

HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING

Tuesday, June 29, 2021, 6:00 p.m.

Zoom Meeting

Agenda

1.	Call to Order
2.	Declaration of Conflict of Interest <i>Board members must declare any conflict of interest which relates to an item of discussion; arrears of a board member is a conflict of interest</i>
3.	Approval of the Agenda
4.	Approval of Minutes A. Approval of Minutes of the Meeting of May 18, 2021
5.	Chief Executive Officer's Updates A. HFS Chief Executive Officer's Update
6.	Executive Committee Update A. HFS 2021-2022 Committee Composition & Membership B. HFS 2021-2022 Board and Executive Meeting Schedule
7.	Communications Committee Update
8.	Finance & Audit Committee Update
9.	Governance & Nomination Committee Update
10.	Access to Education Scholarship Subcommittee Update
11.	Board Action Items Update
12.	In Camera
13.	Other Business A. HFS 2021-2023 Strategic Plan B. Next Steps on Anti-Racism and Anti-Oppression Training C. Information Sharing

Materials for this agenda:

- 4.A. - HFS Board May 18, 2021 Minutes
- 5.A. - HFS Chief Executive Officer's Update
- 6.A. - HFS 2021-2022 Committee Composition & Membership
- 6.B. - HFS 2021-2022 Board and Executive Meeting Schedule
- 11. - HFS Board Action Items Tracking Table
- 13.A. - HFS 2021-2023 Strategic Plan

HOMES FIRST SOCIETY BOARD MEETING Tuesday, May 18, 2021, 6:15 p.m. Zoom Meeting

Present:**Regrets:**

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

Guest

Dan Shereck (Partner, Akler Browning LLP)

Staff

Patricia Mueller (Chief Executive Officer)
 Jamie Facciolo (Director of Development and Homelessness Initiatives)
 Ade Olubode (Director of Finance)
 Kim Mole (Recorder)

1. Call to Order

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

2. Declaration of Conflict of Interest

- None.

3. Approval of the Updated Agenda

- Approved.

4. Approval of Minutes of the meeting held on April 20, 2021

MOTION: That the minutes be approved.

MOVED: Fran Perkins

SECONDED: Carla Whillier

CARRIED

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

- Patricia answered questions about her update.
- Mike expressed interest in seeing the results of the City's Quality Assurance review of our shelters; Patricia noted that while our shelters have not been reviewed in recent years, she would be happy to ask Michael Lyster, HFS Director of Shelters & Housing, for that information.

Action: [Patricia Mueller will send Mike Heinrich the results of a recent Quality Assurance review.](#)

- Jamie explained that the "Here to Help" or "H@H" collaborative project, is a pilot project designed to alleviate some of the pressure on emergency services with interventions that would include peer workers.



- Jamie explained that the “Here to Help” or “H@H” is a collaborative pilot project, between Homes First, Inner City Family Health Team, Gerstein Crisis Center, Dixon Hall, The Neighbourhood Group, and Seeds of Hope.
- This project is designed to alleviate some of the pressure on emergency services through the establishment of a multidisciplinary team made up of harm reduction, peer support, crisis intervention, transitional support workers, as well as mental health nurses all skilled in de-escalation and crisis intervention in two downtown east areas (Church/ and Moss Park.
- The team will provide street outreach, rapid response, and short-term follow-up support and will incorporate a trauma informed understanding of marginalized communities including a strong analysis of anti-indigenous and anti-black racism in all aspects of the project.

B. HFS Community Development and Outreach Update

- **Centralized Food Program:**
 - Jamie Facciolo, Director of Development and Homelessness Initiatives, reported we have received a one-million-dollar grant from the Sprott Foundation towards our centralized food program.
 - Patricia explained that this program would enable Homes First to prepare nutritious meals for our shelter residents, as well as provide us with the opportunity to have prepared, specialized meals on hand (such as halal, gluten-free, etc.).
 - Jamie explained that the program will also enable us to provide much needed food access and security to those living in our supportive housing sites, in particular seniors and those struggling with mental health and substance-use issues.
 - As the grant enables us to invest in the kitchen, as well as put a system for a centralized food program in place, after the year, we will be able to utilize City funding to continue with the program.
 - Patricia and Jamie thanked Mike Heinrich for reconnecting us with the Sprott Foundation.
- **Strachan House:**
 - Patricia reported that prior to Covid, Homes First reported some serious problems at Strachan House to our landlords, the City of Toronto; reassuring the Board that while serious, these issues are not putting our residents at risk.
 - The City is exploring the possibility of replacing the existing building with a completely new building, and as suggested by Councillor Cressy, it could incorporate the footprint of Strachan House with that of the adjoining property we have earmarked for the Wellington Project.
 - Jamie reported that initial talks have begun around potential replacement sites including one of the Rapid Housing Initiative locations.
 - However, it was also noted that this decision has not been finalized.
 - While there is a great deal of enthusiasm for these projects with different layers of the City, it was noted that the City may move quickly, but historically they tend to move at a more cautious rate, making estimation impossible at this time.



