management Team made 387 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 18;

- Obtained housing, 2;
- Obtaining or recovering identification, 19;
- Furniture Bank referrals, 1;
- Assistance, referrals, and/or supports for income supports, 33;
- Referrals, supports, and/or assistance with taxes, 10;
- Medical health referrals/supports, 78;
- Mental health, addiction, recovery, and substance use, 27;
- Legal referrals, 24;
- Immigration, refugee claims, and Citizenship Canada, 1;
- Employment supports, 1;
- Volunteering supports, 1;
- Clothing bank referrals, 3;
- Life skills referrals/supports and/or number of people who participated in the activities, 92; and,
- Referrals to other community services not reported above, 15.
- **Strathcona Hotel Program:**
 - March:
 - There were a total of 104 beds and 113 clients served during the month.
 - The Intensive Case Management Team made 52 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 12;
 - Obtained housing, 4;
 - Assistance with the Toronto Transitional Housing Allowance Program, 1;
 - Obtaining or recovering identification, 4;
 - Furniture Bank referrals, 1;
 - Assistance, referrals, and/or supports for income supports, 2;
 - Referrals, supports, and/or assistance with taxes, 2;
 - Medical health referrals/supports, 15;
 - Mental health, addiction, recovery, and substance use, 2;
 - Immigration, refugee claims, and Citizenship Canada, 1;
 - Employment supports, 8; and
 - Other: The Life Skills Worker organized an onsite clothing drive and 25 residents attended.
- **Willowdale:**
 - As previously reported, Willowdale also has a separate Warming Centre in the same building that is activated in the event of an Extreme Cold Weather Alert.
 - Shelter – March:
 - There were a total of 125 beds and 101 clients served during the month.
 - The Intensive Case Management Team made 27 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 3;
 - Obtained housing, 3;
 - Assistance with the Toronto Transitional Housing Allowance Program, 3;
 - Assistance, referrals, and/or supports for income supports, 8;
 - Medical health referrals/supports, 36;

- Mental health, addiction, recovery, and substance use, 4.
- On March 10th, North York General Hospital conducted a vaccination clinic; a total of 50 individual received the first dose.
- A mass testing was conducted at Willowdale and a number of clients tested positive and were transferred to an isolation centre and their beds were placed on hold for their return which began on March 18th.
- To assist with client wellness checks, Registered Practical Nurses have been onsite since March 24th; the nurses conduct wellness checks, reminded and educate clients to wear their masks, and also help to identifying clients showing symptoms.
- Toronto Public Health required the residents to remain onsite (indoors); and to encourage the residents to remain, HFS provided items such as pop, chocolate, etc.
- Our site doctor (Dr Wong) from Inner City Health continues to provide medical support on-site as well as providing Covid testing.
- Warming Centre – March:
 - There were a total of 32 beds and 38 clients served during the month.
 - As noted above, a mass testing was conducted at Willowdale which included the Warming Centre.
 - As a there were a number of positives, Toronto Public Health declared both buildings as outbreak sites.
 - On the 16th, Warming Centre residents who did not test positive were relocated to the Willowdale Shelter; on the 18th, the Warming Centre building was reopened as a Recovery Centre for the residents of Willowdale as they returned from the isolation centres.
 - Once the clients completed their self-isolation, they were then moved back to the main Shelter.
- **Assertive Follow-Up Support Services Pilot Project (External Services):**
 - The Follow-Up Supports team continued conducting in-person visits (maintaining distance and with PPE) only under urgent circumstances with clients. Most office work was completed through email/phone at the team’s home offices or at their office at Bellevue. The team members coordinate who is in the office at Bellevue as there is not enough space to maintain appropriate distance. The team has three positions and a full caseload of 64 clients.
- **Addiction and Life-Skills Program (Delta Hotel Program):**
 - For the month of March, harm reduction and outreach at the Delta Hotel Program on Mondays and Tuesdays comprised of 23 one-on-one counselling for residents that have challenges with substance use. These supports extend to hosting a Harm Reduction Kit Making Group every other Monday, which took place 3 times during the month. 18 residents participated and were compensated via gift card of their choice for their participation. On Tuesdays, work continues in supporting the facilitation of a resident peer group with another frontline staff, to education peers on harm reduction, provide informal group counselling, and encourages one-on-one referrals to the counselling program. This month hosted 5 sessions.

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.*
- In response to the Covid-19 pandemic, the Human Resources Department has moved employee training courses online where possible. Training courses that are not available in an online format have been postponed.
- March:

The following list includes the title of the training, followed by the number of employees who have completed it:

