

HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING

Tuesday, December 1, 2020, 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 of the Meeting of October 6, 2020
5.	Chief Executive Officer's Updates <ul style="list-style-type: none">A. HFS Organizational Review PresentationB. HFS Anti-Racism Initiatives<ul style="list-style-type: none">i. Formation of Committee to review applications for the Scholarship Programii. Anti-Racism Training for Board Directors and Management Information SessionC. HFS Chief Executive Officer's UpdateD. HFS Shelter Housing and Client Service StandardsE. HFS Property Monitoring Update
6.	Finance & Audit Committee Update <ul style="list-style-type: none">A. HFS September 2020 Financials (for acceptance)B. HFS 2021 Operating Budget (for approval)
7.	Executive Committee <ul style="list-style-type: none">A. Strategic Advance UpdateB. CEO Balanced Scorecard Update
8.	Governance & Nomination Committee <ul style="list-style-type: none">A. Election of Directors (this item will be addressed at the end of the meeting; candidates will sign off prior to the vote and will be contacted the following day)
9.	Board Action Items Update
10.	Other Business <ul style="list-style-type: none">A. ONPHA Conference ReportB. Information Sharing

Materials for this agenda:

- 4. - HFS Board October 6, 2020 Minutes
- 5.C. - HFS Chief Executive Officer's Update – waiting for Jamie's
- 5.D. - HFS Shelter, Housing, and Client Service Standards
- 5.E. - HFS Property Monitoring Update
- 6.A. - HFS September 2020 Financials (for acceptance)
- 6.B. - HFS 2021 Operating Budget (for approval)
- 8.A. - HFS Governance & Nominating Recommendations
- 9. - HFS Board Action Items Tracking Table

HOMES FIRST SOCIETY BOARD MEETING Tuesday, October 6, 2020, 6:00 p.m. Zoom Meeting

Present:

Board Members

Directors Jose Querubin (Chair) Mike Heinrich Fran Perkins Marc Pourvahidi Jeremy Roach	Peter Soares Amie Tsang Alexis Van Halen Carla Whillier
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Guest Dana Dramnitzke (HR Transformations Inc.)

Staff Patricia Mueller (Chief Executive Officer)
 Kim Mole (Recorder)

1. Call to Order

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

2. In Camera

- Due to the nature of the in-camera session, the Residents Representatives, guest, and staff were not in attendance.
- Notes of the in-camera discussion will be circulated In Confidence under a separate cover to those Directors who were in attendance.

3. Declaration of Conflict of Interest

- None.

4. Approval of the Minutes of the Meeting held on August 25, 2020

MOTION: That the HFS Board August 25, 2020 Minutes be approved.

MOVED: Carla Whillier **SECONDED:** Alexis Van Halen **CARRIED**

5. Matters for Information**A. Committee Updates****i. Executive Committee****a. Strategic Plan**

- Mike Heinrich has been the lead on the Strategic Planning Subcommittee and reported that they are still in the early stages of planning; however, plans are underway for the planning session to take place early in 2021.
- The session's goal will be the identification of high-level goals and objectives for Homes First for the upcoming 3 years.



- A moderator will be required to lead the discussion to ensure all voices are heard, as well as to ensure all topics are explored, and to synthesize and pull-together the findings of the day.
- Mike added that it is essential that Patricia Mueller's points of view be included and incorporated in all stages of the planning, as it is her team that will be tasked with the deliverables.

Action: Directors are invited to email Mike Heinrich their feedback about what their goals and visions are for the upcoming Strategic Planning event.

b. HFS 2020-2021 Committee Composition & Membership

- Received for information.

Action: Directors are invited to inform Kim Mole if they wish to join any of the Committees.

ii. Finance & Audit Committee

a. HFS August 2020 Financials

- Marc Pourvahidi, Treasurer, explained that while the Committee had not met, he had a Zoom meeting with Ade Olubode, HFS Director of Finance.
- Ade has assured Marc that the Finance Department is operating well and has enough resources to meet its objectives.
- The Draft 2021 Budget will be reviewed at the next HFS Finance & Audit Committee meeting, which will be held prior to the December Board meeting.
- Marc briefly reviewed the financials.

MOTION: That the HFS August 2020 Financials be accepted.

MOVED: Mike Heinrich

SECONDED: Carla Whillier

CARRIED

iii. Governance & Nominating Committee

a. HFS Governance & Nominating Committee Update

- Fran Perkins, HFS Governance & Nominating Committee Chair, briefly reviewed the circulated update.
- Fran reported nineteen resumes were received in response to our posting; nine of the candidates were offered interviews, of which, two declined, leaving seven candidates.
- The Recruitment Subcommittee organized interviews for October 1st, 2nd, and 8th.
- Carla Whillier added that although the interviews were not yet completed, she was impressed not only with the skillsets, but with the passion of the candidates interviewed to date, and was hopeful that the successful candidates would also be willing to serve on committees.
- The Committee's 2020-2021 Workplan is as follows:
 - Ensure that new member orientation, as well as training of current Board members takes place.
 - Conduct an annual policy review to ensure there is no systemic biases.
 - The recruitment of suitable candidates to fill the vacancies on the Board.



- Review upcoming Board vacancies with an eye to succession planning.
- The review of the HFS Policies and Procedures Record in 2021.
- Patricia reported that the videos for the Board Orientation have been completed; interest was expressed by current Directors who will also be invited to watch the videos.

Action: Fran Perkins will review the videos and speak with Patricia about next steps for the Orientation.

iv. Communications Committee

- Jeremy Roach reported that the Committee had not met, in part because the former Chair of the Committee, Shelagh O'Donnell, had asked for a delay.
- Jeremy added that a meeting would be organized soon, and the Committee would work on prioritizing its priorities.

B. Board Action Items Update

- Items 1 & 2: Completed.
- Item 3: The Strategic Planning Subcommittee will provide an update at the December 1, 2020 Board of Directors' meeting.
- Item 4: The HFS Governance & Nominating Committee circulated their plan; the Communications and the Finance & Audit Committees will circulate their workplans at the December 1, 2020 Board of Directors' meeting.
- Item 5: Completed.
- Item 6: The Community Director vacancies will be filled by December 1, 2020.
- Items 7 & 8: Will continue to be deferred.

C. Chief Executive Officer's Updates

i. CEOs Report

- Received for information.

ii. HFS Client Placement Update

- Received for information.

iii. HFS Annual Resident Survey

- Patricia reported that the delay in receiving completed surveys, as well as the low rate of return, was due to Covid.

iv. HFS Marketing & Communications Report

- Received for information.

v. Anti-Racism Initiative

a. Scholarship Program

- Patricia reviewed the circulated HFS Access to Education Scholarship Program Update.
- It was noted that the annual expense would be \$2000, which fell well within the purview of the management team's spending limits.
- While the Scholarship will be managed by staff, the Board will be kept informed.

MOTION: That the HFS Access to Education Scholarship Program be approved.

MOVED: Fran Perkins

SECONDED: Marc Pourvahidi

CARRIED

vi. Better Living Centre Winter Respite Risk Assessment

- The completed Better Living Centre Winter Respite Risk Assessment was reviewed.
- Received for information.

vii. Organizational Review

- Patricia provided a brief PowerPoint, "5.C.vii. - HFS Growth Presentation" which reviewed the substantial growth Homes First Society has experienced over the past five years.
- Patricia noted that the addition of the Better Living Centre Winter Respite would result in even more growth for the organization; adding that the Willowdale Welcome Centre had found housing the last of the refugees and was now being repurposed as a winter respite as it is anticipated that the colder weather will soon compel people living in tents to seek indoor shelter.
- Jose reminded the Board that it was the considerable growth in a relatively short period of time that precipitated the Organization Review.
- Dana Dramnitzke of HR Transformations Inc. introduced herself and reviewed the circulated presentation, "5.C.vii. - HFS Organizational Review Final Report", which included:
 - HFS has experienced substantial success and growth over the last 5 years, due to its key strengths of organizational nimbleness and a winning service formula for housing and shelters.
 - HFS has thrived through this growth with strong centralized vision and leadership, coupled with a depth of industry expertise within senior leaders who have established strong facilities and front-line service resources, and a reputation of being responsive and able to put new shelter and respites into place quickly.
- In addition, the review identified that the biggest opportunities is to renew the organization structure to continue its sector leadership and scale for growth are:
 - Fill in new functional gaps by building in more robust leadership capability around fundraising, business development, future program planning, technology, and project execution.
 - Assist the senior leadership team in improving upon current challenges in the way they work together, share information, and make decisions.
 - Information sharing has not kept up with growth and often results in misalignment and gaps in understanding, thus slowing processes across groups.
- The review identified that client demands, and high growth have been challenging and resulted in a focus on tackling urgent operational needs and deprioritizing organizational capability.



- Support is needed for the Directors and Managers to move from entirely focusing on immediate operational needs to the development of central administrative functions, processes, systems, and tools for tracking and reporting.
- Authority and decision making has remained concentrated mostly at the top of the organization due to rapid influx of new and developing middle managers. Cross department decision making coordination has also been challenged as a result.
- Dana explained that while the Organizational Review included recommendations to enhance the management team’s capacity, including the enhancement of middle management, as well as to increase the organization’s technical capabilities, her first recommendation would be to step back and create a roadmap for operational strategy; for example, consider hiring a consultant to help create an overall IT plan.
- Dana added that the development of the middle management would require time and was a process that couldn’t be rushed.
- It was also noted that the organization’s goals would very much depend on the decisions made at the upcoming 2021 Strategic Planning session.
- In addition, Dana explained that the results and recommendations of the Review had been well received by Homes First’s management team, and that many of the recommendations had already been adopted.
- Fran Perkins thanked Dana on behalf of the Board of Directors for a clear and concise report.

Action: Patricia Mueller will report the next steps at the next Board of Directors’ meeting.

6. Other Business

A. Information Sharing

- None.

At 8:35 p.m., the In-Camera session (Item 2) reconvened.

Jose Querubin, Chair

Respectfully Submitted By:
Kim Mole, Recorder
On October 6, 2020

To: Homes First Society Board of Directors
 From: Patricia Mueller, Chief Executive Officer
 Subject: HFS Chief Executive Officer's Report
 Date: December 1, 2020

Recommendation:

That this report be received for information.

Background:

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

1. Financial sustainability:

- *The cost per bed for shelters and the cost per unit of housing, measured by month and annually, is within the amount provided for by funders.*

	Number of Units	Total cost as of Sept. 30, 2020	Year-To-Date Cost per Unit	Current Monthly Cost per Unit	Average Monthly Cost	Average Monthly Cost per Unit
Savards	30	1,038,410	34,614	4,574	115,379	3,846
Strachan	88	1,895,449	21,539	2,548	210,605	2,393
St. Clair	90	1,284,245	14,269	1,175	142,694	1,585
Kennedy	90	2,119,166	23,546	2,352	235,463	2,616
CAMH	15	194,146	12,943	1,229	21,572	1,438
City SHU	174	2,285,063	13,133	2,113	253,896	1,459
Shuter	77	437,420	5,681	626	48,602	631
Managed Properties	48	155,253	3,234	789	17,250	359
SDL	275	774,622	2,817	248	86,069	313
Bathurst-Lake Shore	200	6,791,762	28,277	3,461	628,373	3,142
Bathurst-Lake Shore Respite	50	1,852,659	37,053	2,544	205,851	4,117
Willowdale	300	6,791,762	22,639	2,838	754,640	2,515
Delta Hotel	275	901,051	3,277	1,353	100,117	364
Note: The City has not established a unit cost for beds or units.						
Column	A	B	C	D	E	F
Calculation formulas:			$B \div A = C$	Current Month B – Previous Month B ÷ A = D	$B \div (\text{Number of Months}) = E$	$E \div A = F$

- *The financial report at year end shows that there is no deficit.*
- There was an operating surplus as of September 30th of \$363,832. This surplus was contributed by Savards, \$45,054; Strachan, \$464; Kennedy, \$18,487; St. Clair, \$84,537; Sec78, \$82,159; Willowdale, \$49,623; and Bathurst-Lake Shore, \$4,905 in both the shelter and respite program; FUSS of \$896; CAMH, \$12,998; and MGD, \$2,532.
- As of April, clients from Savards were transferred to the Strathcona Hotel Program and there are a total of 97 rooms for our clients. The funding at Savard's has been redirected to the Strathcona Hotel Program.
- The Delta Hotel Program began in July and has a capacity of 275 beds.
- **Monthly accounts receivable by site as of October 31, 2020 (Monthly arrears, vacancies, LTB applications, evictions):**

Site	Units	# of Units Occupied	Total Accounts Receivable	Maintenance & Other Arrears	Monthly Rent Arrears	Repayment Agreements on File	Month's N4s	Month's L1	Total YTD Evictions	Move In	Move Out	Vacancies
Bellevue	28	28	488	488						1		
Brandon*	5	5	N/A		N/A							
Huron	10	10	145	145								
Jarvis*	24	24	N/A		N/A							
Meegwetch	64	64	8,241	735	7,506	3						
Northcote*	6	5	N/A		N/A							1
Pleasant Manor	16	15	276	167	109							1
Sheila Miller	22	22	814		814		1					
Shuter	77	74	891	155	736		1		1	1		3
140 Spadina	7	7										
164 Spadina	6	6										
Strachan	83	79	8,336	1,123	7,213							4
Vaughan	29	29	9,506		9,506	2	1					
Wales	5	5	933		933	1						
TOTALS	382	373	29,630	2,813	26,817	5	3	0	0	1	0	9

Account Receivable Notes:

- Arrangements for repayment agreements with residents in arrears for the amount of \$8,525 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 is continuing 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.