- **Homes First's Toronto Community Housing Buildings:**
 - A number of years ago, the Toronto Community Housing Corporation had contemplated selling its scattered housing stock, including the Brandon, Huron, Jarvis, and Northcote buildings; however, we were successful in ensuring that our buildings were not sold off.
 - More recently, Toronto Community Housing approached us about purchasing these buildings.
 - Jamie reported that in essence, we would be offered the buildings at the cost of their remaining mortgages; however, it is not as straightforward: for example, we have a mortgage for the 40-year lease we entered into for Huron; Huron is also part of a group of other properties and would require severance.
 - At present, the timeframe is uncertain, as is the process – it could take one year or five; also, each property may be offered separately or as a group.
 - Homes First would need to conduct a feasibility study, that would include building condition audits.

6. Executive Committee Update

- None.

7. Communications Committee Update

- Jeremy Roach, Committee Chair, briefly reviewed the circulated report.
- Jamie Facciolo elaborated on the plans for this year's Homes for Dinner.
- Of necessity, this year's event will be a hybrid of family and friends in-person dinners with a virtual component and will have the additional goal of building momentum for next year's in-person event.
- Dana Hansen, Fundraising and Development Manager, is confident we will be able to acquire a presenting sponsor, Jennifer Bassett of Bassett Events is hopeful she can obtain the services of the chefs who had contributed to past events.
- The virtual event will include using a platform such as Zoom and will include some informative production pieces, in addition to some interactive activities such as an auction and a closing ceremony.
- Jeremy noted that the Communications Committee discussed the incorporation of fundraising activities into its responsibilities and concluded an Event Subcommittee was needed.

MOTION: That the Board of Directors approve the creation of the Events Subcommittee.

MOVED: Jeremy Roach

SECONDED: Marc Pourvahidi

CARRIED

8. Finance & Audit Committee Update

A. HFS 2020 Draft Audited Statements

- Dan Shereck, Partner, Akler Browning LLP, briefly reviewed the HFS 2020 Audited Finance Policies.



- Dan explained that Homes First Society's statements are prepared to meet the requirements of our funders, and as such, are "special purpose audit statements", adding that the Society has a clean audit.
- To meet auditing requirements, Dan enquired of Patricia Mueller, Ade Olubode, and the Board of Directors whether "they were aware of any contingent liabilities that have not been properly reflected in the financial statements; if any events have occurred up until the meeting date which they feel I [Dan] should have been made aware of; or whether there have been any changes in events already reflected in the financial statements that occurred up to the date of the meeting?". Patricia, Ade, and Board Members present confirmed that this was not the case.
- Dan noted that he had yet to receive the audit letters from our lawyers but expected to receive those shortly.

MOTION: That the HFS 2020 Audited Financial Statements be approved by the HFS Board of Directors as presented and forwarded to the membership for acceptance.

MOVED: Marc Pourvahidi **SECONDED:** Jeremy Roach **CARRIED**

- Dan thanked Patricia, as well as Ade and his team for their help during the audit process.
- Patricia thanked Dan and his team, as well as Ade Olubode, Director of Finance, and his team for all of their hard work.

B. Acceptance of the HFS March 2021 Financial Statements

- Ade Olubode, Director of Finance, briefly reviewed the Financials.

MOTION: That the HFS March 2021 Financials be accepted.

MOVED: Marc Pourvahidi **SECONDED:** Jeremy Roach **CARRIED**

C. HFS Finance & Audit Committee Work Plan

MOTION: That the HFS Finance & Audit Committee Work Plan be approved.

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

9. Governance & Nominating Committee Update

- Fran Perkins, Committee Chair, briefly reviewed the update, noting that while work on the Board recruitment posting is underway, all Directors are asked to encourage candidates to send their CV to Kim Mole.
- Carla Whillier is working with Kim to create a brief online Board succession survey; it is hoped that it will be ready within a week for the Directors to complete.
- Received for information.