 - Accessibility for Ontarians with Disabilities Act (AODA) Customer Service Training (Comprehensive), 2;
 - Acquired Brain Injuries Training, 35;
 - Attendance Management Training, 8;
 - Anti-Racism/Anti-oppression Training, 1;
 - Bed Bugs Training, 35;
 - Bill 168 Workplace Policy Evaluation 2021, 2;
 - Boundaries Evaluation, 35;
 - Coaching and Mentoring Training, 2;
 - Communicable Diseases, 1;
 - Computer, Email, and Internet Usage Policy, 35;
 - Conflict Resolution Training, 39;
 - Customer Service Training, 2;
 - CPR/AED mini refresher course, 17;
 - De-Escalating Potentially Violent Situations, 29;
 - De-escalation Training, 34;
 - Duty of Persons Directing Work (Bill C-45) – Training for Leaders, 3;
 - Documentation Skills Training, 36;
 - Ethics and Professionalism, 1;
 - Emergency Procedures Training, 35;
 - Fair but Firm Training for Supervisors, 41;
 - Fire Evacuation Training; 35;
 - First Aid Requirements Training, 35;
 - Fostering Queer & Trans Inclusion Environments, 1;
 - Goal Setting in the Workplace, Training for Leaders, 2;
 - Handling Difficult Employee Conversations Training, 1;
 - Harm Reduction, 37;
 - Hazard Identification and Control, 36;
 - Health and Safety Management and Employee Responsibilities, 34;
 - Hazardous Waste Management, 1;
 - Homes First Society Orientation Package, 34;
 - How to Motivate Employees from Within, Training for Leaders, 1;
 - Infection Prevention and Control Training, 3;
 - Injury, Illness and Hazard Reporting Evaluation, 2;
 - Internal Responsibility System Training (Ontario), 1;
 - Interviewer Biases Training, 1;
 - Introduction to Ontario's Employment Standards Act, 2000 for Leaders, 4;

- IT Risk and Cybersecurity Training, 7;
 - Joint Health and Safety Committee Certification Part 1, 1;
 - Keep It Professional - Telephone, Email, and Social Media Etiquette Training, 5;
 - Kitchen Safety, 35;
 - Lead by Example Training, 4;
 - Management and Employee Responsibilities, 1;
 - Mastering the Art of Business Writing for Professionals, 9;
 - Mastering the Art of Email Writing - For Professionals, 8;
 - Mental Health, Part 1, 35;
 - Mental Health, Part 2, 35;
 - Microsoft Outlook 2010 Basic Training for Employees; 1;
 - Motivational Interviewing (Introduction), 36;
 - More than just Ramps: Working with People who have Disabilities Training, 1;
 - Naloxone Nasal Spray Training, 35;
 - New Supervisor Training, 3;
 - Occupational Health and Safety Awareness Training for Supervisors in Ontario, 3;
 - Overdose Prevention, Recognition and Response, 8;
 - Pet Policy and Procedures, 35;
 - Pirouette Case Management, 35;
 - Principles of Effective Problem Solving and Sound Decision Making, 1;
 - Providing Effective Feedback Training, 1;
 - Respect in the Workplace Training, 8;
 - Shelter Management Information System (SMIS) Training, 17;
 - Standard First Aid & CPR C + AED, 3;
 - Strategies of Defusing Hostility, 35;
 - Suicide Prevention Workshop, 1;
 - Supervisor Health and Safety Awareness in 5 Steps, 2;
 - Tenant and Landlord Law, 4;
 - The Evolution of Human Rights in Canada for Leaders, 7;
 - Time Management-Training for Professionals, 1;
 - Trauma Informed Care, 3;
 - Worker Participation Training, 3;
 - Workplace Hazardous Materials Information System (WHMIS) 2015 – for Workers and Supervisors – All Jurisdictions, 1;
 - Worker Health and Safety Awareness in 4 Steps, 1;
 - Worker Participation Training, 3;
 - Working with People with Disabilities, 35.
- *Staff turnover rates (number of resignations, vacancies, and new hires) and absenteeism are monitored to ensure appropriate policies are in place to encourage productivity.*
 - Due to Covid-19, we have moved our interviews online. We are still able to maintain the same criteria for interviews utilizing Zoom. Furthermore, we have also utilized Zoom for our new staff orientation sessions; one of the Human Resources Managers provides a full day of online e-learning to new staff in place of our previous in-person sessions.

- March:
 - Staff Turnover: 13, this increased number is a result of a Collective Agreement Article which states that Relief staff seniority is terminated when staff have not worked despite having been offered no fewer than six shifts in any three consecutive calendar month period, unless the Relief Staff employee is on an approved leave of absence.
 - Vacancies (including newly created positions): 43 Community Shelter Workers; 4 Intensive Case Management Workers (Living Spaces, Health Supports, Non-24 Program, ICM 545); 1 Inventory Specialist; 1 Pest Control & Hoarding Specialist, 1 PSW, 28 Weekend Relief Contracts.
 - New Hires: 32 Relief Community Shelter Workers; 8 Community Shelter Workers; 2 Pest Control & Hoarding Specialists; 7 Intensive Case Management Workers; 1 Intensive Case Management Worker – Health Supports; 1 Follow-Up Support Worker, 1 PSW, 1 Shelter Supervisor; 1 Supervisor of Health Navigation; 1 Supervisor of Living Standards; 1 Supervisor of Harm Reduction; 1 Health and Safety Supervisor; 1 IT Assistant; 1 Accounts Receivable.
 - New Leaves of Absence: 1 Relief Community Shelter Worker; 1 Community Shelter Worker.

Staff Absenteeism – Average Number of Sick Days per Individual			
Employees	March Average	2021 Year-to-date	12 Month Average for 2020
Unionized Employees (183)	0.89	1.04	1.13
Non-Unionized Employees (18)	0.21	0.25	0.41
Management (77)	0.33	0.39	0.74
All Staff (278)	0.69	0.81	0.98

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

5. Development Team Update:

Community Engagement and Volunteer Program:

- March:
 - Starting in late February, Community Engagement staff launched an ambitious vaccine confidence engagement program, ahead of rollouts of the COVID-19 Pfizer vaccine. With the support of staff members from Inner City Health Associates and University Health Network, as well as volunteers trained in nursing, the program has worked to address and counter vaccine hesitancy among Homes First residents and staff. Members of this vaccine confidence team have thus far visited Delta, Willowdale, Better Living Centre, Lake Shore, Kennedy, and St. Clair.
 - On March 3rd, Homes First staff spoke at a Youth Leadership Webinar hosted by Uplift Ontario, a youth-led grassroots network dedicated to tackling the homelessness crisis.