- September:
 - Of the 17 Priority 1 calls, all were completed within the same business day representing a 100% completion rate for this priority.
- October:
 - Of the 23 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.

- September:
 - Of the 51 Priority 2 calls, all were completed within the same business day representing a 100% completion rate for this priority.
- October:
 - Of the 57 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.

- September:
 - Of the 212 Priority 3 calls logged, all but 9 were completed within four weeks for a 95% completion rate; the remaining orders were the result of back-ordered parts.

- October:
 - Of the 232 Priority 3 calls logged, all but 12 were completed within four weeks for a 95% 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.

- September:
 - Out of 26 preventative maintenance events, all were completed for a 100% completion rate.
- October:
 - Out of 28 preventative maintenance events, all were completed for a 100% completion rate.

Unit Rollovers:

- September:
 - Of the three units rolled over, all were completed for a 100% completion rate.
- October:
 - Of the four units rolled over, all were completed for a 100% completion rate.

Pest Control and Hoarding:

- September:
 - 53 unit inspections took place resulting in 6 clutter interventions, and:
 - 16 bedbug treatments.
 - 7 units treated for mice.
 - 3 units treated for roaches.
 - 63 shelter bed bug treatments were completed.
- October:
 - 72 unit inspections took place resulting in 7 clutter interventions, and:
 - 13 bedbug treatments.
 - 11 units treated for mice.
 - 2 units treated for roaches.
 - 37 shelter bed bug treatments were completed.

Capital Projects:

- **Building Conditions Audits:**
 - Throughout September, WalterFedy was on site and in the process of evaluating each property.
 - We have been holding ongoing weekly zoom meetings and continue to debrief on site visits and update schedules.
 - In October, WalterFedy is near to the completion of data collection from site visits and their team is working towards the first draft of their report in the coming weeks.
 - All activities are on schedule.
- **Journey Homes:**
 - The renovation of the second half of the 6th floor of Shuter for the Journey Homes Hospice renovation is well under way.

- This project is being managed by Hilditch Architects, and DASD Construction are the selected contractors.
- Homes First's Property Department is supporting the work by providing residents with notices and ongoing updates, providing building access, overseeing the safety systems on a daily basis, and ensuring all safety protocols are being followed to ensure building and resident safety.
- **Sheila Miller Building Roof Replacement:**
 - This project was scheduled to begin in April of 2020 but has been delayed due to the pandemic.
 - One aspect of this project was Toronto Hydro was to relocate/replace the street wire, however, the materials they require to complete this work is on backorder until January 2021.
 - HFS is working with roofing engineer and contractor for solutions how to access some portions of the project and repair the highest priority areas.
- **Better Living Centre (BLC) – Respite & Warming Centre:**
 - In October we received the key for the BLC (a 200,000 square foot building) to set up two winter programs.
 - Homes First was asked to design the floor plans with Covid protocols in place for both programs.
 - Working together with the Exhibition staff, all work was completed for the dorms as well as the offices.
 - The main part of the building will be used as a 100-person respite with a dorm style layout; the Warming Centre is located on the east side of the building and will have a total occupancy of 50.
 - We worked with the City of Toronto and Toronto Public Health, together with architects for the creation and manufacturing of Lexan screens as a barrier between the cots.
 - These two programs are completely separated by physical barriers to help minimize the spread of Covid.

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:

- September and October:
 - There were a total of 248 active case management files and 203 referrals to outside agencies.
 - No events or group activities took place as per Toronto Public Health and City of Toronto directives, with the exception of Second Harvest (food bank), which took place weekly, with 254 residents partaking.

- There were 10 eviction prevention interventions (i.e., rent arrears, unit clean up, and pest control assistance).
- 39 stabilization supports were provided (i.e., pest control assistance and facilitating mediation between residents).

Shelters – Service Delivery:

- **Bathurst-Lake Shore Shelter:**

- The total beds (including the respite) have been reduced from 229 to 146 to provide the clients with greater amounts of physical and social distancing.
- September:
 - There were a total of 333 clients served.
 - The Intensive Case Management team made 360 referrals to external agencies and performed 17 “Service, Triage, Support, and Screening Tool” interviews. Some of the month’s referrals and supports included:
 - Housing referrals & search assistance, 125;
 - Assistance with Toronto Transitional Housing Allowance Program, 5;
 - Obtained housing, 18;
 - Furniture Bank referrals, 3;
 - Financial assistance/income supports, 27;
 - Tax assistance, 7;
 - Assistance in obtaining or recovering identification, 22;
 - Medical health referrals, 44;
 - Mental health, addiction, recovery, and substance use, 30;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 28;
 - Legal referrals, 5;
 - Employment supports, 8;
 - Volunteering supports, 8;
 - Education referrals, 6;
 - Life skills training, 1;
 - LGBTQ2S+ referrals, 2;
 - Clothing bank referrals, 6; and
 - Referrals to other community services, 15.
 - The Community Engagement Department had the following events and participants during the month:
 - Bingo, 45;
 - Karaoke, 43;
 - Arts and crafts programs, 20;
 - Knitting, 7
 - AGO outing, 4;
 - Self-defense class, 5;
 - Emotional Support Counselling, 3;
 - Barbeque outing, 13;
 - HepCURE, 35;
 - Financial literacy class, 20; and
 - Health bus, 10.

- October:
 - There were a total of 334 clients served.
 - The Intensive Case Management team made 387 referrals to external agencies and performed 17 “Service, Triage, Support, and Screening Tool” interviews. Some of the month’s referrals and supports included:
 - Housing referrals & search assistance, 79;
 - Assistance with Toronto Transitional Housing Allowance Program, 3;
 - Obtained housing, 9;
 - Furniture Bank referrals, 4;
 - Financial assistance/income supports, 35;
 - Tax assistance, 5;
 - Assistance in obtaining or recovering identification, 30;
 - Medical health referrals, 38;
 - Mental health, addiction, recovery, and substance use, 22;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 4;
 - Legal referrals, 18;
 - Employment supports, 11;
 - Volunteering supports, 9;
 - Education referrals, 1;
 - Clothing bank referrals, 10; and
 - Referrals to other community services, 58.
- **Delta Hotel Program:**
 - September:
 - The Delta Hotel Program had a total of 313 clients and had a capacity of 279 beds.
 - A total of 297 referrals were made to community agencies and programs during the month, including:
 - Housing referrals, 9
 - Assistance with Toronto Transitional Housing Allowance Program, 1;
 - Financial assistance/income supports, 12;
 - Assistance in obtaining or recovering identification: 13;
 - Medical health referrals, 12;
 - Tax assistance, 6;
 - Mental health, addiction, recovery, and substance use, 62;
 - Housing search assistance, 11;
 - Employment supports, 19;
 - Volunteering supports, 1;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 5;
 - Legal referrals, 6;
 - Clothing bank referrals, 21;
 - Education referrals, 1;
 - Obtained housing, 2;
 - Referrals to other community services, 56;
 - Life skills training, 59; and
 - LGBTQ2S+ referrals, 1.

- The Intensive Case Management Team ran forty workshops this month on case management and life skills training.
 - October:
 - The Delta Hotel Program had a total of 328 clients and had a capacity of 275 beds.
 - A total of 194 referrals were made to community agencies and programs during the month, including:
 - Housing referrals, 9
 - Assistance with Toronto Transitional Housing Allowance Program, 3;
 - Furniture Bank referrals, 3;
 - Financial assistance/income supports, 17;
 - Assistance in obtaining or recovering identification: 11;
 - Medical health referrals, 8;
 - Tax assistance, 2;
 - Mental health, addiction, recovery, and substance use, 23;
 - Housing search assistance, 21;
 - Employment supports, 8
 - Assistance with immigration, refugee claims, and Citizenship Canada, 4;
 - Legal referrals, 4;
 - Clothing bank referrals, 14;
 - Education referrals, 3;
 - Obtained housing, 3;
 - Referrals to other community services, 16;
 - Life skills training, 43; and
 - LGBTQ2S+ referrals, 2.
 - The Intensive Case Management Team ran 40 workshops this month on case management and life skills training.
 - **Kennedy:**
 - September:
 - The Kennedy Shelter had a total of 75 clients and had a capacity of 47 beds.
 - The Intensive Case Management Team continues to conduct assessments and made 203 referrals to external agencies during the month, including:
 - Housing referrals, 11;
 - Furniture Bank referrals, 3;
 - Financial assistance/income supports, 22;
 - Assistance in obtaining or recovering identification, 4;
 - Medical health referrals, 54;
 - Tax assistance, 5;
 - Mental health, addiction, recovery, and substance use, 9;
 - Housing search assistance, 7;
 - Employment supports, 8;
 - Volunteering supports, 8;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 7;
 - Legal referrals, 13;
 - Clothing bank referrals, 4;

- Education referrals, 8;
- Obtained housing, 1;
- Referrals to other community services, 28;
- Life skills training, 8; and
- LGBTQ2S+ referrals, 3.
- Through our Community Engagement and Programming Coordinator, 15 programs and activities took place at Kennedy, with a total of 222 participant.
- October:
 - The Kennedy Shelter had a total of 98 clients and had a capacity of 47 beds.
 - The Intensive Case Management Team continues to conduct assessments and made 257 referrals to external agencies during the month, including:
 - Housing referrals, 11;
 - Furniture Bank referrals, 4;
 - Financial assistance/income supports, 28;
 - Assistance in obtaining or recovering identification, 14;
 - Medical health referrals, 57;
 - Tax assistance, 3;
 - Mental health, addiction, recovery, and substance use, 9;
 - Housing search assistance, 16;
 - Employment supports, 17;
 - Volunteering supports, 9;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 7;
 - Legal referrals, 11;
 - Clothing bank referrals, 29;
 - Education referrals, 6;
 - Obtained housing, 1;
 - Referrals to other community services, 26;
 - Life skills training, 6; and
 - LGBTQ2S+ referrals, 3.
 - Through our Community Engagement and Programming Coordinator, 16 programs and activities took place at Kennedy, with a total of 262 participants.
- **St. Clair Shelter:**
 - September:
 - The St. Clair Shelter had a total of 52 clients and had a capacity of 31 beds.
 - A total of 51 referrals to community agencies, and programs were made during the month, including:
 - Housing referrals, 1;
 - Furniture Bank referrals, 1;
 - Financial assistance/income supports, 7;
 - Assistance in obtaining or recovering identification, 11;
 - Medical health referrals, 6;
 - Mental Health, addiction, recovery, and substance use, 1;
 - Housing search assistance, 3;
 - Employment supports, 4;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 12;

