

**HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING**

Tuesday, August 31, 2021, 6:00 p.m.

Zoom Meeting

**Agenda**

1.	<b>Call to Order</b>
2.	<b>Declaration of Conflict of Interest</b> <i>Board members must declare any conflict of interest which relates to an item of discussion; arrears of a board member is a conflict of interest</i>
3.	<b>Approval of the Agenda</b>
4.	<b>Approval of Minutes</b> A. Approval of Minutes of the Meeting of June 29, 2021
5.	<b>Chief Executive Officer's Updates</b> A. HFS Chief Executive Officer's Update
6.	<b>Executive Committee Update</b>
7.	<b>Communications Committee Update</b>
8.	<b>Finance &amp; Audit Committee Update</b> A. HFS June 2021 Financials
9.	<b>Governance &amp; Nomination Committee Update</b>
10.	<b>Access to Education Scholarship Subcommittee Update</b>
11.	<b>Board Action Items Update</b>
12.	<b>In Camera</b> A. Confidential Matter for Discussion
13.	<b>Other Business</b> A. Information Sharing

**Materials for this agenda:**

- 4.A. - HFS Board June 29, 2021 Minutes
- 5.A. - HFS Chief Executive Officer's Update
- 7. - HFS Communications Committee Update
- 8.A. - HFS June 2021 Financials
- 9. - HFS Governance & Nominating Committee Update
- 10. - HFS Access to Education Scholarship Subcommittee Update
- 11. - HFS Board Action Items Tracking Table

<b>HOMES FIRST SOCIETY BOARD MEETING</b> Tuesday, June 29, 2021, 6:00 p.m. Zoom Meeting
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**Present:****Regrets:**

<b>Directors</b>	Jose Querubin (Chair) Mike Heinrich Cory O'Handley Fran Perkins	Marc Pourvahidi Carla Whillier Jamie Yoon	Peter Soares Amie Tsang
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**Staff**

Patricia Mueller (Chief Executive Officer)  
 Jamie Facciolo (Director of Development and Homelessness Initiatives)  
 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**

- A supplementary item was added to the meeting's Agenda, "Item 5.B. – HFS CMHC Seed Funding – The Wellington Project".
- Approved.

**4. Approval of Minutes of the meeting held on May 18, 2021**

**MOTION:** That the minutes be approved.

**MOVED:** Fran Perkins

**SECONDED:** Marc Pourvahidi

**CARRIED**

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

- The report was received for information.
- Mike Heinrich expressed interest in participating in the Community Engagement initiative, "The Art of Neighbouring"; Patricia will find out more about this program with Jamie Facciolo and let Mike know.
- Patricia Mueller reported that earlier that day (at about 3 a.m.) a young male resident of our newest shelter located at 4117 Lawrence Avenue East went on a rampage. The damage included smashing 15 large windows, doors, and the fire panel.
- While no staff or residents were hurt during the incident, one staff person might require time off as a result.



- The individual fled the building in a robe, but his whereabouts are currently unknown although the police are searching for him.
- The police took about 10 minutes to respond, and Justin Ryan, Director of Property Operations, was there within 20 minutes of the event.

**B. HFS CMHC Seed Funding – The Wellington Project**

- Patricia Mueller and Jamie Facciolo recapped the steps that had led to Homes First's approval for the CMHC Seed Funding, provided in two parts, for pre-development activities related to The Wellington Project Development and answered questions.
- The first part of the funding is the \$150,000 grant towards the expenses of pre-development activities. It was noted that unutilized money from the grant will not need to be returned to CMHC if Homes First opts not to go ahead with the Project (for example, if the project's viability assessment plan indicates the Project is unsustainable by Homes First).
- The second part of the CMHC Seed Funding is a 3-year, interest free loan of \$99,000, also to be used for pre-development activities.
- While Management is confident that, if necessary, Homes First could set aside operational funds over the next 3 years in preparation of repaying the loan, or, alternatively, if the Project moves onto the next stage, we would be able to recoup (and repay) the funds as part of our Co-Investment with CMHC as part of the overall development costs.
- Nevertheless, the Board expressed concern about the some of the unknown factors that could impact the success of this project (for example, next year's election, a lack of written agreements such as a Memo of Understanding or a lease for the property to name a few).
- Management is confident that the City's enthusiasm for this project will continue, especially in light of the structural concerns of Strachan House and the federal government's commitment to the National Housing Strategy, as this project's goal is to provide additional supportive housing for seniors.
- A cautious approach was decided upon, whereas the \$99,000 would only be accessed after additional Board approval; therefore, two motions were brought forward.

**MOTION:** That the resolutions as they appear on Item "5.B.iv. – Resolution of the Board of Directors" be approved.

**MOVED:** Mike Heinrich                      **SECONDED:** Fran Perkins                      **CARRIED**

**Action:** The signatories of the "5.B.iv. – Resolution of the Board of Directors, as well as of the Agreement, will be Jose Querubin, Chair, and Marc Pourvahidi, Treasurer.

**Action:** The Management Team will provide ongoing progress reports to the Board of Directors on activities, study results, as well as budgets for this Project.



**MOTION:** The Board approves the use of the grant portion of the funding (\$150,000) for the purposes as outline in the agreement; however, if Management requires access to the loan portion of the agreement (\$99,000), further Board approval will be required through submitting a progress report that provides a total cost estimate for all related feasibility studies.

**MOVED:** Marc Pourvahidi      **SECONDED:** Mike Heinrich      **CARRIED**

## 6. Executive Committee Update

### A. HFS 2021-2022 Committee Composition & Membership

**MOTION:** That the Board of Directors approve the following membership in the Executive Committee for the 2021-2022 term: Jose Querubin (Chair), Mike Heinrich (Vice Chair), Fran Perkins (Secretary) and Marc Pourvahidi (Treasurer).

**MOVED:** Fran Perkins      **SECONDED:** Jamie Yoon      **CARRIED**

**MOTIONS:** That all other Chairs and members of Committees and Subcommittees as listed be maintained for the 2021-2022 term with new members added to fill vacancies or meet a skill required.

**MOVED:** Mike Heinrich      **SECONDED:** Cory O'Handley      **CARRIED**

### B. HFS 2021-2022 Board and Executive Meeting Schedule

- Received for information.