The speaking event launched a more long-term collaboration whereby Uplift members will be invited to volunteer at select Homes First events and participate in various fundraising initiatives.

- Beginning in early February, two volunteers began organizing a gardening program for the grounds of Vaughan, which will eventually include residents in the planting and caretaking of various herbs and plants. The program will also include semi-regular workshops on gardening-related topics.
- On March 17th, a planning meeting was organized between Kennedy Shelter staff and Workman Arts, to move forward a new iteration of "Good Neighbours". This is a photography project initially piloted at Strachan House, now involving clients at Kennedy Shelter and members of the surrounding Warden Woods community. The project is slated to take place over the coming summer.

Communications and Marketing Update:

- March:
 - Throughout the month, the Communications and Marketing Supervisor continued to triage and answer requests for interviews from varying media outlets and organizations, including many student groups. All media requests of importance were sent to the CEO.
 - The Communications and Marketing Supervisor continued to create and share accurate vaccination information to all staff and residents as per the direction of the CEO to instill vaccine confidence in staff and residents at Homes First.
 - In preparation of National Volunteer Week in April, the Communications and Marketing Supervisor began interviewing Homes First volunteers who have gone above and beyond in providing programming and supporting our residents this past year.
 - The Communications and Marketing Supervisor continued to create and post on Homes First social media channels as needed, sharing organizational updates and key moments throughout the month.
 - Working with the Fundraising and Development Manager and Scholarship Subcommittee, the Communications and Marketing Supervisor created fundraising letters to be used raise funds for the Access to Education Scholarship. These letters are still in the editing phase and have not yet been approved for use.
 - The Communications and Marketing Supervisor continued to work with the Fundraising and Development team to create an integrated Marketing and Communications Plan to plan and execute marketing, awareness and fundraising goals for the year.
 - Working with upper management and the Human Resources Department, the Communications and Marketing Supervisor continued to send out updates to staff regarding Covid cases, vaccination updates, and other items as needed.
 - The Communications and Marketing Supervisor, continued to send out weekly updates to staff titled "Heroes Among Us"; each week highlights a staff member or resident who went above and beyond to help a resident, or features updates on events taking place throughout the organization.

Social Media Statistics:**March:**

Twitter	Facebook	Instagram
<ul style="list-style-type: none"> • 5 tweets in total • 6,175 impressions • 1,014 profile visits • 48 mentions • New followers: 22 	<ul style="list-style-type: none"> • 5 posts in total • 17 new page followers • 264 page views • 1,045 reached via posts • 85 engagements 	<ul style="list-style-type: none"> • 6 posts in total • 823 impressions • 202 interactions • Number of followers at the end of month: 339 • Number of new followers: 36

Program Development:

- Homes First came together with two other agencies Change Leaders and Robin Hood Army to submit a proposal for Healthy Communities Initiative with Community Foundations Canada. The grant would provide facilitators, materials, and honorariums to engage residents at Meegwetch Place to transform outside spaces (patio/courtyard space) with art and community equipment like benches and raised garden beds.
- We were awarded a program grant opportunity – Scarborough Addiction Services Partnership (SASP) will be funding Homes First for a new three-year program where we work towards peer-led harm reduction Initiatives in two of our Scarborough shelters.
- Homes First submitted a Letter of Intent to participate in what is being called the “Gathering Place Collaborative Housing Working Group”. Catholic Cross-Cultural Services (CCS) is seeking partners who have an interest in working together to develop, from the ground up, to address the chronic need for affordable housing for vulnerable populations in Scarborough.
- Homes First participated in a youth leadership conference panel held by Uplift Ontario. This was a youth leadership virtual discussion panel with Tony Clement (former Minister of health), and Keith Hambly (CEO of Fred Victor). Topics discussed were how youth can get more involved in the community and participate in homelessness initiatives.

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 our other buildings as well. The legislation also prescribes that inspections be carried out by both Supervisors and a Health and Safety Worker Representative. From time-to-time, the Worker Representative does not complete their inspections; management's remedy is to work with the union to ensure this is done, although this is not always effective or timely.

- In March there was one staff incident. A staff at St. Clair was making a tea for themselves on shift when they spilt the freshly boiled water from the cup on their leg. They received medical attention and lost time from work. WSIB forms were completed, and the staff has returned to full duties at this time.

8. Covid-19 Testing:

- *At the June 23, 2020 HFS Board of Directors' meeting, a request was made for the addition of a table of Covid-19 cases at Homes First Society be included in future reports.*

Location	Date(s)	# of Tests Completed Onsite	# of Positive Results (Residents)	# of Positive Results (Staff)
2020				
Willowdale	March 20	280	170	21 ^a
Strachan House	April 26 – 28	162	0	0
Bathurst-Lake Shore	June 4-5; August 4	181	13	4 ^b
Strathcona Hotel	July 21	48	0	0
St. Clair Shelter	July 27	11	0	2 ^b
Kennedy Shelter	July 27	21	0	1 ^b
Strachan House	September 17	-	0	1 ^b
Delta	November	-	1 ^c	-
Willowdale	December	-	-	1 ^b
Bathurst-Lake Shore	December	-	1 ^c	-
Better Living Centre	December	-	1 ^c	-
2021				
Strathcona	January-February	-	3 ^c	-
Kennedy	January-February	-	4 ^c	-
Delta	January-February	-	1 ^c	-
Willowdale	March 2, 5, 11,16, 23, 25,31	211	49	6 ^{**}
Strachan House	March 26	62	0	0
Bathurst-Lake Shore	March 5, 11, 23, 31	130	15	2 [*]
Delta	March 30	17	0	1 [*]
Better Living Centre	March 12, 19, 26	87	19	2 [*]
Esplanade Hotel	March 18, 25, 31	66	4	1 [*]

Notes:

Staff are not legally obligated to report their own positive test results.