- Legal referrals, 5;
- Clothing bank referrals, 5; and
- Life skills training, 8.
- October:
 - The St. Clair Shelter had a total of 45 clients and had a capacity of 31 beds.
 - A total of 52 referrals to community agencies, and programs were made during the month, including:
 - Housing referrals, 3;
 - Obtained housing, 1;
 - Assistance with Toronto Transitional Housing Allowance Program, 2;
 - Furniture Bank referrals, 1;
 - Financial assistance/income supports, 3;
 - Assistance in obtaining or recovering identification, 8;
 - Medical health referrals, 5;
 - Mental Health, addiction, recovery, and substance use, 1;
 - Housing search assistance, 9;
 - Employment supports, 2;
 - Legal referrals, 2;
 - Clothing bank referrals, 3; and
 - Referrals to other community services, 10.
- **Strachan House:**
 - September:
 - At Strachan, 84 clients were served with a current capacity of 88 for the month.
 - The Intensive Case Management Workers, Personal Support Worker, and Life Skills Team assisted residents 320 times and made a total of 195 referrals to community agencies and programs during the month, including:
 - Housing referrals, 17;
 - Financial assistance/income supports, 34;
 - Assistance in obtaining or recovering identification, 10;
 - Medical health referrals, 25;
 - Mental health, addiction, recovery, and substance use, 16;
 - Housing search assistance, 8;
 - Employment supports, 1;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 2;
 - Legal referrals, 3; and
 - Life skills training, 75.
 - October:
 - At Strachan, 84 clients were served with a current capacity of 88 for the month.
 - The Intensive Case Management Workers, Personal Support Worker, and Life Skills Team assisted residents 453 times and made a total of 285 referrals to community agencies and programs during the month, including:
 - Housing referrals, 39;
 - Financial assistance/income supports, 19;
 - Assistance in obtaining or recovering identification, 2;
 - Medical health referrals, 78;
 - Tax assistance, 3;

- Mental health, addiction, recovery, and substance use, 23;
 - Housing search assistance, 8;
 - Employment supports, 1;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 1;
 - Legal referrals, 3; and
 - Life skills training, 65.
- **Strathcona Hotel Program:**
 - In addition to offering preventative measures, the Strathcona Hotel Program provides environmental benefits for clients such as increased safety, immediate access to resources (i.e. phones), and the opportunity for clients to successfully maintain a self-contained unit.
 - As previously reported, the staff and most residents of Savards had been relocated to the Strathcona Hotel Program.
 - To ensure social distancing, clients have their own hotel rooms, which includes a private bathroom; Homes First operates 6 floors, totaling 100 rooms.
 - September:
 - The Strathcona Hotel Program had a total of 119 clients and had a capacity of 106 beds (in 10 cases, beds have been added to accommodate partners in the same rooms).
 - Staff made 49 referrals to community agencies and programs during the month, including:
 - Housing referrals, 15;
 - Assistance with Toronto Transitional Housing Allowance Program, 2;
 - Financial assistance/income supports, 4;
 - Assistance in obtaining or recovering identification, 2;
 - Medical health referrals, 7;
 - Mental health, addiction, recovery, and substance use, 5;
 - Housing search assistance, 4;
 - Employment supports, 2;
 - Volunteering supports, 2; and
 - Obtained housing, 6.
 - October:
 - The Strathcona Hotel Program had a total of 117 clients and had a capacity of 106 beds (in 10 cases, beds have been added to accommodate partners in the same rooms).
 - Staff made 55 referrals to community agencies and programs during the month, including:
 - Housing referrals, 7;
 - Assistance with Toronto Transitional Housing Allowance Program, 2;
 - Financial assistance/income supports, 4;
 - Assistance in obtaining or recovering identification, 1;
 - Medical health referrals, 20;
 - Mental health, addiction, recovery, and substance use, 2;
 - Housing search assistance, 4;
 - Employment supports, 1;
 - Volunteering supports, 1;

- Clothing bank referrals, 2;
- Obtained housing; and
- LGBTQ2S+ referrals, 2.
- **Willowdale Welcome Centre:**
 - September:
 - As noted in the last update, as Canada is not receiving new refugees, the number of intakes continued to decline.
 - The Willowdale Welcome Centre had a total of 86 residents.
 - A total of 208 referrals to community agencies, and programs were made during the month, including:
 - Housing referrals, 24;
 - Assistance with Toronto Transitional Housing Allowance Program, 15;
 - Furniture Bank referrals, 21;
 - Financial assistance/income supports, 18;
 - Assistance in obtaining or recovering identification, 6;
 - Medical health referrals, 32;
 - Housing search assistance, 15;
 - Employment supports, 20;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 32;
 - Education referrals, 5; and
 - Referrals to other community services, 20.
 - October:
 - On October 1st, the remaining 62 refugee clients were relocated to various locations. 48 residents were relocated to the Regent Park Transitional Housing Program and 14 clients found permanent housing. (These clients are not included in the referrals listed below.)
 - 100 shelter clients were then transferred into the Willowdale Welcome Centre that same day.
 - A total of 150 referrals to community agencies, and programs were made during the month, including:
 - Housing referrals, 62;
 - Assistance with Toronto Transitional Housing Allowance Program, 35;
 - Furniture Bank referrals, 32;
 - Financial assistance/income supports, 25;
 - Assistance in obtaining or recovering identification, 11;
 - Medical health referrals, 28; and
 - Housing search assistance, 42.
- **Better Living Centre (BLC) Winter Respite and Warming Centre:**
 - On November 3rd, Homes First opened the doors of the Better Living Centre Winter Respite with a separate Warming Centre in the same building to be activated in the event of an Extreme Cold Weather Alert.
 - Working together with the City of Toronto, the building is designed with appropriate safety measures to keep both clients and staff safe.

- Homes First strives to do the utmost in supporting our clients, and as such we are providing on-site harm reduction supports and on-site security for the safety of both clients and staff.
- All staff are trained in de-escalation techniques, overdose response, and how to administer naloxone.
- As with other Homes First sites, shared spaces such as the dining area are set up and labelled to enable physical distancing, and enhanced cleaning measures, ongoing symptom screenings, hand sanitizing stations, and plexiglass barriers have been set up to reduce the spread of Covid.
- As noted in the Property Department's update, the respite and the Warming Centre are completely separated by physical barriers to help minimize the spread of Covid.
- The site provides three meals a day plus snacks, on-site showers with hot water, and washrooms including a gender-neutral washroom.
- Specialized staff work on-site to assist clients with case management, accessing resources and support services, and finding appropriate, affordable housing.
- The capacity of the Respite is 100 and the Warming Centre's capacity is 50.
- **Assertive Follow-Up Support Services Pilot Project (External Services):**
 - The Follow-Up Supports team began conducting more in-person visits (maintaining distance and with PPE) for urgent circumstances with clients, however most office work is still from home through email/phone. The team members coordinate who is in the office at Bellevue as there is not enough space to maintain appropriate distance. We hired a new staff to fill the third position on the team. The team has a full caseload of 66 clients.
- **Addiction and Life-Skills Program (Delta Hotel Program):**
 - The Addiction and Life-Skills Worker is at the Delta Monday's and Tuesday's every week. Their work is primarily focused on one-on-one counselling for residents that have challenges with substance-use. Through the daily work of front-line staff and the relationships they form with clients, staff refer clients to the program for one-on-one sessions. The Addiction and Life-Skills worker also spends time with a Pharmacist who visits the site in the mornings, as that meeting space brings new client referrals to the substance-use counselling program. The worker also facilitates a Harm Reduction Kit Making Group every other Monday. On Tuesdays, the worker helps facilitate a resident peer group with other frontline staff, which also brings possibilities of referrals to the counseling program.
- **Harm Reduction in Supportive Housing (Strathcona Hotel Program):**
 - The Harm Reduction Coordinator is leading a peer group of eight residents. In the months of September and October, the group had finished several trainings: Empathic Communication; Getting Along in Groups; Maintaining Boundaries, Peer Methodology & Learning About Peer-Work; Harm Reduction 101 & Responding to an Overdose/Naloxone Instructions; Harm Reduction Equipment Use and Information on Types of Drugs, First Aid/CPR, and Conflict Mitigation.
 - The peers continue to work a total of 4.5 hours a week – delivering harm reduction supports to their hotel floor residents. The peers have begun to start developing their own unique harm reduction workshops to ultimately deliver to the residents at the hotel by the end of December 2020.

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.
- September:
The following list includes the title of the training, followed by the number of employees who have completed it:
 - AODA Customer Service Training (Comprehensive), 1;
 - Conflict Resolution and Negotiation Skills, 4;
 - CPI (Live Online) ,6;
 - Creating a Respectful Workplace Training, 1;
 - Defusing Hostility, 5;
 - Ethical Boundaries, 1;
 - Fire Extinguisher Basics, 1;
 - Gender and Sexual Diversity Training, 1;
 - Hand Safety, 1;
 - Homes First Workplace Violence Policy, 1;
 - Homes First New Hire Orientation Training Package, 26;
 - Mental Health in the Workplace, 1;
 - Non-Violence Crisis Intervention, 10;
 - Office Safety, 1;
 - Ontario's Social Assistance Program, 4;
 - Relief Shelter Training, 11;
 - Toronto Shelter Standard, 13;
 - Unconscious Bias Training for All Audiences, 1;
 - WHMIS 2015 including the GHS for Workers and Supervisors – All Jurisdictions, 1;
 - Workplace Diversity and Inclusion Training, 1; and
 - Workplace Sensitivity – Training for Employees, 1.
- October:
The following list includes the title of the training, followed by the number of employees who have completed it:
 - Aging and Homelessness, 4;
 - Building Effective Skills to Address Anti-Black Racism, 4;
 - Case Management, 4;
 - Communicable Diseases, 1;
 - Creating Goals for Results (HRT training for supervisors), 38;
 - Customer Service, 1;
 - Emergency First Aid & CPR/AED Level C, 14;
 - Harm Reduction in a Shelter Context 5
 - Homes First New Hire Orientation Training Package, 30;
 - LivingWorks Start TASC, 3,
 - Mental Health Part 1, 1;
 - More Than Just Ramps, 5;
 - Ontario's Social Assistance Programs, 4;

- Relief Shelter Training, 18;
 - SMIS, 6;
 - Standard First Aid & CPR/AED Level C, 12;
 - Suicide Prevention Workshop, 2;
 - Suicide Prevention, 4;
 - Substance/Overdose Prevention Naloxone, 3;
 - Trauma Informed Care Part 1, 5;
 - Trauma Informed Care Part 2, 5; and
 - Understanding & Managing Aggressive Behaviour, 6.
- *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. The Assistant Manager of Human Resources provides a full day of online e-learning to new staff in place of our previous in-person sessions.
 - September and October:
 - Staff Turnover: 31; this increased number is a result of Collective Agreement Article which indicates 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: 34 Weekend Contracts; 41 Community Shelter Workers; 1 Personal Support Worker; 3 Intensive Case Management Worker; and 2 Supervisors.
 - New Hires: 24 Weekend Contracts; 43 Relief Community Shelter Workers; 33 Community Shelter Workers; 7 Intensive Case Management Workers; 1 Housing Help Worker; 1 Contract Intensive Case Management Worker; 1 Follow Up Support Worker; 1 Fundraising Manager; 1 Shelter Administrator; and 1 Shelter Supervisor.
 - One fulltime staff and one part-time staff are currently on a leave of absence.

Staff Absenteeism – Average Number of Sick Days per Individual				
Employees	Sept. Average	Oct. Average	2020 Year-to-date	12 Month Average for 2019
Unionized Employees (136/143)	0.82	1.29	1.09	0.83
Non-Unionized Employees (14)	0.16	0.70	0.44	0.69
Management (52/54)	0.49	0.63	0.66	0.66
All Staff (203/211)	0.69	1.08	0.91	0.78

Note: The number in brackets in the employee category indicates the number of persons currently in that category.

- *The number of grievances monitored for potential liability and levels of liability involved.*
- As of the end of October, there were ten outstanding grievances, of which all are non-monetary; however, there is a possible cost of arbitration.

5. Development Team Update:

- In September, the creation of “The Development Team” brought excitement for the future of our growth for fundraising and new program development.
- In October, the Development Department onboarded a Fundraising and Development Manager.
- Work with The Fundraising Lab consultant group began on a robust Fundraising Plan.
- A partnership with Aura L.L.P. was developed to provide 2% of its legal fees from every residential real estate closing in Ontario.
- Call campaign to reach 600 donors was initiated.
- Holiday matching campaign was developed with Aura L.L.P. matching every donation dollar-for-dollar up to \$5000.
- North Face Rally donated \$5000.
- The Direct Mail campaign was initiated to reach 500 people.
- The Noble Group is providing holiday gift hampers to all residents of Vaughan.
- The Lyons Club donated 1200 care packages.