## 7. Communications Committee Update

- Mike Heinrich, Committee Chair, reported that while the Committee had not met recently, the Committee's workplan is complete.
- Mike also noted that the work for the RFP to secure Pro Bono Public Relations and/or Brand Agency is almost completed.
- The Communications Committee's name and terms of reference will need to be updated to incorporate its additional responsibilities of fundraising and philanthropy.
- The date for our Homes For Dinner event has been set for Saturday, November 6th.
- Due to the uncertainty resulting from the Covid situation, there will be no large group gathering as there has been in the past, instead, hosts will be entertaining people from within their own social circles.
- Jeremy Roach has agreed to continue to serve as a member of the Communications Committee.

## 8. Finance & Audit Committee Update

- None.

## 9. Governance & Nominating Committee Update

- Fran Perkins, Committee Chair, reported that the Committee had not met, however, the recruitment posters for new Directors has been posted on various sites.



- There was a technical glitch with the initial posting so the deadline for applicants has been moved to a later date, Friday, July 16th.
- To date, we have only received four responses.
- Fran added that the Committee will continue to look into possible approaches for resident engagement.
- Received for information.

#### 10. Access to Education Scholarship Subcommittee Update

- Fran Perkins, Subcommittee Chair, reported the Committee would be meeting the following week.

#### 11. Board Action Items Update

- Item 1: Completed.
- Item 2: Completed.
- Item 3: The date will be changed to August 31, 2021.
- Item 4: The date will be changed to August 31, 2021.
- Item 5: Ongoing.

#### 12. In Camera

- None.

#### 13. Other Business

##### A. Strategic Planning

- Mike Heinrich noted that the circulated plan incorporated the received feedback.

**MOTIONS:** That the HFS 2021-2023 Strategic Plan be approved.

**MOVED:** Mike Heinrich      **SECONDED:** Pourvahidi      **CARRIED**

**Action:** As the Strategic Plan had been approved, Patricia will move ahead with her business plan; Mike Heinrich offered his assistance with the scorecard aspect of Patricia's business plan.

##### B. Next Steps to Anti-Racism and Anti-Oppression Training

- A number of routes forward were discussed, however, it was decided that it would be helpful to have an outside facilitator with experience in this area to guide the organization forward to assess and identify any gaps, as well as ways to move forward.
- It was noted that staff required terms of reference, as well as clearly defined objectives to move forward on the development of the next steps.

**Action:** Cory O'Handley will work with Patricia to develop recommendations for a facilitator who will assist the Board in the development of a roadmap for next steps.

##### C. Information Sharing

- None.



The meeting adjourned at 7:45 p.m.

The next HFS Board of Directors' meeting is scheduled for 6:00 p.m. on Tuesday, August 31, 2021.

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Jose Querubin, Chair

Respectfully Submitted By:  
Kim Mole, Recorder  
On June 29, 2021

To: Homes First Society Board of Directors  
 From: Patricia Mueller, Chief Executive Officer  
 Subject: HFS Chief Executive Officer's Report  
 Date: August 31, 2021

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**Recommendation:**

**That this report be received for information.**

**GENERAL:**

- It has been confirmed that we will continue operating the Better Living Centre till March 15, 2022.
- We have been contacted by the City of Toronto regarding the possibility of entering into a new agreement for 90 Shuter, which may provide capital dollars; more information will follow at future Board meetings, as we have just begun discussions.
- A fire caused damage to a room at Meegwetch, as well as smoke damage in the hall and water damage to the floor below. Our insurance company has been contacted. The fire was caused by arson and the police are investigating. The occupant of the unit was not injured but was taken to the hospital as a precaution.

**FINANCIAL SUMMARY:**

- The financial report as of June 30, 2021, shows a surplus.
- The operating surplus is \$43,640. All the programs have a small surplus or are at break-even, with the exception of the CAMH program which had a small deficit of \$482 due to timing and is expected to break-even by the end of the year.
- As reviewed by the Finance & Audit Committee, the arrears and vacancies as of July 31, 2021, shows a total vacancy of 7 units and the total arrears is \$35,475 of which \$2,730 contributes to maintenance and other arrears. The rent arrears are \$32,745 and 77% of these arrears are over 60 days; we currently have 6 payments plans in place to reduce this by the end of the year.

**PROPERTY DEPARTMENT:**

- A new funding stream through the Canada-Ontario Community Housing Initiative (COCHI), has provided Homes First with a \$30,000 capital grant for repaving of the Meegwetch driveway.
- This grant was offered based on the City's Building Capital Assessments, although also referred to BCA's, this procedure differs from our own Building Condition Audits.
- The status of approved annual capital projects is as follows:
  - Bellevue foundation waterproofing: in bed process;
  - Huron hydronic distribution system: engineer study in progress;
  - Bellevue window replacement: bid process underway;
  - The investigation for the scope of work for the Shuter life-safety generator replacement is ongoing.
- In addition:
  - Sheila Miller emergency boiler replacement (estimated cost of \$45,000): contractors in bid process.

## PROGRAM/SERVICE DELIVERY:

- Due to staff scheduling, this section of my report has been uploaded as it has appeared in my regular updates to the Board in the past; however, it too will be reorganized in chart form for uploading prior to the next Board of Directors' meeting.

## HUMAN RESOURCES:

- In late July, we filled a newly created Human Resources position for that of a diversity and inclusion specialist.

### Grievances:

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

### Health & Safety:

#### June:

- A Bathurst-Lake Shore Shelter staff person was running to catch a client's dog that had gotten loose in the parking lot, when they fell and twisted their ankle; the staff was off work for 2 days.
- An employee at Strachan was walking outside the building when a client called their name from a balcony above; while looking to see who called them, the staff tripped on the curb and fell injuring their knee, elbow, and ribs; the staff was off work for 2 days.
- A staff person working at the Strathcona Hotel was assaulted by a client that was being discharged. The Site Supervisor, Site Manager, as well as a Human Resources staff person debriefed with the staff member after the incident; staff is on modified duties and has not returned to full duties at this time.