^aOne member of the Management Team tested positive but was tested elsewhere.

^bStaff members tested positive but were tested elsewhere.

^cBeginning in September 2020, tests began to be conducted offsite; however, in March 2021, tests were again taking place in situ.

^{*}Staff members tested positive but were tested elsewhere.

^{**}Mix of staff tested either on or off site.

To: Homes First Society Board of Directors
From: Patricia Mueller, Chief Executive Officer
Subject: HFS Chief Executive Officer's Responsive Programming Update
Date: April 20, 2021

Recommendation:

That this report be received for information.

Background:

This report is an update of reports provided in previous years; however, due to the urgent nature of the emerging Covid crises last year, this report was not presented to the Board in 2020.

Covid has had a significant impact on Homes First in many areas. Some health care providers and harm reduction locations closed, and some treatment centers did not take any new referrals, as a result, fewer clients were able to go into treatment.

Although Homes First saw significant growth in 2020 due to the opening and operation of Hotel Programs, our existing Shelters' capacities were reduced to ensure physical distancing, and Savards was temporarily closed in April as the built form limited occupancy.

The residents of Savards were transferred to other programs, including the Strathcona Hotel Program. In July, we opened the Delta Hotel program, which has a capacity of 275 beds and approximately 300 residents.

In November 2020, we opened the Better Living Centre Winter Respite which has 125 beds, and also has a separate space for a 50-bed Warming Centre in the same building that is activated in the event of an Extreme Cold Weather Alert.

In 2020, we overcame a number of Covid outbreaks (Toronto Public Health defines an outbreak as two cases). Very early in the year, we suffered a major outbreak at Willowdale, when 170 residents and 21 staff tested positive, however, we were very fortunate in that there were no deaths.

Group activities were initially suspended, however, utilizing technology and by ensuring safe distancing and barriers, we were able to create some opportunities for our residents to have social activities, such as with yoga classes at the shelters, and virtual bingo in our housing sites.

Comments:

There are some key program metrics that are shared with the Board as part of my regular Chief Executive Officer's update. In 2010, the Board of Directors engaged a consultant to establish the key measures required by the Board for their oversight of the organization. The HFS Management Team uses additional measures to evaluate our programming to ensure we are enhancing the quality of life and the stability of our residents.

For the purposes of this report, the focus is on client services and not services provided by the Property Department as a separate report.

As noted to the Board in the past reports, program metrics are based on the City of Toronto's key performance indicators. Staff continue to find the collection of the demographic information sometimes derails the engagement process, particularly around topics such as the clients' history with the justice system, HIV, as well as mental health and sexual orientation. Legally, we can only *ask* the client to self-identify, and as a result, we do not believe our demographic information is as accurate as it could be as many of our clients will not self-disclose out of fear or stigma.

The analysis of programs is based on both quantitative and qualitative information. The management team's experience has shown that there is a risk when we strive to measure and translate our services into metrics, that it can drive us away from the people-service aspect of our services.

HOUSING PROGRAM:

The supportive housing program is designed to support the hardest to house – those individuals with the fewest housing options.

This program is funded with the main objective of homelessness prevention. Homes First provides a case management process to support our clients maintain housing, as well as to set and reach goals that will improve their quality of life on *their* terms.

There are residents who declare they are unwilling to participate in case management, therefore the goal given to those residents is eviction prevention, as well as the expansion of client engagement in self-goal setting.

There are also residents whose needs are so vast and complex, that we must bring in other expertise. Part of the housing workers' role in these situations, is to act as a broker to support clients in accessing these services. The types of services for which we provide referrals include addictions, as well as medical and psychiatric needs.

Housing Program Performance Indicators:

Households Provided Stabilization Services at Risk of Eviction	Evictions Avoided	Households – Diverted from Homelessness	% of at Risk Households Maintaining Housing With Supports	# of Ongoing Supports	# of Referrals	# of Eviction Prevention Services	# of Activities/ Participants	# of Evictions
2014:								
103	102	242	81%	181	404	102	370/2849	1
2015:								
109	108	262	87%	2465	532	108	555/4037	1
2016:								
138	135	266	82%	2504	617	135	780/5419	3
2017:								
144	142	266	84.5%	2705	804	144	382/4178	2
2018:								
256	136	298	90%	3096	328	137	470/3389	1
2019:								
270	138	266	85%	2,880	362	138	528/3,658	2
2020:								
274	240	254	93%	3,360	416	276	280/3,528	0

HOSPITAL TO HOMES PROGRAM:

Homes First's Hospital to Homes Program is designed to support residents formerly hospitalized for Schizophrenia by CAMH, to transition into permanent housing. This program included the hiring of Personal Support Workers, as well as the contracted services of a Registered Practical Nurse.

Much of the initial programming is in support of residents learning (or relearning) basic life skills of managing an apartment such as buying groceries, budgeting, meal planning, and cleaning. In addition, staff supported the clients' integration within the building, as well as within the local neighbourhood.