Donation Statistics (Year-to-Date 2020):

Cash Donation	In-Kind	Grants
• \$94,179	• \$250,849	• \$240,451

Community Engagement and Volunteer Program:

- September:
 - As noted in my last update, in mid-July, we began to receive non-PPE donations, and have been receiving both monetary and in-kind donations from individuals and community groups.
 - We also continue to receive PPE donations, including, disposable and washable masks, face shields, gloves, sanitizer, disinfecting wipes, and goggles.
 - A Social Service Worker placement student began at the Bathurst-Lake Shore Shelter. (We have limited placement opportunities this semester.) We only on-boarded one student for the September-December 2020 semester.
 - Strachan House hosted a barbeque and community clean-up; residents, staff, and 4 community volunteers got involved and cleaned up the Strachan exterior.
 - The Kennedy Shelter hosted an end-of-summer barbeque for the residents; the event featured music, games, an ice cream truck, and great food.
 - The Bathurst-Lake Shore Shelter hosted 3 virtual Financial Literacy/Budgeting Workshops for the residents on each floor; the workshop was facilitated by a volunteer who works in the financial sector.
 - The Bentway and The Dep donated their time, space, and delicious food to the residents at the Bathurst-Lake Shore Shelter; residents enjoyed a free communal dinner together outside on The Bentway grounds.
 - The Kennedy Shelter resumed their weekly writing workshops via zoom on Fridays with returning volunteer instructor.
 - The City of Toronto and Homes First hosted a virtual info session for stakeholders and community members of the Strathcona Hotel.

- Another virtual meeting was hosted by the City of Toronto and Homes First, a townhall meeting with the residents of the Metrogate community regarding concerns and solutions related to the Delta Hotel Program.
- October:
 - The Delta Hotel hosted Comedy at the Delta. 3 comedians performed.
 - Three volunteers donated 3 hours to organizing storage at the Bathurst-Lake Shore Shelter.
 - Cubby Kitchen donated 250 meals to the staff and residents at Bathurst-Lake Shore Shelter.
 - The organization Black Leading African Canadian Queens donated 250 thanksgiving meals to the staff and residents at Strathcona, Kennedy, and St. Clair locations.
 - A mask making workshop was hosted by to volunteers at both Kennedy and the Delta hotel.
 - Both the Delta Hotel and the Kennedy Shelter hosted harm reduction kit making workshops to aid and educate residents.
 - Two volunteers gave haircuts to the residents at the Delta Hotel; the volunteers also donated care packages and snacks to the residents.
 - Homes First participated in a UofT - Students4Shelters panel to discuss homelessness, support for shelters, and day-to-day Homes First operations.
 - The Communications and Marketing and Community Engagement Supervisors sat on a panel set up by a University of Toronto student group, Students For Shelters. The panel was hosted on Zoom and shared through Homes First social media channels, as well as Students For Shelters. The students held a fundraiser for Homes First and will be sending their monetary donation in the coming weeks.
 - Kennedy Shelter staff accompanied a small group of residents to the Ripley's Aquarium.
 - 42 Division, Homes First, staff and Metrogate residents participated in a Walk-Through around the Delta Hotel and surrounding community to discuss safety, security, and address potential hot spots.
 - Halloween activities included: a Halloween door decoration contest and a talent show for residents was held at the Delta Hotel; the Kennedy Shelter hosted a Halloween dance and watched movies on Netflix; St. Clair hosted a Halloween barbeque meal and ate special Halloween treats; Willowdale staff and residents decorated the Shelter with Halloween decorations and staff distributed candy to residents.
 - Beginning in October, three volunteers have begun offering relationship coaching to clients at the Kennedy Shelter via zoom.
 - A volunteer began offering online data entry support to Homes First's harm reduction worker.
 - Homes First received 13 desktop computers from Renewed Computer Technology, a Toronto-based social enterprise; the computers, when deployed to Strachan, Kennedy, Delta, Bathurst-Lake Shore, and Strathcona, will greatly enhance each site's capacity for virtual programming.

6. Communications and Marketing Update:

- In September and October, the Communications and Marketing Supervisor continued to work with directors, managers, and site supervisors to create videos for virtual site tours and introduction videos for various departments for the Board of Directors.
- In September, a student from Waterloo University began their internship placement under the Communications and Marketing Supervisor; the student was orientated to Homes First and its operations before beginning various projects.
- In October, the Development Department onboarded a Fundraising and Development Manager. This new staff visited some sites with the Communications and Marketing Supervisor and together began making plans for fundraising and donor stewardship, as well as for communications for the holiday giving season.
- The Communications and Marketing Supervisor, with the support of the Marketing and Communications placement student, has 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.
- Along with the Community Engagement Supervisor, the Communications and Marketing Supervisor continues to assist in fundraising efforts including writing thank you letters to donors and tracking accurate donor and gift data into Raiser's Edge.

Social Media Statistics (September-October 2020):

Twitter	Facebook	Instagram
<ul style="list-style-type: none"> • 7 tweets in total • 14K impressions • 221 profile visits • 11 mentions • New followers: 1 	<ul style="list-style-type: none"> • 6 posts in total • 9 new page followers • 527 page views • 1,774 reached via posts 	<ul style="list-style-type: none"> • 6 posts in total • 638 impressions • 93 interactions

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.

- On September 9th, two staff completing a wellness check at the Delta reported feeling lightheaded, dizzy, and disoriented after smelling a strange smell in a resident's room. Staff received oxygen from EMS and were sent to the hospital for further follow up; the hospital found that their vitals were normal and sent them home. The Delta Hotel Staff inspected the building for possible gas leaks, carbon monoxide, etc., and found nothing out of the ordinary. The two staff indicated that the smell resembled marijuana mixed with dirty laundry. The client was followed-up with regarding smoking in his room.

WSIB forms and incident reports were completed for both staff and follow up was completed by the site supervisor, site manager, as well as Human Resources. Both Staff returned to regular duties.

- In October, one staff member at the Strathcona hurt their back when the wheels of a meal cart they were pushing got stuck in the track of the elevator (when the cart got stuck, the meals began to fall off the cart and the staff lunged to catch the meals and in the event injured their back).

The employee lost time from work; a WSIB form and incident report were completed and follow up was completed by the site supervisor, site manager, as well as Human Resources.

The staff has returned to work and is on modified duties for the time being.

New carts were purchased for the site with larger wheels to prevent this from reoccurring.

- Also in October, while cleaning out a client’s room; a computer tower fell on an employee’s foot.

The employee received medical attention.

A WSIB and incident report form were completed, and follow up was completed by the site supervisor, site manager, as well as Human Resources.

The staff returned to regular duties after losing one day of 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 testing at Homes First Society be included in future reports.*

Location	Date(s)	# of Tests Completed Onsite	# of Positive Results (Residents)	# of Positive Results (Staff)
Willowdale Welcome Centre	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 ^c
Kennedy Women’s Shelter	July 27	21	0	1 ^d
Strachan House	September 17	0	0	1 ^c

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.

^bFour staff members tested positive but were tested elsewhere.

^cTwo staff members tested positive but were tested elsewhere.

^dOne staff members tested positive but was tested elsewhere.

To: Homes First Society Board of Directors
From: Patricia Mueller, HFS Chief Executive Officer
Subject: HFS Shelter, Housing, and Client Service Standards Update
Date: December 1, 2020

Recommendation:

That this report be received for information.

Background:

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

Comments:

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

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

ENTIRE ORGANIZATION:

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

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

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

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

SHELTERS:

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

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

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

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

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

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

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

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

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

SUPPORTIVE HOUSING:

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

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

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

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

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

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

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

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

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

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

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

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

COVID-19 RESPONSE:

Because of the pandemic, organizational-wide Homes First instituted a number of important protocols, following the lead and direction of Toronto Public Health and the City of Toronto's Shelter, Housing and Support department mandates. These included purchasing and distributing extensive PPE to all shelter and housing sites; distributing masks to all staff and residents and making the wearing of them mandatory for staff; increased cleaning regimens; having staff and outside agencies coming on to sites complete a COVID Screening Form, and every shelter resident is screened for symptoms with this form at least once per day; posting occupancy limits in all offices; placing social distancing markers on the floor two metres apart, etc. Tenants were also provided with information on best practices around isolation and quarantining in the event of a positive result, including advice for those residing in a congregate setting.

The most significant impact perhaps of the pandemic operationally was the requirement to reduce capacity in our dorm-style shelters to increase social distancing. Beds were removed at St. Clair, Kennedy, and Bathurst-Lakes Shore, and Savards was forced to relocate completely. And as part of Toronto's Covid Emergency Response, Homes First was asked to operate two new hotel programs – the Strathcona at York Street, and the Delta at Kennedy and the 401. Together they provide rooms for nearly 400 single adults and couples. And although these programs allow for social distancing, other challenges did arise. For example, due to the private nature of the accommodations enhanced Harm Reduction protocols (regular wellness checks and in-house peer programs) were implemented.

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

Recommendations:

That this report be received for information.

Background:

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

Due to Covid, our shelters that operate dorm-style residencies are currently under review by the City's Shelter, Support & Housing Administration division to establish appropriate occupancy numbers which may alter our present occupancy numbers. This update includes the past and current occupancy numbers.

This report does not include the temporary shelters or winter respites Homes First works closely with the City of Toronto when operating temporary shelters and winter respites and Homes First provides direction for the setting up of new sites. As the City has its own unionized maintenance staff, once a site is up and running, most of the maintenance is completed by the City's staff. However, there are some exceptions (such as graffiti) which Homes First is responsible for remedying. Our Property Department has worked together with the City to create a flowchart that clearly outlines areas of responsibility to ensure all maintenance and security needs are being met.

Comments:

SUITABILITY:

BUILDINGS OWNED BY HFS:

Bellevue:

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

Huron:

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

Meegwetch:

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

Pleasant Manor:

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

Savards:

- Savards is currently closed and is being reviewed by the City's Shelter, Support & Housing Administration division; the following information is that of the Shelter prior to the Shelter's closing.
- Savards provides shelter accommodation 30 women with extreme mental health issues. These individuals often have other issues including addictions, physical health, and developmental issues. Many of Savards' residents are non-compliant with diagnoses/ medication.
- This is an appropriate clientele for Homes First, and provides an excellent fit for our mandate. In addition, our staff are excellent at providing supports to this clientele.
- Although we adequately serve the residents of Savards with the equipment we have, the quality of life could be greatly improved with an increase of program and common area space.

Sheila Miller:

- Sheila Miller was repurposed from women fleeing domestic abuse to that of providing housing for individuals (both male and female) with mobility challenges.
- The units at this building are not fully accessible for people with high disability needs, but because of the size, layouts, and width of doorways of the units, these units are walker and scooter friendly.

- The repurposing has been done through attrition. Due to the low rate of attrition at the building, there are still many tenants from the original client placement strategy, however, it should be noted that both these populations work well with each other.

Shuter:

- The population mix at Shuter is mixed, older single adults. These individuals are not necessarily seniors, but because many have been chronically homeless and marginalized, they often have physical and mobility issues similar to older persons.
- As the units are either 4-bedroom or 5-bedroom, there is the issue of shared bathrooms. Our centralized intake has enabled us to match roommates more effectively and have minimized the problems experienced in past years; however, difficulties flare up from time to time.
- The fourth and fifth floor of the building are dedicated to our tripartite arrangement with CAMH and Pilot Place housing 18 middle-to-older aged individuals who had previously been long-term patients in the schizophrenic ward unit at CAMH. None of the individuals who have been relocated to Shuter have had to be re-hospitalized and we are working with our partners to support these individuals to further integrate them into the community.
- The sixth floor is dedicated to a tripartite arrangement with St. Elizabeth and Inner City Health, and is called the "Journey Home Hospice" Renovations have been completed merging the East and West side as one occupied space. Prior to the renovation, space was made available on the second floor's east side; during the renovation of the sixth floor, Journey Home Hospice occupied this unit and has expressed the interest in remaining in the unit and expanding the program to 14 in total.
- The arrangement with the Community Care Access Centre (CCAC), enables the selection of clients who are harder to serve because of their physical and medical needs. This often means that the clients moving into Shuter are older (and marginalized) people.
- We will continue to place residents at Shuter with mental health/physical issues who may or may not have addiction issues, and whose level of independence and comfort would be enhanced by the services provided.