#### July:

- A Kennedy Shelter staff person cut their finger on the Lexan barrier of a half door during an interaction with a client; the Site Supervisor and a Human Resources staff person debriefed with the staff after the incident; staff was off for one day.
- A client opened a door and hit a staff person's foot with the door at The Esplanade; the Site Supervisor and a Human Resources staff person debriefed with the staff after the incident; the staff was off for one day.
- A staff person working at the Better Living Centre fainted while on their way to exit the building at the end of their shift. EMS services were called; however, the staff chose to leave in the presence of their family member when EMS did not show up after waiting for 30 minutes; the staff missed 1 day of work.
- Also during the month, a staff person at The Esplanade was assisting with cleaning a client's room when they felt something poke their finger. Staff reported injury the following day, stating that they did not see any sharps, but were unsure of what had poked their finger. The injury was treated as a needle-stick injury, and as per our policy, the staff was sent for medical evaluation, after which the staff person returned to work.
- A staff person tripped over the garbage can while working in the kitchen, which resulted in a knee injury; the staff was off for 3 days before returning to work.



## **DEVELOPMENT TEAM UPDATE:**

### **Fundraising:**

- June:
  - Saturday, November 6, 2021 has been confirmed for the Homes for Dinner (HFD) event.
  - The HFD sponsorship package was fully developed, and we began approaching potential corporate sponsors.
  - Achieved a partnership with Hockey Helps the Homeless.
  - Acquired a 10-15K Gift -in-Kind donation for residents from Trade Secrets.
  - Received confirmation for a 10K Gift-in-Kind monthly donation from Brands for Canada (clothing/accessories).
- July:
  - We received a \$4500 donation from Kits for a Cause as the first of a monthly donation.
  - During the month, we further solidified the Gift-In-Kind donation from Trade Secrets from \$10,000-\$15,00 to \$53,000.
  - Work progressed with FR Lab to re-code our donor database (Raiser's Edge) to ensure it is up to date.
  - An ongoing partnership with Insight Heart Foundation was created.
  - Activities took place to raise funds and Gifts-in-Kind for back-to-school supplies for our residents.
  - A peer-to-peer fundraising platform for new website and strategy on increasing community involvement was created.
  - Also during the month, the first Homes For Dinner Subcommittee meeting was held.
  - The event's sponsorship deck was completed, with the addition of the "Host Your Own" event aspect.
  - An outline for a fundraising campaign for seniors was created.

### **Community Engagement and Volunteer Program:**

- Please see the uploaded report.

### **Communications and Marketing Update:**

- Please see the uploaded report.

### **Program Development:**

- In June, a kick-off meeting was held for the New Seniors Horizons program with LURA Consulting.
- We are currently conducting focus groups with senior residents at both our shelters and housing to help identify barriers to usage of technology. Next steps include the coordination of a questionnaire to be distributed to the seniors at our sites.
- Also in June, a new Scarborough Addiction Services Partnership (SASP) Program that includes materials and processes was initiated; the Kennedy Shelter is now set up to run the substance-use peer group sessions.
- When the Lawrence Shelter onboards its Community Engagement Coordinator, the SASP Program will be expanded to that site as well.

- Within our partnership collaboration project, the “Downtown East De-escalation Group” called Here to Help (H2H), all partners have finalized the partnership agreement and regular meetings are held at the steering and operational levels. The team is almost fully hired and has begun outreach in the downtown, east-core of the city.

**To:** Homes First Society Board of Directors  
**From:** Mike Heinrich, HFS Communications Committee Chair  
**Subject:** HFS Communications Committee Update  
**Date:** August 31, 2021

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**Recommendation:**

For information.

**COMMUNICATIONS COMMITTEE ACTIVITIES:**

- Our focus has been planning for the Homes for Dinner event on Saturday, November 6th.
- The sponsorship package has been developed for corporate donors.
- Everyone is welcome to informally host their friends and raise funds.
- Everyone will be connected via live streaming entertainment and presentations.
- Currently developing a single page infographic and promo video for everyone to distribute.
- There will be social media content and posts for everyone to support.