At the end of 2020, there were 33 residents in this program.

Hospital to Homes Performance Indicators (2014-2020):

Households Provided Stabilization Services at Risk of Eviction	Evictions Avoided	Households – Diverted from Homelessness	% of at Risk Households Maintaining Housing With Supports	# of Ongoing Supports	# of Referrals	# of Eviction Prevention Services	# of Activities/ Participants	# of Evictions
3	33	33	100%	*	*	33	12/125	0

**Supports included in Housing Program Performance Indicators.*

There continues to be a much higher community integration of the residents of Meegwetch as opposed to the residents of Shuter. At Meegwetch, of the fifteen previously extremely socially isolated residents, twelve are now active in participating in the programs and activities offered at the site. Two residents utilize the Personal Support Workers for meal planning and shopping, and thirteen are working with the Personal Support Workers for the upkeep of their unit.

It is our evaluation that this is an excellent program that supports clients in their recovery and quest to improve their quality of life.

SHELTER PROGRAM:

The Kennedy, Savards, and St. Clair Shelters are considered emergency shelters; Strachan House is a hybrid of housing and shelter. All of the shelter measurements are conducted at Strachan; in addition, a number of housing measurements are used to evaluate Strachan as well.

Shelter Program Performance Indicators:

	# of Unique Individuals Admitted	# of Clients With Completed Needs Assessment	Average Length of Stay in Shelter (Days)	% of Individuals with Housing Plan in Place	# of Long-term Clients in Shelter System
Savards and St. Clair Shelter					
2014:	721	50%	39	40%	42
2015:	560	55%	63	67%	45
2016:	671	52%	50	55%	45
2017:	636	53%	102	57%	81
2018:	982	54%	43	59%	137
2019:	891	55%	66	61%	111
2020:	369	60%	63	67%	89
Kennedy Shelter					
2017:	549	60%	30	60%	219
2018:	496	58%	66	66%	111
2019:	571	63%	61	70%	121

	# of Unique Individuals Admitted	# of Clients With Completed Needs Assessment	Average Length of Stay in Shelter (Days)	% of Individuals with Housing Plan in Place	# of Long-term Clients in Shelter System
2020:	399	67%	60	70%	101
Strachan House Shelter Clients*					
2014:	101	100%	14*	100%	0
2015:	106	100%	14*	100%	0
2016:	135	100%	14*	100%	0
2017:	144	100%	14*	100%	0
2018:	113	100%	14*	100%	0
2019:	121	100%	14*	100%	0
2020:	111	100%	14*	100%	0
Bathurst-Lake Shore**					
2019:	1355	58%	73	55%	589
2020:	1098	62%	87	62%	501

*Strachan House Shelter clients are either moved on to alternate shelters or housing or become tenants after 14 days.

**In April of 2019, we opened the Bathurst-Lake Shore Shelter, a program for both men and women. At that time, the building was shared with another organization operating a Winter Respite; when that organization relocated in May 2019, a second program for couples was opened. In November 2019, the City asked that Homes First add 50 beds to the basement for men. This shelter serves a heavily "street-involved" population and as such harm reduction and supporting clients with mental health needs are a particular focus of the program. Many clients have been long-term homeless. As part of the City's enhanced shelter service model this shelter has two teams of Intensive Case Management Workers to help residents with income supports, life skills, housing searches, etc. Primary health care is provided through once-a-week visits from an Inner City Health Associates physician.

Please note that due to COVID all of our "congregate" or dorm-style shelters reduced capacity significantly due the need for social distancing. This is reflected in the provided numbers.

The Kennedy Shelter serves an aging female population, the majority of which have deteriorating health and mobility. As a result, securing housing with the appropriate supports is very challenging. The Kennedy Shelter was chosen by the City of Toronto as one of five Shelters to pilot a new shelter service model that provides increased resources to hire staff with a focus on assessment, securing housing, programs, and community engagement. A partnership with Inner City Health Association provides primary health care with physicians on-site, once a week.

All of Homes First shelter programs are excellent in dealing with clients considered by many to be the most complex of the shelter clients in the city.

RESPITE, WARMING CENTRES, AND HOTEL PROGRAMS:

Bathurst-Lake Shore Shelter:

As we worked to close two successful respite programs, we were again approached by the City of Toronto about opening a new shelter to support the populations being served at the George Street and QE respites. In April 2019, we opened the Bathurst-Lake Shore Shelter, serving 50 couples and 100 single adults across two floors. Some of the first residents at Bathurst-Lake Shore Shelter were residents of the respite programs.

In the winter of 2019, the basement was turned into an emergency shelter program for men, with an eventual capacity of 75. Subsequently, this program became a permanent part of the shelter, bringing the total number of clients served, including 10 spaces available during Cold Weather Alerts, to 285. However, this shelter's capacity was cut significantly during the pandemic; bed counts varied but the average number in the latter half of 2020 was approximately 180.

Willowdale Welcome Centre:

In the Fall of 2019, the City approached Homes First to open a Winter response program once again, but this time one with a focus on refugees. The goal was to concentrate services into a program designed around the particular needs of refugees, which would also create additional space in the City's shelter system for non-refugees, many of which are clients dealing with issues of income instability, addictions, mental illness, etc.

Within three weeks, Homes First had transformed the 85,000 square-foot building (which had been vacant for some time) into a 200-bed shelter, the Willowdale Welcome Centre.