Vaughan:

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

Wales:

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

- The individuals living in this building have minor-to-moderate mental health issues relating to posttraumatic stress syndrome.

BUILDINGS MANAGED BY HFS:

Brandon and Northcote:

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

Jarvis House:

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

BUILDINGS LEASED BY HFS:

Kennedy Shelter:

- The Kennedy Shelter is currently under review by the City's Shelter, Support & Housing Administration division to establish optimum occupancy numbers.
- Prior to the pandemic, the Kennedy Shelter provided shelter accommodation to 90 women, however, because of the need for physical distancing, the Shelter's occupancy is currently at 47.
- The Kennedy Shelter is primarily serving the growing aging population with mobility and health related issues, as well as many women fleeing violence.
- The majority of referrals come from the Streets to Homes Assessment and Referral Center, as well as other emergency drop-ins and City shelters.
- As part of our placement strategy, we also have a referral partnership with aboriginal agencies such as Anishnawbe Health to provide shelter beds to homeless aboriginal women in the Scarborough area.

St. Clair Shelter:

- The St. Clair Shelter is currently under review by the City's Shelter, Support & Housing Administration division to establish optimum occupancy numbers.
- Prior to the pandemic, the Kennedy Shelter provided shelter accommodation to 90 women, however, because of the need for physical distancing, the Shelter's occupancy is currently at 47.
- The shelter houses a mixed-adult population, most of whom are actively seeking housing and employment. Many of these individuals would not be classified as being chronically homeless and have successfully maintained housing in the past, and are experiencing cyclical homelessness.

Spadina Houses:

- At present, 164 Spadina houses 6 females, and 140 Spadina houses seven males with moderate mental health, drug, and alcohol issues.

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

Strachan House:

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

SECURITY NEEDS

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

BUILDINGS OWNED BY HFS:

Bellevue:

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

- In 2020, a new high-definition, infrared night-vision camera was installed on the roof and provides a large panoramic view of the property line for additional security.

Huron:

- In 2014, seven security cameras were installed throughout the interior of the building. This has made for a very safe environment and the impact was almost immediately noticed, resulting in greatly reduced property damages and tenant altercations. The exterior has one camera aimed at the front entrance, in 2018 an additional 11 high definition cameras and new 32 channel digital video recorder with a one-terabyte recording capacity was installed. The digital cameras around the exterior of the building provide complete coverage of the environment, day and night.
- In 2019, the exterior cameras were upgraded to night-vision for improved security. Additional exterior lighting would assist in preventing neighborhood nuisance calls from surrounding university frat houses.
- In 2020, two additional high-definition, infrared night-vision cameras were installed in the backyard for additional security.
- Also in 2020, a new fence was constructed to prevent non-residents from accessing the backyard.

Meegwetch:

- Previous years' changes to the courtyard and garden has improved sightlines, and hence, improved security for all residents.
- The number of cameras at Meegwetch is more than adequate; however, to ensure their effectiveness, tree pruning must be done annually.
- Two new 32-channel digital high definition recorders have been installed, providing exceptionally longer recording times; some exterior cameras have been changed to infrared night vision to further improve security.
- The complete interior common area lighting retrofit to LED has provided energy savings as well as improved hallway illumination.
- In 2020, a new high-definition, infrared night-vision camera was installed on the roof and provides a large panoramic view of the property line for additional security.

Pleasant Manor:

- The security at Pleasant Manor has been improved through improvements to exterior lighting, as well as improved interior lighting in hallways.
- The improved exterior lighting has made it suitable for the installation of security cameras.
- The property department is in the process of reviewing a lighting retrofit for high efficiency LED fixtures. This will provide improved hallway illumination and energy saving as well.
- In 2020, a new high-definition, infrared night-vision camera was installed on the roof and provides a large panoramic view of the property line for additional security.

Savards:

- The improvement of the installation of a fire door, as well as lighting in the smoking area, has increased residents' safety and security.

- Improvements have also been made to the canopy in the smoking area, providing protection to the residents from the elements.
- The complete interior common area lighting retrofit to LED has provided energy savings as well as improved hallway illumination.
- Rooftop safety railings have been installed to provide safe working environment for in-house maintenance workers, as well as for subcontractors. This installation was required to meet the Ontario Health & Safety Act.
- New emergency door alarms have been installed on the rear fire emergency exit; these alarms are to prevent residents from allowing non-residents in from the alley behind Savards. The alarms signals are connected to the main staff office to notify staff when this door is opened.
- The existing security camera system was upgraded and improved with a high-definition, digital video recorder and included the upgrading of the exterior cameras to infrared in 2020.

Sheila Miller:

- Pigeon-proof meshing of all patios has been provided to all units of the building, allowing the residents to enjoy their outdoor space.
- The area in the front of the building that provides access and egress for garbage and recycling has been fenced off. Previously, our residents were quite frightened of this area (especially during the evening) as illegal activities were taking place.
- The replacement of the hydraulic elevator took place in 2017. The new elevator has several safety features including: security camera, improved interior cab lighting, audible floor destination announcements, safety rails, and bumper guards to prevent scooter damage, LED floor direction arrows, and number panels.
- The complete interior common area lighting retrofit to LED has provided energy savings as well as improved hallway illumination.
- Cameras in the laundry room and community room for increased safety.
- In 2020, the cameras were updated with new high-definition, infrared night-vision cameras and included installing cameras on rooftops to provide a large panoramic view of the property line for additional security.
- Very recently, one security concern has been with homeless individuals sleeping in the lobby's vestibule; we are currently engaging residents for feedback and working towards providing a solution.

Shuter:

- In 2019, the security systems were upgraded with a high-definition, digital recorder, and infrared night vision cameras which has greatly improved security.
- A central door access system software has been installed to manage all HFS fob-activated properties (including Bellevue, Meegwetch, Pleasant Manor, Shuter, Sheila Miller, and Vaughan) from the property management office at Shuter. This technology provides instant security controls to manage all fob access points from one central location.
- In 2020, new high-definition, infrared night-vision cameras were installed on the roof and provide a large panoramic view of the property line for additional security.

- Also in 2020, a complete, interior common-area lighting retrofit to LED provided energy savings as well as improved hallway illumination.
- Shuter had had some criminal activities take place at the exterior of the building; in 2020, all exterior ground level cameras have been upgraded to high-definition infrared cameras.

Vaughan:

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

Wales:

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

BUILDINGS MANAGED BY HFS:

Brandon and Northcote:

- Toronto Community Housing Corporation is responsible for building maintenance.

Jarvis:

- During the past few years, we have vastly increased security at the building by the addition of security cameras at the front and rear entrances.
- Additional cameras on the exterior of the building could improve security within this changing neighborhood.
- Municipal Licensing Standards has required Toronto Community Housing Corporation to complete several capital repairs, which has included the recently repaired front entrance steps, as well as the installation of new windows and the repair of the second-floor patio. Work is ongoing.
- In 2020, new high-definition, infrared night-vision cameras were installed on the roof and provide a large panoramic view of the property line for additional security.

BUILDINGS LEASED BY HFS:

St. Clair Shelter:

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

Kennedy Road:

- Since taking over operation of the shelter, we have upgraded the security systems, including the installing additional cameras, lighting, and door fob system for increased security.
- Currently, the property department is investigating options to add a second exit to the main staff frontline office to improve staff safety.
- In 2020, the main staff office was redesigned to create a second emergency exit.

Strachan:

- The complete interior common area lighting retrofit to LED continues to provide energy savings as well as improved hallway illumination.
- In 2019, the replacement of the existing security camera systems with a high-definition, digital recorder and infrared night vision cameras greatly improved the security.
- During 2020, an additional security measure was put in place by the installation of a fob-access entrance to the main staff office.
- In 2020, new high-definition, infrared night-vision cameras were installed on the roof and provide a large panoramic view of the property line for additional security.

GREENING

In previous years, the exterior lighting was converted from incandescent to LED at Bellevue, Meegwetch, Pleasant Manor, Scarborough, Shuter, and Strachan; and in 2020, the Kennedy Shelter, Sheila Miller, Huron, and Savards.

In recent years, the interior lighting was retrofitted from fluorescent to LEDs in all common areas of Sheila Miller, Meegwetch, Savards, and Strachan House; and in 2020, this was completed at Shuter, the Kennedy Shelter, Pleasant Manor, and Huron.

Higher-efficiency air make-up units are in place at Pleasant Manor and Savards, as well as one of the two units at Strachan.

CAPITAL REPAIRS AND IMPROVEMENTS

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

Bellevue:

- Boiler pressure tank replacement.
- Repainting of all common areas.
- Property information boards

Brandon:

- TCHC covers capital replacement.

Jarvis:

- TCHC covers capital replacement.
- Property information boards.

Kennedy:

- Complete heating system glycol flushing.
- Main kitchen drain system replacement.

- Accessible ramp installation to the resident's smoking area.
- All new power flush toilets.
- Painting of common areas.
- Installation of property information boards.
- Safety redesign main staff office.

Meegwetch:

- Repainting of all common areas.
- Property information boards.

Northcote:

- TCHC covers capital replacement.

Shuter:

- The complete interior common area lighting retrofit to LED.

Strachan House:

- Safety redesign main staff office access.
- New Penthouse boiler room floor moat.

Vaughan:

- Repainting of all common areas.
- Installation of property information boards.