HOMES FIRST SOCIETY - FINANCIAL DASHBOARD

BALANCE SHEET	YTD 30-Jun-21	Unaudited 2020	\$ Change	% Change	Explanation for changes +/- 5% or significant changes
Current:					
Cash and cash equivalents	5,155,192	3,799,121	1,356,071	36%	This account will fluctuate monthly as invoices/payroll are entered and paid.
Accounts Receivable	3,346,168	3,127,118	219,050	7%	HST, Hotel programs
Prepaid Expenses	130,436	212,121	(81,685)	-39%	Insurance - this account will be drawn down monthly as revenue is allocated
Total Current Assets	8,631,796	7,138,360	1,493,436	21%	
Property and Equipment	4,840,261	5,131,865	(291,604)	-6%	Decreased by principal mortgage payments.
Assets under capital lease	1,912,419	2,169,114	(256,695)	-12%	Decreased by principal mortgage payments.
Restricted Investments	2,717,993	2,740,041	(22,048)	-1%	
<b>TOTAL ASSETS</b>	<b>18,102,470</b>	<b>17,179,380</b>	<b>923,090</b>	<b>5%</b>	
Accounts Payable and accrued liabilities	3,141,416	5,497,962	(2,356,546)	-43%	This account will fluctuate monthly as invoices are entered and paid
Deferred Revenue	4,650,155	668,284	4,181,871	628%	Consist of shelter payments & Deferred donation income - this account will be drawn down monthly as revenue is allocated
Total Current Liabilities	7,991,571	6,166,236	1,825,335	30%	
Deferred contributions related to property & equipment	192,807	285,517	(92,710)	-32%	Decreased by deferred amortization contributions
Restricted Contribution	120,393	120,393	0	0%	
Mortgages payable	6,276,982	6,732,571	(455,589)	-7%	
<b>TOTAL LIABILITIES</b>	<b>14,881,754</b>	<b>13,304,717</b>	<b>1,277,037</b>	<b>10%</b>	
Externally Restricted Reserves	2,048,938	2,446,524	(397,586)	-16%	Decrease due to the cost of capital repair
Internally Restricted Reserves	309,819	309,819	0	0%	
Unrestricted Net Assets	1,161,959	1,118,319	43,641	4%	Year-to-date surplus
Total Net Assets	3,520,716	3,874,662	(353,945)	-9%	
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>18,102,470</b>	<b>17,179,379</b>	<b>923,091</b>	<b>5%</b>	
<b>INCOME STATEMENT</b>					
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Explanation for changes +/- 5% or significant changes</b>
Government Funding:	23,006,683	17,090,043	5,916,640	35%	Increase due to revised hotel programs budgets, BLC and Capital Exp funding
City of Toronto	176,616	176,610	6	0%	
Province of Ontario	23,185,299	17,266,653	5,918,646	34%	
<b>Total Government Funding</b>	<b>23,185,299</b>	<b>17,266,653</b>	<b>5,918,646</b>	<b>34%</b>	
Revenues from Operations	727,977	708,575	19,402	3%	
Donation Revenues:	50,000	-	50,000	#DIV/0!	2020 Donation allocated for centralised food program at 50 Earl
Unrestricted Donations	-	-	-	0%	
Donations - Other	16,000	-	16,000	#DIV/0!	General donations
Total Donation Revenues	66,000	-	66,000	#DIV/0!	
Other Revenues:	95,323	101,091	(5,768)	-6%	Funding decreased for 2021
Management Fees	58,044	58,044	0	0%	
Program Funding	142,135	133,500	8,635	6%	New SASP program
Deferred Amortization Contributions	92,710	92,710	0	0%	
Total Other Revenues	388,213	385,345	2,867	1%	
<b>TOTAL REVENUES</b>	<b>24,365,489</b>	<b>18,360,573</b>	<b>6,004,915</b>	<b>33%</b>	
Property Management Expenses:	439,752	458,879	(19,076)	-4%	Higher than budgeted cleaning services at BLC/WWVC/Lake
General Repairs and Maintenance	2,843,324	1,748,275	1,095,049	63%	Start up cost at Hotel program & floor replacement
Building and Equipment	831,118	279,976	551,142	197%	Installation of LED lights & cfc/oulets in the sec/8 properties
Mechanical	247,678	173,495	74,183	43%	Increase due sharp's management at hotel programs
Security, Health & Safety	275,218	125,248	149,970	118%	
Mortgage & Rent Expense	644,219	645,036	(817)	0%	
Municipal Taxes	140,957	143,625	(2,668)	-2%	Due to insurance for new sites
Insurance	150,708	111,940	38,768	35%	
Reserve Allocations	101,759	102,172	(413)	0%	
Amortization of Capital Assets	92,710	92,710	0	0%	
Bad Debts (Recoveries)	(16,793)	10,500	(27,293)	-260%	Decrease was due some rent recoveries & arranging payment plans
<b>Total Property Management Expenses</b>	<b>5,748,649</b>	<b>3,891,804</b>	<b>1,856,845</b>	<b>48%</b>	
Tenant Support Expenses:	12,658,871	10,032,298	2,626,573	26%	Increase in staffing due to new hotel sites
Salaries and Benefits	2,608,264	2,077,998	530,267	26%	Increase due to new hotel sites & start up cost
Tenant Services	501,535	196,085	305,450	156%	Increase due to new hotel sites & start up cost
Office Administration	15,748,670	12,306,380	3,442,290	28%	
<b>Total Tenant Support Expenses</b>	<b>15,748,670</b>	<b>12,306,380</b>	<b>3,442,290</b>	<b>28%</b>	
Expense Allocations:	1,748,155	1,462,634	285,521	20%	Increase due to new admin positions in the each department
Property Management Expense Allocation	1,056,375	696,945	359,430	52%	Increase due to new property management positions & PPE reserves
<b>Total Expense Allocations</b>	<b>2,804,529</b>	<b>2,159,579</b>	<b>644,950</b>	<b>30%</b>	
<b>TOTAL EXPENSES</b>	<b>24,321,848</b>	<b>18,357,763</b>	<b>5,964,086</b>	<b>32%</b>	
<b>NET SURPLUS/(LOSS)</b>	<b>43,640</b>	<b>2,810</b>	<b>40,830</b>	<b>1453%</b>	