The Willowdale Welcome Centre opened its doors in mid-November 2019 with a team of workers assisting in finding housing, establishing incomes, and navigating the refugee system, along with support from settlement organizations such as Red Cross First Contact. Primary health care provided through once-a-week visits from an Inner City Health Associates physician.

In 2020, the number of intakes declined as Canada stopped receiving new refugees. In early October, the remaining 62 clients were relocated to various locations, and Willowdale was opened 125 bed to shelter clients.

In addition, Willowdale has a separate 50-bed Warming Centre; these beds are activated in the event of an Extreme Cold Weather Alert.

Better Living Centre Winter Respite:

On November 3, 2020, Homes First opened the doors of the Better Living Centre Winter Respite with a separate Warming Centre in the same building. The Warming Centre is activated in the event of an Extreme Cold Weather Alert.

Working together with the City of Toronto, the building's layout was designed with the appropriate safety measures to keep both clients and staff safe. In addition, to support the residents, we provide on-site harm reduction supports and on-site security for the safety of both clients and staff. Specialized staff work on-site to assist clients with case management, accessing resources and support services, and finding appropriate, affordable housing.

Strathcona Hotel Program:

On April 15th, the Strathcona Hotel Program opened in response to Covid-19. This program was designed as an alternative to dorm setting shelters in effort to achieve the required social distancing. The staff and most residents of Savards were relocated to the Strathcona Hotel Program. This program is run in partnership with the City. The residents of Savards, who were not relocated to the Strathcona Hotel, were relocated to Kennedy or Bathurst-Lake Shore.

Homes First operates 6 floors (approximately 100 clients) which were initially composed of the residents of Savards, St. Clair, and Kennedy Shelter residents who were deemed ready to successfully maintain a self-contained room.

Delta Hotel Program:

The residents of the Hotel programs are primarily from the encampments from across Toronto; most of these individuals had not received any forms of support for a very long time.

In July 2020, Homes First began operation of the Delta Hotel Program from the City of Toronto; we began with 135 residents, and since that time we have grown to over 200 rooms.

Respite, Warming Centre, and Hotel Program Performance Indicators:

	# of Unique Individuals Admitted	# of Clients With Completed Needs Assessment	Average Length of Stay in Shelter (Days)	% of Individuals with Housing Plan in Place	# of Long-term Clients in Shelter System
George Street Respite (from January 2018 to June 2019):					
2018:	1127	56%	30	62%	569
2019:	648	51%	33	62%	300
Queen Elizabeth Respite (from November 2018 to April 2019):					
2018:	253	31%	29	33%	120
2019:	377	33%	28	33%	148
Bathurst-Lake Shore Shelter (from April 2019, ongoing)					
2019:	561	51%	36	50%	289
2020:	555	53%	39	50%	291
Willowdale Welcome Centre (from November 2019, ongoing):					
2019:	267	95%	61	87%	80
2020:	489	81%	42	61%	201
Better Living Centre Winter Respite:					
2019:	n/a				
2020:	167	45%	31	48%	109
Strathcona Hotel Program (from April 2020, ongoing):					
2020:	124	91%	206	69%	109
Delta Hotel Program (from July 2020, ongoing):					
2020:	398	96%	114	91%	241

HOUSING HELP WITHIN SHELTERS/RESPITES & LIFE SKILLS PROGRAM:

This program assists residents with mental health issues to improve life skills and independent living skills. For many residents, staying at a Homes First shelter is the first step in breaking a years-long pattern of homelessness and marginalization. Our practice of “assertive tolerance”, doing whatever it takes to accommodate and support individuals with complex needs is the first step in stabilizing a client.

Housing Help Within Shelters & Life Skills Program Performance Indicators:

	# of clients (caseload)	Identification of type of housing client requires	# of life skill supports put in place	Housing referrals	Housing stabilization
Kennedy Shelter:					
2016 (Dec.):	21	21	N/A	N/A	N/A
2017:	560	560	140	840	108
2018:	587	587	152	968	190
2019:	571	571	220	903	189
2020:	398	96%	114	91%	241
St. Clair & Savards:					
2014:	90	30	45	30	8
2015:	97	41	49	41	12
2016:	496	466	557	771	241
2017:	787	684	562	950	502
2018:	982	901	544	803	499
2019:	891	891	499	809	489
St. Clair:					
2020:	301	301	167	311	155
Savards:					
2020:	68	68	68	109	21
Strachan:					
2014:	76	76	76	n/a	76
2015:	81	81	81	n/a	81
2016:	135	135	135	n/a	130
2017:	144	144	144	n/a	121
2018:	113	113	113	n/a	106
2019:	121	121	121	n/a	111
2020:	111	111	111	n/a	98
George Street:					
2018:	1127	922	N/A	255	201
2019:	648	387	n/a	113	108
Bathurst-Lake Shore:					
2019:	1355	1011	TBD	218	201
2020:	555	532	132	278	199
Willowdale Welcome Centre:					

	# of clients (caseload)	Identification of type of housing client requires	# of life skill supports put in place	Housing referrals	Housing stabilization
2019:	267	267	TBD	26	22
2020:	489	467	189	298	52

MEAL PROGRAM:

The measurements utilized for Homes First's shelters food programs, is the number of meals served by Homes First staff.