HOMES FIRST SOCIETY - FINANCIAL DASHBOARD

BALANCE SHEET	YTD		Audited	2019	\$ Change	% Change	Explanation for changes +/- 5% or significant changes
	30-Sep-20	2019					
ASSETS							
Current:							
Cash and cash equivalents	3,137,722	2,019,804	2,019,804	1,117,918	55%	This account will fluctuate monthly as invoices/payroll are entered and paid.	
Accounts Receivable	4,395,458	2,560,644	1,834,814	2,560,644	72%	HST, Hotel programs, BBLT.	
Prepaid Expenses	35,061	141,954	(106,893)	(106,893)	-75%	Decrease as prepaid invoices are drawn down.	
Total Current Assets	7,568,241	4,722,402	2,846,589	2,846,589	60%		
Property and Equipment	5,274,821	5,697,034	(422,213)	(422,213)	-7%	Decreased by principal mortgage payments.	
Assets under Capital Lease	2,296,584	2,675,525	(378,941)	(378,941)	-14%	Decreased by principal mortgage payments.	
Restricted Investments	2,625,964	2,518,664	107,300	107,300	4%		
TOTAL ASSETS	17,765,610	15,613,625	2,151,985	2,151,985	14%		
LIABILITIES							
Accounts Payable and Accrued Liabilities	3,279,721	3,683,911	(404,190)	(404,190)	-11%	This account will fluctuate monthly as invoices are entered and paid.	
Deferred Revenue	3,066,878	2,103,513	2,886,365	2,886,365	135%	Consists of shelter payments, this account will be drawn down monthly as revenue is allocated.	
Total Current Liabilities	6,346,599	3,894,424	2,452,175	2,452,175	63%		
Deferred Contributions Related to Property & Equipment	331,872	470,938	(139,066)	(139,066)	-30%	Decreased by deferred amortization contributions.	
Restricted Contribution	119,797	119,058	739	739	1%		
Mortgages Payable	6,956,641	7,618,730	(662,089)	(662,089)	-9%	Decreasing balance.	
TOTAL LIABILITIES	13,754,909	12,103,150	1,651,759	1,651,759	14%		
NET ASSETS							
Externally Restricted Reserves	2,285,030	2,150,185	134,845	134,845	6%		
Internally Restricted Reserves	250,969	249,421	1,548	1,548	1%		
Unrestricted Net Assets	1,474,702	1,110,869	363,834	363,834	33%	Year-to-date surplus.	
Total Net Assets	4,010,700	3,510,475	500,226	500,226	14%		
TOTAL LIABILITIES AND NET ASSETS	17,765,610	15,613,625	2,151,985	2,151,985	14%		
INCOME STATEMENT							
	ACTUAL	BUDGET	YEAR-TO-DATE	\$ Change	% Change	Explanation for changes +/- 5% or significant changes	
Government Funding:							
City of Toronto	23,804,474	21,551,942	2,252,532	2,252,532	10%	1% increase in shelter and SDL funding and \$2,166k covid payment and hotel programs.	
Province of Ontario	285,518	264,915	603	603	0%		
Total Government Funding	24,089,992	21,816,857	2,253,135	2,253,135	10%		
Revenues from Operations	1,138,951	1,001,425	137,527	137,527	14%		
Donation Restricted Donations	-	12,750	(12,750)	(12,750)	-100%	No donations allocated.	
Unrestricted Donations	-	-	-	-	0%		
Donations - Other	356	48,626	(48,270)	(48,270)	-99%	No donations allocated.	
Total Donation Revenues	356	61,376	(61,020)	(61,020)	-99%		
Other Revenue	166,050	151,637	14,414	14,414	10%	Grant rec'd from United Way.	
Management Fees	87,067	87,067	-	-	0%		
Program Funding	304,203	356,198	(51,995)	(51,995)	-15%	TCHC Program ended earlier than expected.	
Deferred Amortization Contributions	139,065	139,065	(0)	(0)	0%		
Total Other Revenue	696,385	733,966	(37,581)	(37,581)	-5%		
TOTAL REVENUE	25,905,685	23,613,624	2,292,061	2,292,061	10%		
Property Mgt							
Utilities	629,705	784,074	(154,369)	(154,369)	-20%	Lower Consumption.	
General Repairs and Maintenance	3,124,738	2,519,377	605,361	605,361	24%	Increase due to unit turnovers and offices at Sifo.	
Building and Equipment	596,013	491,039	104,974	104,974	21%	Due to the new programs.	
Mechanical	443,019	282,666	160,352	160,352	57%	Increase due to electrical and heating issues at Shuter and 702K.	
Security, Health & Safety	179,282	193,147	(13,865)	(13,865)	-7%		
Mortgage & Rent Expense	962,961	954,097	8,864	8,864	1%		
Municipal Taxes	184,015	204,647	(20,631)	(20,631)	-10%	Taxes deferred by the gov for a couple of months.	
Insurance	144,690	122,677	22,013	22,013	18%	Addition of hotel programs and extended agreements.	
Reserve Allocations	140,132	137,654	2,479	2,479	2%		
Amortization of Capital Assets	139,065	139,065	(0)	(0)	0%		
Bad Debts (Recoveries)	21,236	13,463	7,774	7,774	58%	Increase was due to a retro rent assessment.	
Total Property Management Expenses	6,564,856	5,841,905	722,951	722,951	12%		
Tenant Support							
Salaries and Benefits	12,051,821	11,146,349	905,472	905,472	8%	Increase in staffing due to new hotel programs.	
Tenant Services	3,375,548	3,971,865	(596,317)	(596,317)	-15%	Reduced capacity.	
Office Administration	360,136	425,222	(65,085)	(65,085)	-15%	Reduced capacity.	
Total Tenant Support Expenses	15,787,505	15,543,435	244,070	244,070	2%		
Expense Alloc							
Central Admin Expense Allocation	1,927,166	1,579,216	348,550	348,550	22%	Increase due to implementation of new processes e.g software and equipment.	
Property Management Expense Allocation	1,266,725	612,918	653,808	653,808	107%	Due to the healthy reserve of PPE and putting protective measures in the shelters.	
Total Expense Allocations	3,189,491	2,192,134	997,358	997,358	45%		
TOTAL EXPENSES	25,541,853	23,577,474	1,964,379	1,964,379	8%		
NET SURPLUS/(LOSS)	363,832	36,150	327,682	327,682	906%		

HFS SEGMENTED STATEMENT OF OPERATIONS - ACTUALS
FOR MONTH ENDING SEPTEMBER 30, 2020

	SHELTERS & RESPIE										INITIATIVES				MGD	Support for Daily Living	TOTAL
	Savards	Strachan	Scarborough	Kennedy	Lakeshore	WWC	BBLT	Delta	FUSS	CAMH	Social Housing Units	SEC78	SEC95	Managed Properties			
Units/Beds	30	88	90	90	200	250	50	275	0	15	174	77	48	275			
REVENUE																	
Government Funding:																	
City of Toronto	754,554	1,385,133	1,322,415	2,134,334	5,659,404	6,841,385	1,853,518	901,051	148,147	-	1,868,940	292,553	-	643,041	23,804,474		
Province of Ontario	265,518	-	-	-	-	-	-	-	-	-	-	-	-	-	265,518		
Total Government Funding	1,020,072	1,385,133	1,322,415	2,134,334	5,659,404	6,841,385	1,853,518	901,051	148,147	-	1,868,940	292,553	-	643,041	24,069,992		
Revenue from Operations	3,320	323,428	3,320	3,320	-	-	-	-	10,000	-	498,282	201,565	70,718	25,000	1,138,951		
Donation Revenues:																	
Restricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Donations - Other	15	215	126	126	-	-	-	-	-	-	-	-	-	-	356		
Total Donation Revenues	15	215	126	126	-	-	-	-	-	-	-	-	-	-	356		
Other Revenues:																	
United Way Funding	45,360	62,770	42,921	-	-	-	-	-	-	-	-	-	87,067	15,000	166,050		
Management Fees	-	-	-	-	-	-	-	-	-	207,144	-	-	-	97,059	87,067		
Program Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Deferred Amortization Contributions	14,697	124,368	-	-	-	-	-	-	-	-	-	-	-	-	139,065		
Total Other Revenues	60,057	187,138	42,921	42,921	-	-	-	-	-	207,144	-	-	87,067	112,059	696,385		
TOTAL REVENUE	1,083,464	1,895,913	1,368,782	2,137,654	5,659,404	6,841,385	1,853,518	901,051	158,147	207,144	2,367,222	494,118	157,784	780,100	25,905,685		
EXPENSES																	
Property Management Expenses:																	
Utilities	15,539	104,901	81,009	93,538	-	-	-	-	-	-	216,957	106,991	10,769	-	629,705		
General Repairs and Maintenance	39,976	274,444	100,955	189,190	792,964	1,151,632	302,996	26,820	-	594	158,468	54,719	31,980	-	3,124,738		
Building and Equipment	6,709	119,468	25,994	135,100	25,862	31,243	5,745	4,527	-	-	121,509	73,636	46,220	-	596,013		
Mechanical	5,517	50,493	28,574	124,780	12,970	32,701	307	7,194	-	-	106,259	68,591	5,633	-	443,019		
Security, Health & Safety	7,778	24,595	14,836	9,985	15,619	11,788	864	5,833	-	-	48,217	37,286	2,481	-	179,282		
Mortgage & Rent Expense	-	-	59,705	22,451	-	-	-	-	-	-	879,091	-	1,715	-	962,961		
Municipal Taxes	-	-	-	-	-	-	-	-	-	-	183,988	27	-	-	184,015		
Insurance	4,454	11,072	4,358	6,333	32,778	26,589	9,365	2,264	-	-	30,064	11,509	5,906	-	144,690		
Reserve Allocations	-	16,200	-	-	-	-	-	-	-	-	107,057	16,875	-	-	140,132		
Amortization of Capital Assets	14,697	124,368	-	-	-	-	-	-	-	-	-	-	-	-	139,065		
Bad Debts	-	4,152	-	-	-	-	-	-	-	-	15,585	1,499	-	-	21,236		
Total Property Management Expenses	94,670	729,693	315,431	581,376	880,192	1,253,954	319,277	46,637	-	594	1,867,196	371,133	104,703	-	6,564,856		
Tenant Support Expenses:																	
Salaries and Benefits	764,897	993,972	822,704	1,317,318	3,067,764	2,440,705	765,783	780,652	155,818	172,757	-	-	46,988	722,461	12,051,821		
Tenant Services	67,597	114,440	66,356	121,031	1,253,062	1,406,336	286,037	31,753	255	4,551	633	-	759	22,738	3,375,548		
Office Administration	34,057	41,909	17,398	35,088	69,893	44,989	5,575	42,009	1,178	296	33,101	2,418	2,802	29,423	360,136		
Total Tenant Support Expenses	866,550	1,150,321	906,459	1,473,437	4,390,719	3,892,030	1,057,396	854,414	157,251	177,605	33,735	2,418	50,550	774,622	15,787,505		
Expense Allocations:																	
Central Admin Expense Allocation	44,105	8,849	33,250	36,518	241,442	992,147	282,516	-	-	9,614	235,791	38,534	-	-	1,922,766		
Property Management Expense Allocation	33,085	6,585	29,105	27,835	143,006	653,630	193,469	-	-	6,334	148,341	25,335	-	-	1,266,725		
Total Expense Allocations	77,190	15,435	62,355	64,353	384,448	1,645,778	475,986	-	-	15,947	384,132	63,868	-	-	3,189,491		
TOTAL EXPENSES	1,038,410	1,895,449	1,284,245	2,119,166	5,655,359	6,791,762	1,852,659	901,051	157,251	194,146	2,285,063	437,420	155,253	774,622	25,541,853		
NET SURPLUS/(LOSS)	45,054	464	84,537	18,487	4,045	49,623	860	0	896	12,998	82,159	56,698	2,532	5,478	363,832		

HFS SEGMENTED STATEMENT OF OPERATIONS - BUDGET
FOR MONTH ENDING SEPTEMBER 30, 2020

	SHELTERS & RESPITE										SEC95	MGD	SDL
	Strachan	St Clair	Kennedy	WWC	Lakeshore	BBLT	FUSS	CAMH	SEC78 Social Housing Units	90 Shuter			
9 Savards	30	88	90	90	250	200	50	15	174	77	48	275	
Units/Beds													
REVENUE													
Government Funding:													
City of Toronto	611,633	1,369,785	1,318,441	2,171,117	5,010,408	5,697,155	2,349,259	148,147	1,893,870	321,939	-	660,190	
Province of Ontario	264,915	-	-	-	-	-	-	-	-	-	-	-	
Total Government Funding	876,547	1,369,785	1,318,441	2,171,117	5,010,408	5,697,155	2,349,259	148,147	1,893,870	321,939	-	660,190	
Revenue from Operations	1,500	323,982	750	-	-	-	-	-	431,910	192,162	51,121	-	
Donation Revenues:													
Restricted Donations	12,000	750	-	-	-	-	-	-	-	-	-	-	
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	
Donations - Other	15,000	7,500	8,501	-	-	-	-	-	-	7,500	10,125	-	
Total Donation Revenues	27,000	8,250	8,501	-	-	-	-	-	-	7,500	10,125	-	
Other Revenues:													
United Way Funding	46,046	60,671	44,921	-	-	-	-	-	-	-	-	-	
Management Fees	-	-	-	-	-	-	-	-	-	-	87,067	-	
Program Funding	-	-	10,359	-	-	-	-	200,250	-	-	-	145,588	
Deferred Amortization Contributions	14,697	124,368	-	-	-	-	-	-	-	-	-	-	
Total Other Revenues	60,743	185,039	55,280	-	-	-	-	200,250	-	7,500	87,067	145,588	
TOTAL REVENUE	965,790	1,887,056	1,382,972	2,171,117	5,010,408	5,697,155	2,349,259	148,147	2,325,780	521,601	148,312	805,778	
EXPENSES													
Property Management Expenses:													
Utilities	27,429	124,208	76,331	100,103	-	-	-	-	298,034	146,620	11,351	-	
General Repairs and Maintenance	52,723	157,641	85,895	180,738	633,375	585,839	585,839	-	159,915	50,484	26,928	-	
Building and Equipment	16,125	85,226	50,663	39,071	15,750	57,143	-	-	114,187	96,000	16,875	-	
Mechanical	10,500	51,244	48,000	64,018	-	21,750	-	-	57,662	23,118	6,375	-	
Security, Health & Safety	14,258	32,415	23,543	15,218	4,500	5,250	-	-	56,584	35,849	5,531	-	
Mortgage & Rent Expense	-	2	47,741	22,451	2	-	-	-	880,939	-	2,963	-	
Municipal Taxes	-	-	-	-	-	-	-	-	204,587	60	-	-	
Insurance	2,846	12,962	5,137	7,470	9,000	14,940	-	-	35,076	13,424	6,882	-	
Reserve Allocations	-	16,200	-	-	-	-	-	-	104,579	16,875	-	-	
Amortization of Capital Assets	14,697	124,368	-	-	-	-	-	-	-	-	-	-	
Bad Debts	-	1,875	-	-	-	-	-	-	7,088	3,750	750	-	
Total Property Management Expenses	138,578	606,140	337,308	429,068	662,627	684,922	600,779	-	1,918,648	386,180	77,655	-	
Tenant Support Expenses:													
Salaries and Benefits	642,054	917,203	749,273	1,355,092	2,219,013	3,047,925	1,202,855	131,098	175,481	-	47,151	659,204	
Tenant Services	52,781	100,268	108,000	161,866	1,607,513	1,448,250	470,250	1,125	3,420	-	1,950	16,443	
Office Administration	16,324	21,664	32,423	30,375	120,375	75,375	75,375	4,318	1,556	-	2,438	42,750	
Total Tenant Support Expenses	711,159	1,039,134	889,696	1,547,333	3,946,900	4,571,550	1,748,480	136,541	177,037	-	51,538	718,397	
Expense Allocations:													
Central Admin Expense Allocation	83,606	174,178	111,474	139,343	278,685	317,469	-	8,360	16,722	278,686	13,934	59,221	
Property Management Expense Allocation	32,448	67,604	43,265	54,080	108,160	123,213	-	3,246	6,491	108,163	5,408	22,985	
Total Expense Allocations	116,054	241,782	154,739	193,422	386,845	440,682	-	11,606	23,213	386,849	19,342	82,205	
TOTAL EXPENSES	965,790	1,887,056	1,381,743	2,169,823	4,996,372	5,697,154	2,349,259	148,146	200,250	521,577	148,535	800,602	
NET SURPLUS/(LOSS)	0	(0)	1,229	1,294	14,036	0	(1)	0	14,613	24	(222)	5,176	