HFS SEGMENTED STATEMENT OF OPERATIONS - ACTUALS  
FOR MONTH ENDING JUNE 30, 2021

	SHELTERS & RESPITE										INITIATIVES			SEC95	MGD	SDI	TOTAL	
	Strathcona	Savards	4117 Lawerance	Strachan	Scarborough	Kennedy	Lake Shore	Willowdale	Delta Hotel Program	Better Living Centre	Esplanade Hotel Program	FUSS	CAMH					Social Housing Units
Units/Beds	97			88	90	60	200	150 + 32	300	124 + 50	254	0	15	174	77	48	275	
REVENUE																		
Government Funding:																		
City of Toronto	974,771	140,794	492,303	908,960	895,970	1,471,174	3,848,630	3,395,931	3,312,892	2,957,609	2,445,152	130,426	-	1,437,504	165,831	-	428,735	
Province of Ontario	88,302	-	-	88,314	-	-	-	-	-	-	-	-	-	-	-	-	176,616	
<b>Total Government Funding</b>	<b>1,063,073</b>	<b>140,794</b>	<b>492,303</b>	<b>997,274</b>	<b>895,970</b>	<b>1,471,174</b>	<b>3,848,630</b>	<b>3,395,931</b>	<b>3,312,892</b>	<b>2,957,609</b>	<b>2,445,152</b>	<b>130,426</b>	-	<b>1,437,504</b>	<b>165,831</b>	-	<b>428,735</b>	
Revenue from Operations	-	-	-	204,991	1,088	1,088	-	-	-	-	-	-	-	326,514	161,816	32,481	727,977	
Donation Revenues:																		
Restricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000	-	-	50,000	
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Donations - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,000	16,000	
<b>Total Donation Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>16,000</b>	<b>66,000</b>	
Other Revenues:																		
United Way Funding	28,524	-	-	38,274	28,524	-	-	-	-	-	-	-	-	-	-	-	95,323	
Management Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	58,044	58,044	
Program Funding	-	-	-	82,912	-	-	-	-	-	-	-	-	-	-	-	142,135	142,135	
Deferred Amortization Contributions	-	9,798	-	121,186	28,524	-	-	-	-	-	-	-	-	-	-	-	92,710	
<b>Total Other Revenues</b>	<b>28,524</b>	<b>9,798</b>	<b>-</b>	<b>121,186</b>	<b>28,524</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>58,044</b>	<b>388,213</b>	
<b>TOTAL REVENUE</b>	<b>1,091,597</b>	<b>150,592</b>	<b>492,303</b>	<b>1,323,451</b>	<b>925,582</b>	<b>1,472,262</b>	<b>3,848,630</b>	<b>3,395,931</b>	<b>3,312,892</b>	<b>2,957,609</b>	<b>2,445,152</b>	<b>130,426</b>	<b>133,500</b>	<b>1,814,018</b>	<b>327,647</b>	<b>106,525</b>	<b>437,370</b>	<b>24,365,489</b>
EXPENSES																		
Property Management Expenses:																		
Utilities	-	10,902	-	88,355	55,202	49,995	-	-	-	-	-	-	-	152,228	74,937	8,132	439,752	
General Repairs and Maintenance	4,530	1,544	115,076	180,778	73,055	116,027	661,959	682,576	27,958	767,701	41,711	-	-	118,773	30,574	20,626	2,843,324	
Building and Equipment	5,597	7,410	4,541	67,736	8,959	105,082	13,014	8,158	27,529	9,795	6,218	-	-	508,814	25,255	33,010	831,118	
Mechanical	919	9,382	-	31,569	12,347	22,407	2,640	427	123	319	125	-	-	128,900	23,077	15,444	247,678	
Security, Health & Safety	474	7,376	2,067	31,982	2,622	6,806	13,300	26,931	88,269	7,163	9,492	-	201	49,728	24,409	2,293	273,218	
Mortgage & Rent Expense	-	-	-	-	40,800	14,967	-	-	-	-	-	-	-	587,309	1,143	-	644,219	
Municipal Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	140,931	25	-	140,957	
Insurance	881	2,442	455	11,259	4,439	6,303	35,197	28,311	1,761	4,240	7,183	-	-	30,547	11,693	5,999	150,708	
Reserve Allocations	-	-	-	10,800	-	-	-	-	-	-	-	-	-	71,059	19,900	-	101,759	
Amortization of Capital Assets	-	-	-	82,912	-	-	-	-	-	-	-	-	-	-	-	-	82,912	
Bad Debts	-	-	-	2,162	-	-	-	-	-	-	-	-	-	19,427	4,795	-	24,224	
<b>Total Property Management Expenses</b>	<b>12,401</b>	<b>48,954</b>	<b>122,139</b>	<b>503,229</b>	<b>197,423</b>	<b>321,588</b>	<b>726,110</b>	<b>746,403</b>	<b>145,640</b>	<b>789,217</b>	<b>64,729</b>	<b>-</b>	<b>201</b>	<b>1,768,862</b>	<b>214,667</b>	<b>86,647</b>	<b>5,748,649</b>	
Tenant Support Expenses:																		
Salaries and Benefits	717,460	-	145,658	661,667	472,720	804,703	2,197,466	1,513,129	2,544,249	1,307,040	1,697,239	104,637	-	-	-	15,281	344,642	
Tenant Services	27,411	1,338	102,972	75,904	42,769	54,742	717,335	722,098	28,387	706,022	119,135	275	193	0	-	1,278	8,405	
Office Administration	39,508	5,361	10,236	28,919	23,104	28,812	84,557	27,642	45,496	35,858	114,818	3,359	610	1,761	3,218	48,276	501,535	
<b>Total Tenant Support Expenses</b>	<b>784,379</b>	<b>6,699</b>	<b>258,867</b>	<b>766,490</b>	<b>538,593</b>	<b>888,258</b>	<b>2,999,358</b>	<b>2,262,870</b>	<b>2,618,133</b>	<b>2,048,920</b>	<b>1,931,192</b>	<b>108,271</b>	<b>133,781</b>	<b>0</b>	<b>1,761</b>	<b>19,778</b>	<b>401,323</b>	<b>15,768,670</b>
Expense Allocations:																		
Central Admin Expense Allocation	175,980	69,252	75,501	33,126	119,376	162,753	70,410	230,600	329,417	70,095	291,553	9,234	-	25,871	63,001	-	21,986	
Property Management Expense Allocation	112,644	25,786	35,796	20,525	69,779	96,612	49,242	153,306	217,084	46,372	154,036	4,962	-	17,034	39,676	-	13,521	
<b>Total Expense Allocations</b>	<b>288,624</b>	<b>95,038</b>	<b>111,297</b>	<b>53,651</b>	<b>189,155</b>	<b>259,365</b>	<b>119,651</b>	<b>383,906</b>	<b>546,501</b>	<b>116,467</b>	<b>445,589</b>	<b>14,196</b>	<b>-</b>	<b>42,905</b>	<b>102,677</b>	<b>-</b>	<b>35,507</b>	<b>2,804,529</b>
<b>TOTAL EXPENSES</b>	<b>1,085,404</b>	<b>150,591</b>	<b>492,303</b>	<b>1,323,369</b>	<b>925,172</b>	<b>1,469,210</b>	<b>3,845,119</b>	<b>3,393,178</b>	<b>3,310,273</b>	<b>2,954,604</b>	<b>2,441,509</b>	<b>122,467</b>	<b>133,982</b>	<b>1,811,767</b>	<b>319,105</b>	<b>106,424</b>	<b>437,370</b>	<b>24,321,848</b>
<b>NET SURPLUS/(LOSS)</b>	<b>6,194</b>	<b>1</b>	<b>0</b>	<b>82</b>	<b>410</b>	<b>3,052</b>	<b>3,511</b>	<b>2,753</b>	<b>2,619</b>	<b>3,005</b>	<b>3,643</b>	<b>7,959</b>	<b>(482)</b>	<b>2,250</b>	<b>8,542</b>	<b>101</b>	<b>(0)</b>	<b>43,640</b>