- Savards:
 - **2014:** 31,452 meals, 20,968 snacks.
 - **2015:** 33,805 meals, 22,537 snacks.
 - **2016:** 33,693 meals, 18,957 snacks.
 - **2017:** 33,065 meals, 18,826 snacks.
 - **2018:** 33,394 meals, 20,840 snacks.
 - **2019:** 33,343 meals, 19,989 snacks.
 - **2020:** 9,990 meals, 6,880 snacks.
- St. Clair Shelters:
 - **2014:** 67,098 meals, 44,732 snacks.
 - **2015:** 72,118 meals, 48,079 snacks.
 - **2016:** 71,878 meals, 40,442 snacks.
 - **2017:** 70,539 meals, 40,164 snacks.
 - **2018:** 71,240 meals, 44,460 snacks.
 - **2019:** 71,293 meals, 45,311 snacks.
 - **2020:** 35,600 meals, 23,300 snacks.
- Kennedy Women's Shelter:
 - **2017-2019:** 98,550 meals, 32,850 snacks served annually.
 - **2020:** 61,550 meals, 20,670 snacks.
- Strachan:
 - **2014:** 7,275 meals served at Strachan, which included both meal club program and community meals.
 - **2015:** 14,560 meals served at Strachan, which included both meal club program and community meals.
 - **2016-2020:** 96,360 meals served; a significant increase due to the newly created meal program.

In summary, staff served 203,500 meals and 50,850 snacks to residents in 2020.

From time-to-time, different community agencies and neighbours donate meals and food to Strachan, which is immediately distributed to the residents and has not been included as part of meal program numbers.

Our food program is effective in serving the nutritional needs of our shelters' residents.

HOARDING & HOUSEKEEPING PROGRAM:

This program is a separately funded program designed to provide one-on-one and hands-on assistance to the residents of Strachan House. The support comes from one qualified full-time staff dedicated to address issues related to the residents' units as well as the shared living space. The focus is on dealing with issues of hoarding, bed bugs, and other pest problems, as well as general housekeeping, which will include regular cleaning of the unit and washing of laundry; thus ensuring a safe, clean, healthy, and permanent home for those who are at the greatest risk of homelessness by directly alleviating the issues that often lead to eviction.

The ability to support people with issues of hoarding, bed bugs, and other pest issues are paramount to our residents' quality of life and health. Through this program we are able to increase the health and safety of those who are incapable of, or struggling with, performing these tasks on their own.

Additionally, this program acts as an important tool for eviction prevention. Many residents are unable to maintain their housing due to excessive hoarding or extreme pest problems, others simply need some regular guidance and encouragement to maintain their units in a safe and healthy state.

Hoarding & Housekeeping Program Performance Indicators:

# of Residents Supported						Type of Assistance Provided
2015	2016	2017	2018	2019	2020	
54	67	67	59	78	33	Assistance of unit cleaning
13	32	34	33	88	27	Units cleaned
20	43	30	25	24	24	Units extreme-cleaned
13	32	36	84	88	63	Housekeeping assistance
25	43	33	41	39	34	Pest control preparation
54	67	104	100	101	75	Assistance with laundry

**This program began in mid-October of 2014.*

Before the implementation of this program, residents frequently did not adequately prepare their units for the pest control remediation to take place, resulting in delays, the potential for the problem to spread to other residents' units, misused staff time, and the additional expense of the pest control contractors' multiple visits.

ADDITIONAL PROGRAMS & SUPPORTS:**Assertive Follow-Up Support Services (External Services):**

The Assertive Follow-Up Support Services Program began in March 2017. This program is funded through the City of Toronto and was originally funded as a one-year program. It has since been approved for renewed funding until April 2022.

This program entails HFS operating a multidisciplinary, specialized mobile team that provides in-home, follow-up support services to referred clients from the City. The clients referred to this program come through the City and have been just recently housed, often from shelters. Many of the clients in the program have long histories of homelessness and challenges in maintaining their housing. The team functions with three Follow-Up Support Workers and shares a referred caseload consisting of roughly 60-70 clients. The team assess each individual's needs in the caseload and designs plans of action by employing client-centered planning. This makes clients equal partners in planning, developing, and monitoring of their own care to increase client's capacity.

Assertive Follow-Up Support Services Indicators:

Timeline	January-June 2017	July-December 2017	2017 Total	2018 Total	2019 Total	2020 Total
Total Follow Up Support Clients	15	30	31	54	51	57
Follow Up Support Workers	2	3	3	3	3	3
Clients Discharged from Caseload	-	1	1	14	5	9
Clients Homeless and Receiving Supports	-	1	1	2	1	2

In 2017, the number of clients referred to the program increased by 100% by the second half of the year.

Addictions and Life Skills (St. Clair and Kennedy Shelters; Delta Hotel Program):

This program started in April 2017 and is funded through the Scarborough Addictions Services Partnership Network (SASP), as well as CAMH. The Addictions and Life Skills Program was initially funded for a one-year pilot project; however, funding was extended through to April 2021.

COVID-19 delayed certain aspects of the program's delivery in 2020, and we were permitted to extend and expand the services until April 2021 to our Delta Hotel Program. This program included the hiring of a part-time addictions and life-skills counsellor to work two days a week in two of our Scarborough Shelters. One and a half days was spent conducting individual counselling sessions and the second half day was for group addictions counseling/teaching a life-skills class. One-on-one sessions were for clients struggling with substance use issues and classes served to better educate both our clients on harm reduction strategies and peer leader opportunities in the community.