HFS STATEMENT OF OPERATIONS
FOR MONTH ENDED SEPTEMBER 30, 2020

	CURRENT MONTH			YEAR-TO-DATE			2020 BUDGET	
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	BUDGET	% OF BUDGET USED
REVENUE								
Government Funding:								
City of Toronto	3,153,009	2,394,660	758,349	23,804,474	21,551,942	2,252,532	22,193,997	107.3%
Province of Ontario	30,034	29,435	599	265,518	264,915	603	353,220	75.2%
Total Government Funding	3,183,043	2,424,095	758,948	24,069,992	21,816,857	2,253,135	22,547,216	106.8%
Revenue from Operations	121,030	111,269	9,760	1,138,951	1,001,425	137,527	1,335,233	85.3%
Donation Revenues:								
Restricted Donations	(35,000)	1,417	(36,417)	-	12,750	(12,750)	17,000	0.0%
Unrestricted Donations	-	-	-	-	-	-	-	0.0%
Donations - Other	-	5,403	(5,403)	356	48,626	(48,270)	64,835	0.5%
Total Donation Revenues	(35,000)	6,820	(41,820)	356	61,376	(61,020)	81,835	0.4%
Other Revenues:								
United Way Funding	(244)	16,849	(17,092)	166,050	151,637	14,414	202,182	82.1%
Management Fees	9,674	9,674	-	87,067	87,067	-	116,089	75.0%
Program Funding	22,250	39,578	(17,328)	304,203	356,198	(51,995)	474,930	64.1%
Deferred Amortization Contributions	15,452	15,452	(0)	139,065	139,065	(0)	185,420	75.0%
Total Other Revenues	47,132	81,552	(34,420)	696,385	733,966	(37,581)	978,621	71.2%
TOTAL REVENUE	3,316,205	2,623,736	692,469	25,905,685	23,613,624	2,292,061	24,942,906	103.9%
EXPENSES								
Property Management Expenses:								
Utilities	61,041	87,119	(26,078)	629,705	784,074	(154,369)	1,045,432	60.2%
General Repairs and Maintenance	445,089	279,931	165,158	3,124,738	2,519,377	605,361	2,275,423	137.3%
Building and Equipment	122,335	54,560	67,775	596,013	491,039	104,974	640,719	93.0%
Mechanical	97,660	31,407	66,253	443,019	282,666	160,352	376,889	117.5%
Security, Health & Safety	14,055	21,461	(7,405)	179,282	193,147	(13,865)	253,529	70.7%
Mortgage & Rent Expense	107,237	106,010	1,227	962,961	954,097	8,864	1,272,128	75.7%
Municipal Taxes	32,693	29,227	3,466	184,015	204,647	(20,631)	292,327	62.9%
Insurance	15,596	13,631	1,965	144,690	122,677	22,013	142,289	101.7%
Reserve Allocations	15,570	15,295	275	140,132	137,654	2,479	183,538	76.4%
Amortization of Capital Assets	15,452	15,452	(0)	139,065	139,065	(0)	185,420	75.0%
Bad Debts	2,338	1,496	842	21,236	13,463	7,774	17,950	118.3%
Total Property Management Expenses	929,066	655,588	273,478	6,564,856	5,841,905	722,951	6,685,644	98.2%
Tenant Support Expenses:								
Salaries and Benefits	1,598,669	1,238,483	360,185	12,051,821	11,146,349	905,472	11,820,138	102.0%
Tenant Services	295,675	441,318	(145,644)	3,375,548	3,971,865	(596,317)	3,448,920	97.9%
Office Administration	64,472	47,247	17,225	360,136	425,222	(65,085)	392,962	91.6%
Total Tenant Support Expenses	1,958,815	1,727,048	231,766	15,787,505	15,543,435	244,070	15,662,020	100.8%
Expense Allocations:								
Central Admin Expense Allocation	220,852	175,468	45,383	1,922,766	1,579,216	343,550	1,857,901	103.5%
Property Management Expense Allocation	170,758	68,102	102,656	1,266,725	612,918	653,808	721,082	175.7%
Total Expense Allocations	391,610	243,570	148,039	3,189,491	2,192,134	997,358	2,578,983	123.7%
TOTAL EXPENSES	3,279,491	2,626,207	653,284	25,541,853	23,577,474	1,964,379	24,926,647	102.5%
NET SURPLUS/(LOSS)	36,715	(2,471)	39,186	363,832	36,150	327,682	16,259	2237.8%

HOMES FIRST SOCIETY
STATEMENT OF FINANCIAL POSITION
AS OF SEPTEMBER 30, 2020

	YTD 30-Sept-20	<i>Audited</i> 2019	Net Change
ASSETS			
Current:			
Cash and cash equivalents	3,137,722	2,019,804	1,117,918
Accounts Receivable	4,395,458	2,560,644	1,834,814
Prepaid Expenses	35,061	141,954	(106,893)
Total Current Assets	7,568,241	4,722,402	2,845,839
Property and Equipment	5,274,821	5,697,034	(422,213)
Assets under capital lease	2,296,584	2,675,525	(378,941)
Restricted Investments	2,625,964	2,518,664	107,300
TOTAL ASSETS	17,765,610	15,613,625	2,151,985
LIABILITIES			
Accounts Payable and accrued liabilities	3,279,721	3,683,911	(404,190)
Deferred Revenue	3,066,878	210,513	2,856,365
Total Current Liabilities	6,346,599	3,894,424	2,452,175
Deferred contributions related to property & equipment	331,872	470,938	(139,066)
Restricted Contribution	119,797	119,058	739
Mortgages payable	6,956,641	7,618,730	(662,089)
Total Liabilities	13,754,909	12,103,150	1,651,759
NET ASSETS			
Externally Restricted Reserves	2,285,030	2,150,185	134,845
Internally Restricted Reserves	250,969	249,421	1,548
Unrestricted Net Assets	1,474,702	1,110,869	363,833
Total Net Assets	4,010,700	3,510,475	500,225
TOTAL LIABILITIES AND NET ASSETS	17,765,610	15,613,625	2,151,984

Balance Sheet	
Assets	
Current:	
Cash and cash equivalents	3,137,722.01
Bank Accts	733,313.72
Petty Cash	31,513.52
Guaranteed Investment certificates	2,513,027.02
Owing to/(from) operations	(140,132.25)
Accounts Receivable	4,395,458.46
Government funding	4,016,843.85
HST	355,912.15
Rent, net allowance	1,622.25
Management fee	21,080.21
Prepaid Expenses	35,060.94
Total Current Assets	7,568,241.41
Property and Equipment	5,274,820.70
Assets under capital lease	2,296,583.55
Restricted Investments:	2,625,963.89
Bond Funds	1,200,071.21
Equity Funds	370,759.79
Gen Op GIC	250,965.64
Strachan Reserve GIC	408,020.23
TREB Funds GIC	119,796.55
Scarborough GIC	180,800.22
Owing to/(from) restricted investments	95,550.25
TOTAL ASSETS	17,765,609.55
LIABILITIES	
Accounts Payable and accrued liabilities	3,279,720.76
Accounts payable and accrued liabilities	2,994,546.99
Provision for repayment of subsidies	261,609.00
Accrued mortgage interest	23,564.77
Deferred Revenue	3,066,878.16
SCPI BCA Repairs	-
Miscellaneous	3,066,878.16
Total Current Liabilities	6,346,598.92
Deferred contributions related to property & equipment	331,872.35
Restricted Contribution	119,796.55
Mortgages payable	6,956,641.28
TOTAL LIABILITIES	13,754,909.10
NET ASSETS	
Externally Restricted net assets	2,285,029.68
Internally Restricted net assets	250,968.99
Unrestricted Net Assets	1,110,869.93
Total Net Assets	3,646,868.60
CURRENT YEAR SURPLUS	363,831.85
TOTAL LIABILITIES AND NET ASSETS	17,765,609.55

HOMES FIRST SOCIETY STATEMENT OF OPERATIONS BUDGET PLAN FOR 2021

	SHELTERS & RESPIRE				INITIATIVES				MGD	SDL	TOTAL			
	Strachan	St.Clair	Kennedy	WWC	Lakeshore	Delta/ Strathcona Hotel Programs	4117 Lawrence	BLC				FUSS	CAMH	Social Housing Units
	88	38	60	150	173	300+107	90	100	0	15	174	77	48	275
Units/Beds														
REVENUE														
Government Funding:														
City of Toronto	830,588	1,817,921	1,791,939	6,049,745	7,596,206	7,014,015	2,226,762	2,278,402	197,529	-	2,493,200	429,252	-	851,503
Province of Ontario	353,220	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Government Funding	1,183,808	1,817,921	1,791,939	6,049,745	7,596,206	7,014,015	2,226,762	2,278,402	197,529	-	2,493,200	429,252	-	851,503
Revenue from Operations	-	431,976	1,000	-	-	-	-	-	-	-	629,605	269,116	85,452	-
Donation Revenues:														
Restricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Donation Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenues:														
United Way Funding	61,394	80,894	59,894	-	-	-	-	-	-	0.00	-	-	-	-
Management Fees	-	-	-	-	-	-	-	-	-	-	-	-	116,089	-
Program Funding	-	-	-	-	-	-	-	-	-	267,000	-	-	-	-
Deferred Amortization Contributions	19,596	165,824	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Revenues	80,990	246,718	59,894	-	-	-	-	-	-	267,000	-	-	116,089	-
TOTAL REVENUE	1,264,798	2,496,615	1,852,833	6,049,745	7,596,206	7,014,015	2,226,762	2,278,402	197,529	267,000	3,122,805	698,368	201,541	851,503
EXPENSES														
Property Management Expenses:														
Utilities	39,898	143,000	101,774	-	-	-	85,302	-	-	-	350,137	140,430	15,770	-
General Repairs and Maintenance	71,377	263,659	143,928	1,037,000	751,119	131,518	181,212	527,400	-	-	212,588	70,010	25,682	-
Building and Equipment	19,000	73,975	62,090	12,174	54,000	-	11,500	-	-	-	140,249	108,618	20,000	-
Mechanical	14,000	59,240	49,000	75,042	13,208	-	34,669	-	-	-	89,805	28,195	8,500	-
Security, Health & Safety	21,520	31,167	31,350	7,000	7,000	-	12,534	-	-	-	75,445	47,799	5,100	-
Mortgage & Rent Expense	-	2	81,600	-	-	-	-	-	-	-	1,174,585	-	3,950	-
Municipal Taxes	-	-	-	-	-	-	-	-	-	-	287,130	60	-	-
Insurance	3,190	14,765	5,815	50,150	56,195	7,000	7,470	15,000	-	-	40,087	15,350	7,878	-
Reserve Allocations	-	21,600	-	-	-	-	-	-	-	-	142,743	40,000	-	-
Amortization of Capital Assets	19,596	165,824	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	4,000	-	-	-	-	-	-	-	-	13,500	2,500	1,000	-
Total Property Management Expenses	188,581	777,232	475,557	1,116,324	881,522	138,518	332,687	542,400	-	-	2,526,269	452,961	87,880	-
Tenant Support Expenses:														
Salaries and Benefits	838,441	1,338,367	930,466	2,882,045	4,366,307	5,930,833	1,149,414	976,712	195,679	216,631	-	-	66,939	664,417
Tenant Services	65,176	99,210	109,722	1,482,600	1,636,680	204,029	122,185	377,000	300	-	4,560	-	2,600	11,183
Office Administration	22,215	36,400	40,060	59,800	90,000	35,500	33,500	6,000	1,550	1,287	3,000	-	4,857	53,200
Total Tenant Support Expenses	925,832	1,473,977	1,080,248	4,344,445	6,092,987	6,170,362	1,305,099	1,359,712	197,529	217,918	7,560	-	74,396	728,800
Expense Allocations:														
Central Admin Expense Allocation	99,725	166,208	199,450	398,900	421,061	477,572	398,900	254,853	-	33,242	398,900	166,208	26,593	83,104
Property Management Expense Allocation	47,519	79,198	95,038	190,076	200,636	227,563	190,076	121,437	-	15,840	190,076	79,198	12,672	39,599
Total Expense Allocations	147,244	245,407	294,488	588,976	621,697	705,135	588,976	376,290	-	49,081	588,976	245,407	39,265	122,703
TOTAL EXPENSES	1,261,657	2,496,615	1,850,293	6,049,745	7,596,206	7,014,015	2,226,762	2,278,402	197,529	267,000	3,122,805	698,368	201,540	851,503
NET SURPLUS/(LOSS)	3,141	(0)	2,540	(0)	0	(0)	0	0	0	0	(0)	0	0	(0)