HFS SEGMENTED STATEMENT OF OPERATIONS - BUDGET  
FOR MONTH ENDING JUNE 30, 2021

		SHELTERS & RESPIRE				INITIATIVES				SEC78	SEC95	MGD	SDL		
		Strachan	St Clair	Kennedy	Lakeshore	WWC	Strathcona Hotel Programs	Delta Hotel Program	Better Living Centre	FUSS	CAMH	Social Housing Units	90 Shuter	Managed Properties	Support for Daily Living
Units/Beds REVENUE		88	90	90	200	150 + 32	100	300	124 + 50	0	15	174	77	48	275
Government Funding:															
City of Toronto	415,294	908,961	895,970	1,414,894	3,798,103	3,024,873	772,336	2,734,671	1,139,201	98,765	-	1,246,600	214,626	-	425,752
Province of Ontario	176,610	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Government Funding</b>	<b>591,904</b>	<b>908,961</b>	<b>895,970</b>	<b>1,414,894</b>	<b>3,798,103</b>	<b>3,024,873</b>	<b>772,336</b>	<b>2,734,671</b>	<b>1,139,201</b>	<b>98,765</b>	<b>-</b>	<b>1,246,600</b>	<b>214,626</b>	<b>-</b>	<b>425,752</b>
Revenue from Operations	-	215,988	500	-	-	-	-	-	-	-	-	314,803	134,558	42,726	-
Donation Revenues:															
Restricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Donation Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other Revenues:															
United Way Funding	30,697	40,447	29,947	-	-	-	-	-	-	-	-	-	-	-	-
Management Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	58,044	-
Program Funding	-	-	-	-	-	-	-	-	-	-	133,500	-	-	-	-
Deferred Amortization Contributions	9,798	82,912	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Revenues</b>	<b>40,495</b>	<b>123,359</b>	<b>29,947</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>133,500</b>	<b>-</b>	<b>-</b>	<b>58,044</b>	<b>-</b>
<b>TOTAL REVENUE</b>	<b>632,399</b>	<b>1,248,308</b>	<b>926,417</b>	<b>1,414,894</b>	<b>3,798,103</b>	<b>3,024,873</b>	<b>772,336</b>	<b>2,734,671</b>	<b>1,139,201</b>	<b>98,765</b>	<b>133,500</b>	<b>1,561,403</b>	<b>349,184</b>	<b>100,770</b>	<b>425,752</b>
EXPENSES															
Property Management Expenses:															
Utilities	19,949	71,500	50,887	63,324	-	-	-	-	-	-	-	175,069	70,215	7,885	-
General Repairs and Maintenance	35,689	131,830	71,964	131,135	375,560	518,500	17,759	48,000	263,700	-	-	106,294	35,005	12,841	-
Building and Equipment	9,500	36,988	31,045	34,923	27,000	6,087	-	-	-	-	-	70,125	54,309	10,000	-
Mechanical	7,000	29,620	24,500	37,521	6,604	5,000	-	-	-	-	-	44,903	14,097	4,250	-
Security, Health & Safety	10,760	15,584	15,675	12,058	3,500	3,500	-	-	-	-	-	37,723	23,899	2,550	-
Mortgage & Rent Expense	-	1	40,800	14,967	-	-	-	-	-	-	-	587,293	-	1,975	-
Municipal Taxes	-	-	-	-	-	-	-	-	-	-	-	143,565	60	-	-
Insurance	1,595	7,383	2,908	4,225	28,098	25,075	1,500	2,000	7,500	-	-	20,044	7,675	3,939	-
Reserve Allocations	-	10,800	-	-	-	-	-	-	-	-	-	71,372	20,000	-	-
Amortization of Capital Assets	9,798	82,912	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	2,000	-	-	-	-	-	-	-	-	-	6,750	1,250	500	-
<b>Total Property Management Expenses</b>	<b>94,291</b>	<b>388,616</b>	<b>237,778</b>	<b>298,152</b>	<b>440,761</b>	<b>558,162</b>	<b>19,259</b>	<b>50,000</b>	<b>271,200</b>	<b>-</b>	<b>-</b>	<b>1,263,135</b>	<b>226,511</b>	<b>43,940</b>	<b>-</b>
Tenant Support Expenses:															
Salaries and Benefits	419,221	669,183	465,233	868,880	2,183,153	1,401,023	648,205	2,317,211	488,356	97,839	108,316	-	-	33,469	332,209
Tenant Services	32,588	49,605	54,861	81,468	818,340	741,300	27,500	74,515	188,500	150	-	2,280	-	1,300	5,592
Office Administration	11,108	18,200	20,030	19,150	45,000	29,900	3,750	14,000	3,000	775	644	1,500	-	2,429	26,600
<b>Total Tenant Support Expenses</b>	<b>462,916</b>	<b>736,988</b>	<b>540,124</b>	<b>969,497</b>	<b>3,046,493</b>	<b>2,172,223</b>	<b>679,455</b>	<b>2,405,726</b>	<b>679,856</b>	<b>98,764</b>	<b>108,959</b>	<b>3,780</b>	<b>-</b>	<b>37,198</b>	<b>364,400</b>
Expense Allocations:															
Central Admin Expense Allocation	49,863	83,104	99,725	99,725	210,531	199,450	49,863	188,924	127,426	-	16,621	199,450	83,104	13,297	41,552
Property Management Expense Allocation	23,759	39,599	47,519	47,519	100,318	95,038	23,759	90,022	60,719	-	7,920	95,038	39,599	6,336	19,800
<b>Total Expense Allocations</b>	<b>73,622</b>	<b>122,703</b>	<b>147,244</b>	<b>147,244</b>	<b>310,848</b>	<b>294,488</b>	<b>73,622</b>	<b>278,946</b>	<b>188,145</b>	<b>-</b>	<b>24,541</b>	<b>294,488</b>	<b>122,703</b>	<b>19,633</b>	<b>61,352</b>
<b>TOTAL EXPENSES</b>	<b>630,829</b>	<b>1,248,308</b>	<b>925,146</b>	<b>1,414,894</b>	<b>3,798,103</b>	<b>3,024,873</b>	<b>772,336</b>	<b>2,734,672</b>	<b>1,139,201</b>	<b>98,764</b>	<b>133,500</b>	<b>1,561,403</b>	<b>349,214</b>	<b>100,770</b>	<b>425,752</b>
<b>NET SURPLUS/(LOSS)</b>	<b>1,570</b>	<b>(0)</b>	<b>1,270</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(30)</b>	<b>0</b>	<b>(0)</b>