Addiction and Life-Skills Indicators:

Timeline	January-June 2017	July-December 2017	2017 Total	2018 Total	2019 Total	2020 Total
Number of clients seen for one-on-one counselling	70	158	228	192	210	355
Referrals to external services	11	41	52	96	74	150
Group sessions (clients in group therapy)	8	30	38	48	43	28

In 2019, the number of clients seen for one-on-one addictions and life skills counselling with the Addictions and Life Skills worker was 210. Sessions normally run 20-40 minutes and the goal is to provide support through a trauma-informed approach and help clients build goals pertaining to substance use and developing life skills. There were 74 referrals made to external support services in the community for the clients to participate in and supplement the services they are receiving.

In 2020, 28 group sessions and 355 individual sessions took place within the Delta Hotel shelter. Individual sessions rose as there was an increased population at the new location; sessions also shrunk in time to average about 20 minutes. The purpose of the groups is to provide a different type of access to substance-use and life skill supports, as some people feel more comfortable in a social setting.

Harm Reduction in Supportive Housing (Jarvis, Meegwetch, Shuter, and Strachan; Strathcona):

This program began in September 2017 and was funded for three years through the Toronto Urban Health Fund (TUHF) a division of Toronto Public Health. In 2020 when COVID-19 safety guidelines came into place, there was a brief period without programming. The program was scheduled to end in June 2020, however TUHF allowed us to extend programming to our Strathcona Hotel Program and finish out the end of our project by December 2020.

The program employed one part-time Harm Reduction Worker and a Program Supervisor. We conducted a needs assessment at 4 housing sites to determine the unique needs at each site in year one; developed a formal harm reduction policy document within Homes First in year one; Conducted six staff training on harm reduction strategies in year one; provided 48 harm reduction workshops for residents and distribute harm reduction supplies at four housing sites in years two and year three; provided five one-on-one harm reduction mentoring session to residents each in years two and year three; recruited, trained, and supported six peers in year two, recruited four volunteer resident representatives in years two and year three; provided one training session to six peers in year three and recruited seven Homes First Peer Workers for four hours/week in year three (for 20 weeks).

To: Homes First Society Board of Directors
From: Fran Perkins, HFS Governance & Nominating Committee Chair
Subject: HFS Governance & Nominating Committee Update
Date: April 20, 2021

Recommendation:

For information.

That a special “in camera” Board session be held to address the results of the Board survey, and to develop a plan of action and set priorities to improve our Board meetings and implementation of our governance responsibilities.

Meeting date: April 1, 2021.

Present: Fran Perkins (Committee Chair), Jose Querubin, Carla Whillier, Jamie Yoon, and Kim Mole.

(1) RESIDENT ENGAGEMENT:

- Deferred.

(2) BOARD SURVEYS:

- It was agreed that using the Microsoft Forms format was much more user friendly; the Committee received 10 completed surveys out of a possible total of 11.
- Quite a lot of information was received, Carla and Jamie offered to create an analysis of the findings with will be distributed in advance of the upcoming Special meeting.
- As the Special meeting will be to set priorities and action steps, we can ensure that the lessons learned by this Board through our anti-racism/anti-bias training be embedded within Board practices.
- Some suggestions were made for changes to Board meetings that the Committee decided could easily be implemented without delay, such as:
 - Kim will invite people to eat their dinner during the Board meeting, as we would if we were meeting in person.
 - A five-minute break be given during the Board meeting.
 - Carla has volunteered to keep track of raised hands during the meetings and guide the process, to ensure that everyone has an opportunity to be heard.

(3) BOARD SUCCESSION PLANNING:

- Nancy Miller had stepped down from the Board; Jose reported he had spoken with her and while she acknowledged the good work being done by the Board and Homes First, indicated that she felt she would have more to offer an operational board.
- We currently have three vacancies to be filled.

- As previously reported:
 - It was agreed that the upcoming Strategic Planning session may provide the Committee with additional criteria for recruitment; therefore, the Committee would hold off defining the needed skillsets until afterwards.
 - We hope to recruit to increase our Board's diversity.
 - It was noted that the Board has had great success with a call-out to Directors for recommendations to fill vacancies, once the needed skill sets have been identified, this will take place.

(4) BOARD RECRUITMENT:

- At its next meeting, the Committee will consider needed skillsets and potential representational gaps on the Board, as well as on the Committees.
- Committee Chairs will be asked to if they wish to have more members, and if so, what skillsets are needed.
- The Committee also created an outline of possible places to advertise, such as the ethnic press and cultural centers.

HFS BOARD OF DIRECTORS' ACTION ITEM TRACKING

Updated following the March 16, 2021 Board of Directors' Meeting

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1.	Ongoing	Strategic planning.	Strategic Planning Subcommittee (Jeremy Roach, Mike Heinrich, Marc Pourvahidi, together with management)	August 27, 2020	We will await the input of a consultant regarding the strategic planning of fundraising. A framework for property growth will be developed.
2.	March 16, 2021	The Finance & Audit Committee will submit their 2020-2021 workplan.	The Finance & Audit Committee	August 27, 2020; October 6, 2020	
3.	April 20, 2021	The Communications will discuss the integration of fundraising into the Communications' Committee's mandate at its next meeting and bring back the Committee's conclusions to the next Board of Directors' meeting.	Jeremy Roach	March 16, 2021	
4.	TBD	That the Board hold an informal meeting to discuss the findings of the DiversiPro and discuss "what next" regarding Anti-Racism initiatives.	Jose Querubin will organize the meeting	March 16, 2021	It was noted that there was insufficient time to hold a Special meeting prior to the Strategic Planning Session, therefore the Special meeting would be arranged afterwards.