HFS 2021 Budget Assumptions

The first step in developing the 2021 budget is forecasting changes in the current year. The forecasted 2021 is an estimate based on year-to-date September 2020 actual plus anticipated revenue and expense adjustments. Here is a number of assumptions and adjustments made that is reflected in the forecasted 2021 figures:

- (a) One of the main areas we have had to make adjustments was with the capacity in our shelters. Due to the pandemic we have reduced the capacity to keep in compliance with the 2 metres physically distancing as recommended by Toronto public health. The assumed capacity for 2021 are as follows; 702 Kennedy (60), St Clair (38) & Lakeshore (174) due to this our funding will be slightly lower compared to our 2020 agreements.
- (b) At present Savards is suspended but there are plans for us to reopen the shelter in 2021 with a reduced capacity. As there is no clear indication what this will look like yet, I have kept the same staffing and funding agreements the same as previous years.
- (c) Earlier this year the City selected HFS to operate two hotel programs serving around 407 clients. These hotel programs are expected to remain open until the end of 2021 with an estimated revenue of \$7million to operate both programs.
- (d) HFS will be operating a winter respite program at the Better Living Centre (BLC), serving 100 clients, with a possibility of an additional 50 clients for a warming centre. We anticipate this site will operate until April 2021 with revenue of \$2.27 million to operate the site.
- (e) Again due to the uncertainties of the pandemic we are serving a different population at the Willowdale Welcome Centre this has impacted the number of clients we serve as we don't anticipate serving the refugee population next year which will reduce our revenue for this program by 30% from 2020.
- (f) HFS are expected to open two new shelters 2021;
 - 4117 Lawrence is expected to open April 2021, it is assumed we will be serving 90 clients and the budget is based of 702 Kennedy due to the using the same staffing model we expect to have at this new location.
 - 101 Placer is expected to open October 2021, this has been omitted from the budget as there isn't enough information to make an accurate assumption.
- (g) There are three funding streams that ended in 2020 and we don't anticipate that it would be renewed in 2021. The programs are as follows;
- (h) Toronto Urban Health Funding (TUHF) – for the harm reduction project.
- (i) Scarborough Addiction Service Partnership (SASP)
- (j) TCHC rooming house partnership with Dixon Hall

Revenues

1. Besides changes in the shelter allocations all other government funding revenues for 2021 are based on approved funding applications from 2020. Government funding includes Ministry of Health Savard's funding, Section 78 funding at the Housing sites, Rent Supplement for Shuter, Housing Help funding at the Shelters, Meal Club, and Hoarding & Bedbug funding at Strachan, Follow-Up Supports Services Funding, and Supports for Daily Living funding and Toronto Urban Health funding at the housing sites.
2. Revenue from Operations is estimated based 2020 rent projections. These revenues include rent-gear-to-income rent plus other non-rental revenues.
3. A number of donation and grant revenue we received last year have not been allocated to the budgets as changes are being made to the fundraising and development department.
4. All other revenues will remain consistent with 2020 revenues.

Property Management Expenses

1. We anticipate utility expenses to will be slightly lower due to the cost savings and lower consumptions we have had on the hydro in the last couple of years.
2. Maintenance expenses were collaboratively estimated with the Property Manager estimates for 2021.
3. Mortgages are based on mortgage amortization schedules. Rent expense is as per leases.
4. Insurance expenses for all programs were based on the invoice received for November 1, 2020 to November 1, 2021. For Section 78 properties, Strachan house and Shuter bad debts are estimated based on prior years.
5. Reserve allocations – The annual capital reserve allocation for Section 78 properties is based on City benchmarks. Strachan House capital reserve allocation will be consistent with prior years where we do not anticipate having additional capital repairs and Shuter was increased slightly to keep a healthy reserve.

Tenant Support Expenses

1. We anticipate an increase in staff due to the addition of the new shelters and hotel programs, therefore salaries and benefits are due to increase.
2. The unionized staff salaries will increase by 3% as agreed in The Collective Agreement.
3. Tenant services will increase in 2021 due to the costs associated with the new hotel program, respite & shelters. Tenant services include meals, program furniture, fixtures and equipment, community development, resident telephone/cable costs, program supplies (kitchens supplies, rental sheets and clothing), etc.

Expense Allocations

1. (a) There is an increase in central administrative expenses particularly in salaries & benefits and professional fees. The increase in salaries is due to a number of new positions in each department i.e HR & Finance, and creation of a new department to help with the fundraising capabilities of the charity. Professional fees were also increased based on 2020 year to date actuals and extrapolated to the increased in growth. Most general administrative contracts or memberships were also increased by 3% and some were estimated based on prior year's occurrences.

Central Administrative Expenses	
Salaries & Benefits	\$2,677,969
Professional Fees (Including audit fees)	\$255,000
General Administrative Expenses	\$391,199
Total Central Administrative Expenses:	\$3,324,168

- (b) There will also be an increase in Property Department expenses due to a number of additional roles being added to help with the increase in demands. There is also increases in the general property department expenses to allow for protective measures and PPE materials to be readily available when needed.

Property Department Expenses	
Salaries and Benefits	\$981,104
General Property Department Expenses	\$602,862
Total Property Department Expenses:	\$1,583,966

Taking all the projections and forecast into consideration; we anticipate this budget to breakeven at year end.

To: Homes First Society Board of Directors
From: HFS Governance & Nominating Committee
Subject: HFS Governance & Nominating Committee Recommendations
Date: December 1, 2020

Recommendation:

That Naseer Abbasi, Nancy Miller, Cory O'Handley, and Jamie Yoon be declared appointed as a Director of Homes First Society for the 2020-2021 term.

HFS BOARD APPOINTMENTS:

Naseer Abbasi:

Born in Saudi Arabia, Naseer moved to Canada over 20 years ago after attaining a degree in Mathematics. In 2000, he took the Registered Condominium Manager courses and has been managing condominiums since with DEL Property Management.

Naseer has been a member of the Association of Condominium Managers of Ontario, Condominium Management Regulatory Authority of Ontario General Licensee, a speaker at a number of Association of Condominium Managers of Ontario and Canadian Condominium Institute conferences and involved in many committees within DEL Property Management. Naseer has also been trained in Alternative Dispute Resolution from Stitt Feld Handy Group to better support his team and customers through difficult times, especially shared facilities disputes.

Naseer is currently overseeing approximately 36 condominium communities, many of which have complex shared facilities, and is always continuing to learn how best to help address customers' needs.

Nancy Miller

After 25 years, Nancy left the communications agency she owned with her husband. The company provided research, strategic development, writing, marketing, and government relations to not-for-profit and charitable organizations. Her work often brought her in touch with how determinants of health, including homelessness, contribute to poverty and poor health. Today this is evident as we witness the lowest income group having the highest rate of COVID-19 cases.

After leaving her agency, Nancy started a career in writing for children. She has had two books for teens published and is writing a third, and for a time, she was part-owner of a media literacy organization for children, rewriting news stories in language children could understand. Nancy's volunteer positions over the years include time with UNICEF, Dixon Hall, a music program in disadvantaged schools, and a Community Refugee Committee.

Cory O'Handley:

Cory O'Handley has been working with marginalized populations for over 28 years addressing system barriers related to mental health and addictions as it relates to housing and

homelessness. His current role as the Director of Projects and Housing Development for Services and Housing In the Province (SHIP) provides him the opportunity to advance various initiatives and projects related to housing and homelessness. Prior to SHIP, Cory worked for the Centre for Addiction and Mental Health within the Community Support and Research Unit focusing on housing development, partnerships, and research.

Cory is the co-founder of the Peel Alliance to End Homelessness and The Ontario Alliance to End Homelessness, and currently participates on advisory boards and several advocacy and social service working groups addressing the root causes of homelessness.

Cory holds a master's degree in Leadership from the University of Guelph.

Jamie Yoon:

A graduate of both the University of Toronto and the University of British Columbia, Jamie Yoon is Senior Counsel with Deloitte Canada. He has over 10 years of experience in private practice law as well as in-house counsel. Prior to working at Deloitte, Jamie was in-house counsel to a provincial Crown agency and spent several years in private practice on Bay Street.

In his spare time, Jamie can often be found running the trails of west Toronto and lamenting the state of the Toronto Maple Leafs. As a lifelong resident of the city, he is joining Homes First with the goal of prioritizing sustainable community development among public and private stakeholders.

9.

HFS BOARD OF DIRECTORS' ACTION ITEM TRACKING

Updated prior to the December 1, 2020 Board of Directors' Meeting

DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1. December 1, 2020	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. December 1, 2020	The Communications and the Finance & Audit Committees will submit their 2020-2021 workplans.	The Communications and the Finance & Audit Committees	August 27, 2020; October 6, 2020	The HFS Governance & Nominating Committee circulated their plan at the October 6, 2020 meeting.
3. December 1, 2020	Community Director vacancies will be filled.	Governance & Nominating Committee	August 27, 2020	Recruiting will focus on individuals with a portfolio-related skillset, finance, as well as two individuals with social, community, or health services backgrounds.
4. Defer (see notes)	The portfolio dashboard will be updated to include an additional column to for the building's square footage in preparation of the Committee's review.	HFS Management & HFS Portfolio Committee	September 24, 2019	Work on the dashboard will be deferred until the Covid-19 crisis has passed.

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
5.	Defer (see notes)	The HFS Portfolio Committee will perform a post-mortem analysis of the purchase and sale of the Lawrence property (lessons learned, as well as recommendations to avoid any similar situation moving forward) which may be used to improve the Risk Management Policy.	HFS Portfolio Committee	August 27, 2019	To be deferred until the Covid-19 crisis has passed.
6.	TBD	Directors are invited to email Mike Heinrich their feedback about what their goals and visions are for the upcoming Strategic Planning event.	All Directors	October 6, 2020	
7.	TBD	Directors are invited to inform Kim Mole if they wish to join any of the Committees.	All Directors	October 6, 2020	
8.	TBD	Fran Perkins will review the videos and speak with Patricia about next steps for the Orientation.	Fran Perkins	October 6, 2020	