HFS STATEMENT OF OPERATIONS  
FOR MONTH ENDED JUNE 30, 2021

	CURRENT MONTH			YEAR-TO-DATE			2021 BUDGET	
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	BUDGET	% OF BUDGET USED
REVENUE								
Government Funding:								
City of Toronto	3,967,867	2,848,341	1,119,526	23,006,683	17,090,043	5,916,640	36,406,849	63.2%
Province of Ontario	29,434	29,435	(1)	176,616	176,610	6	353,220	50.0%
<b>Total Government Funding</b>	<b>3,997,301</b>	<b>2,877,776</b>	<b>1,119,525</b>	<b>23,183,299</b>	<b>17,266,653</b>	<b>5,916,646</b>	<b>36,760,068</b>	<b>63.1%</b>
Revenue from Operations	138,727	118,096	20,631	727,977	708,575	19,402	1,417,149	51.4%
Donation Revenues:	-	-	-	-	-	-	-	-
Restricted Donations	-	-	-	50,000	-	50,000	-	0.0%
Unrestricted Donations	-	-	-	-	-	-	-	0.0%
Donations - Other	16,000	-	16,000	16,000	-	16,000	-	0.0%
<b>Total Donation Revenues</b>	<b>16,000</b>	<b>-</b>	<b>16,000</b>	<b>66,000</b>	<b>-</b>	<b>66,000</b>	<b>-</b>	<b>0.0%</b>
Other Revenues:								
United Way Funding	15,051	16,849	(1,798)	95,323	101,091	(5,768)	202,182	47.1%
Management Fees	9,674	9,674	-	58,044	58,044	-	116,089	50.0%
Program Funding	22,250	22,250	-	142,135	133,500	8,635	267,000	53.2%
Deferred Amortization Contributions	15,452	15,452	(0)	92,710	92,710	(0)	185,420	50.0%
<b>Total Other Revenues</b>	<b>62,427</b>	<b>64,224</b>	<b>(1,798)</b>	<b>388,213</b>	<b>385,345</b>	<b>2,867</b>	<b>770,691</b>	<b>50.4%</b>
<b>TOTAL REVENUE</b>	<b>4,214,455</b>	<b>3,060,096</b>	<b>1,154,359</b>	<b>24,365,489</b>	<b>18,360,573</b>	<b>6,004,915</b>	<b>38,947,908</b>	<b>62.6%</b>
EXPENSES								
Property Management Expenses:								
Utilities	48,239	76,471	(28,232)	439,752	458,829	(19,076)	1,002,959	43.8%
General Repairs and Maintenance	523,866	291,379	232,487	2,843,324	1,748,275	1,095,049	3,677,762	77.3%
Building and Equipment	87,845	46,663	41,182	831,118	279,976	551,142	571,451	145.4%
Mechanical	34,536	28,916	5,620	247,678	173,495	74,183	381,659	64.9%
Security, Health & Safety	61,515	20,875	40,641	273,218	125,248	147,970	263,030	103.9%
Mortgage & Rent Expense	106,968	107,506	(538)	644,219	645,036	(817)	1,290,072	49.9%
Municipal Taxes	28,197	28,713	(516)	140,957	143,625	(2,668)	287,190	49.1%
Insurance	42,620	18,657	23,963	150,708	111,940	38,768	231,350	65.1%
Reserve Allocations	16,995	17,029	(34)	101,759	102,172	(413)	204,343	49.8%
Amortization of Capital Assets	15,452	15,452	(0)	92,710	92,710	(0)	185,420	50.0%
Bad Debts	1,775	1,750	25	(16,793)	10,500	(27,293)	21,000	-80.0%
<b>Total Property Management Expenses</b>	<b>968,008</b>	<b>653,410</b>	<b>314,599</b>	<b>5,748,649</b>	<b>3,891,804</b>	<b>1,856,845</b>	<b>8,116,236</b>	<b>70.8%</b>
Tenant Support Expenses:								
Salaries and Benefits	2,218,075	1,672,050	546,025	12,658,871	10,032,298	2,626,573	21,214,009	59.7%
Tenant Services	436,461	346,333	90,128	2,608,264	2,077,998	530,267	4,278,180	61.0%
Office Administration	86,205	32,681	53,524	501,535	196,085	305,450	425,669	117.8%
<b>Total Tenant Support Expenses</b>	<b>2,740,741</b>	<b>2,051,063</b>	<b>689,677</b>	<b>15,768,670</b>	<b>12,306,380</b>	<b>3,462,290</b>	<b>25,917,858</b>	<b>60.8%</b>
Expense Allocations:								
Central Admin Expense Allocation	346,260	243,772	102,488	1,748,155	1,462,634	285,521	3,324,168	52.6%
Property Management Expense Allocation	128,928	116,157	12,770	1,056,375	696,945	359,430	1,583,966	66.7%
<b>Total Expense Allocations</b>	<b>475,188</b>	<b>359,930</b>	<b>115,258</b>	<b>2,804,529</b>	<b>2,159,579</b>	<b>644,950</b>	<b>4,908,134</b>	<b>57.1%</b>
<b>TOTAL EXPENSES</b>	<b>4,183,936</b>	<b>3,064,403</b>	<b>1,119,534</b>	<b>24,321,848</b>	<b>18,357,763</b>	<b>5,964,086</b>	<b>38,942,227</b>	<b>62.5%</b>
<b>NET SURPLUS/(LOSS)</b>	<b>30,518</b>	<b>(4,307)</b>	<b>34,825</b>	<b>43,640</b>	<b>2,810</b>	<b>40,830</b>	<b>5,681</b>	<b>768.2%</b>

**HOMES FIRST SOCIETY**  
**STATEMENT OF FINANCIAL POSITION**  
**AS OF JUNE 30, 2021**

	YTD 30-Jun-21	<i>Unaudited</i> 2020	Net Change
<b>ASSETS</b>			
Current:			
Cash and cash equivalents	5,155,192	3,799,121	1,356,071
Accounts Receivable	3,346,168	3,127,118	219,050
Prepaid Expenses	130,436	212,121	(81,685)
<b>Total Current Assets</b>	<b>8,631,796</b>	<b>7,138,359</b>	<b>1,493,436</b>
Property and Equipment	4,840,261	5,131,865	(291,604)
Assets under capital lease	1,912,419	2,169,114	(256,695)
Restricted Investments	2,717,993	2,740,041	(22,048)
<b>TOTAL ASSETS</b>	<b>18,102,470</b>	<b>17,179,379</b>	<b>923,090</b>
<b>LIABILITIES</b>			
Accounts Payable and accrued liabilities	3,141,416	5,497,952	(2,356,536)
Deferred Revenue	4,850,155	668,284	4,181,871
<b>Total Current Liabilities</b>	<b>7,991,571</b>	<b>6,166,236</b>	<b>1,825,335</b>
Deferred contributions related to property & equipment	192,807	285,517	(92,710)
Restricted Contribution	120,393	120,393	0
Mortgages payable	6,276,982	6,732,571	(455,589)
<b>Total Liabilities</b>	<b>14,581,754</b>	<b>13,304,718</b>	<b>1,277,037</b>
<b>NET ASSETS</b>			
Externally Restricted Reserves	2,048,938	2,446,524	(397,586)
Internally Restricted Reserves	309,819	309,819	(0)
Unrestricted Net Assets	1,161,959	1,118,319	43,640
<b>Total Net Assets</b>	<b>3,520,716</b>	<b>3,874,662</b>	<b>(353,946)</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>18,102,470</b>	<b>17,179,379</b>	<b>923,090</b>



## Balance Sheet

Assets	
Current:	
Cash and cash equivalents	5,155,192.32
Bank Accts	4,772,632.61
Petty Cash	41,323.67
Guaranteed Investment certificates	413,027.04
Owing to/(from) operations	(71,791.00)
Accounts Receivable	3,346,167.61
Government funding	2,312,662.25
HST	1,062,556.97
Rent, net allowance	(29,051.61)
Management fee	-
Prepaid Expenses	130,436.36
<b>Total Current Assets</b>	<b>8,631,796.29</b>
Property and Equipment	4,840,261.11
Assets under capital lease	1,912,419.37
Restricted Investments:	2,717,992.94
Bond Funds	1,185,127.31
Equity Funds	475,109.12
Gen Op GIC	252,219.01
Strachan Reserve GIC	431,652.51
TREB Funds GIC	120,393.24
Scarborough GIC	181,700.75
Owing to/(from) restricted investments	71,791.00
<b>TOTAL ASSETS</b>	<b>18,102,469.71</b>
<b>LIABILITIES</b>	
Accounts Payable and accrued liabilities	3,141,415.83
Accounts payable and accrued liabilities	3,119,917.21
Provision for repayment of subsidies	-
Accrued mortgage interest	21,498.62
Deferred Revenue	4,850,154.76
SCPI BCA Repairs	-
Miscellaneous	4,850,154.76
Total Current Liabilities	7,991,570.59
Deferred contributions related to property & equipment	192,807.41
Restricted Contribution	120,393.24
Mortgages payable	6,276,982.45
<b>TOTAL LIABILITIES</b>	<b>14,581,753.69</b>
<b>NET ASSETS</b>	
Externally Restricted net assets	2,048,937.87
Internally Restricted net assets	309,818.84
Unrestricted Net Assets	1,118,319.23
<b>Total Net Assets</b>	<b>3,477,075.94</b>
CURRENT YEAR SURPLUS	43,640.08
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>18,102,469.71</b>

**To:** Homes First Society Board of Directors  
**From:** Fran Perkins, HFS Governance & Nominating Committee Chair  
**Subject:** HFS Governance & Nominating Committee Update  
**Date:** August 31, 2021

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**Recommendation:**

For information.

**BOARD RECRUITMENT UPDATE:**

- In addition to the members of the HFS Governance & Nominating Committee (Fran Perkins, Carla Whillier, and Jamie Yoon), Jeremy Roach has been serving on the interview panels, and Marc Pourvahidi has sat in on the interviews for those with finance expertise.
- As previously reported, there are presently 3 Board vacancies; potentially 4. Our bylaws enable us to recruit more than our present 11 community members. If skilled candidates are available, the Committee will attempt to recruit at least 4 new members. This will ensure continuity in the event of unanticipated resignations.
- The Committee will meet in September.

**To:** Homes First Society Board of Directors  
**From:** Fran Perkins, Director  
**Subject:** HFS Access to Education Scholarship Subcommittee Update  
**Date:** August 31, 2021

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**Recommendation(s):**

For information.

**HFS ACCESS TO EDUCATION SCHOLARSHIP SUBCOMMITTEE UPDATE:**

- As previously reported, efforts have been made to enable us to award additional scholarships to those we have rated as being "Phase 2".
- The money allocated in our budgets, as well as the money raised, is more than sufficient for the nine remaining approved scholarship applicants.
- Kallan Lyons, Communications Supervisor, will contact the applicants to remind those who have yet to submit their paperwork to do so, as well as to initiate interviews for social media.
- The Subcommittee will meet in the near future to discuss the possibilities for this initiative moving forward.

## HFS BOARD OF DIRECTORS' ACTION ITEM TRACKING

Updated subsequent to the June 29, 2021 Board of Directors' Meeting

DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1. August 31, 2021	The Communications' Committee will update its terms of reference to encompass fundraising in time for the Board to review at its May 18th meeting.	Communications Committee	April 20, 2021	
2. August 31, 2021	The development of agreed upon standardized formats for the CEO and other Board reports be developed and an annual Board Schedule of reports be developed to include areas such as mandated and due diligence, Board oversight, identified priorities, and evolving issues.	Chair, Secretary, and the CEO	May 18, 2021	
3. Ongoing	That key performance indicators that facilitate the process of Board oversight be referred to in the strategic planning process for identification and development by the CEO	Chair, Secretary, and the CEO	May 18, 2021	
4. TBD	Mike Heinrich will assist Patricia Mueller with the scorecard aspect of her business plan.	The CEO and Mike Heinrich	June 29, 2021	
5. TBD	Cory O'Handley will work with Patricia Mueller to develop recommendations for an outside facilitator who will assist the Board in the development of a roadmap for next steps for Anti-Racism and Anti-Oppression training.	The CEO and Cory O'Handley	June 2, 2021	