10. Access to Education Scholarship Subcommittee Update

- Fran Perkins, Subcommittee Chair, reported that she had sent the direct-ask letter to her contacts, and to date, five people have donated.
- Fran reminded everyone that a template for a direct-ask email has been sent to all Directors and encouraged everyone to adapt it for their own use.
- Received for information.



11. Board Action Items Update

- Item 1: Will remain as “ongoing”.
- Item 2: Completed.
- Item 3: Ongoing.
- Item 4: Ongoing.
- Item 5: Ongoing.
- Item 6: June 29th.
- Item 7: To be removed from table as it is incorporated into the Committee’s work plan.

12. In Camera

MOTION: That the HFS Governance & Nominating Committee Board Evaluation Summary be discussed in camera.

MOVED: Carla Whillier **SECONDED:** Mike Heinrich **CARRIED**

A. HFS Governance & Nominating Committee Board Evaluation Summary

- It was noted that the list of the people in attendance at the April 27, 2021 Special Meeting was incomplete; the Directors in attendance were Cory O’Handley, Mike Heinrich, Fran Perkins, Marc Pourvahidi, Jeremy Roach, Jose Querubin, Carla Whillier, and Jamie Yoon.

MOTION:

1. That the Board Chair and Secretary, in conjunction with the CEO:
 - i. Develop mutually agreed upon standardized formats for the CEO and other Board reports based on the input from this survey.
 - ii. Develop and amend the annual Board schedule of reports to include areas such as mandated and due diligence, Board oversight, identified priorities and evolving issues.
2. That key performance indicators that facilitate the process of Board oversight be referred to the strategic planning process for identification and development by the CEO.
3. That the Governance & Nomination Committee continue to conduct annual Board surveys to facilitate improvement in Board Governance and oversight.
4. That the Governance & Nominating Committee explore and prepare a plan for Board development and training for identified topics and subjects of interest. Differing modes of presentation will be explored.

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

MOTION: That the Board exit the in-camera session.

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

13. Other Business

A. HFS Notice of Annual General Meeting and Proxy Form

- Patricia added that Nick Falvo, a leading researcher and contributor to academic articles and studies on affordable housing, homelessness, and poverty, has agreed to be our guest speaker at the upcoming AGM.



- Received for information.

B. Strategic Planning Session Debrief

- Mike Heinrich reviewed the report, Mike requested that any additional feedback be emailed to him to enable him to circulate an updated version within a week for final approval.

C. Information Sharing

- It was noted that this was Jeremy Roach's final Board meeting; Jeremy has served the Board in many ways over the years, including serving as the Chair, Treasurer, as well as in her present role as Past Chair for the past decade and will be missed.
- The Board and staff thanked Jeremy for his work and dedication on behalf of Homes First.

The meeting adjourned at 8:45 p.m.

The next HFS Board of Directors' meeting is scheduled for Tuesday, June 29, 2021 at 6:00 p.m.

Jose Querubin, Chair

Respectfully Submitted By:
Kim Mole, Recorder
On May 18, 2021

5.A.

To: Homes First Society Board of Directors
 From: Patricia Mueller, Chief Executive Officer
 Subject: HFS Chief Executive Officer's Report
 Date: June 29, 2021

Recommendation:

That this report be received for information.

Background:

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

1. Financial sustainability:

- *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 April 30, 2021	Year-To-Date Cost per Unit	Current Monthly Cost per Unit	Average Monthly Cost	Average Monthly Cost per Unit
Strathcona	97	748,838	7,720	1,917	249,613	2,573
Strachan	88	856,376	9,732	2,672	285,459	3,244
St. Clair	31	608,569	19,631	5,312	202,856	6,544
Kennedy	47	949,959	20,212	5,060	316,653	6,737
Bathurst-Lake Shore	173	2,560,628	14,801	3,667	853,543	4,934
Willowdale	150	2,381,474	15,876	4,071	793,825	5,292
Delta Hotel	264	2,229,048	8,443	2,484	743,016	2,814
Better Living Centre	124	2,122,494	17,117	2,896	707,498	5,706
Esplanade Hotel	254	1,194,704	4,704	2,174	398,235	1,568
CAMH	15	78,152	5,210	799	26,051	1,737
City SHU	174	1,268,139	7,288	1,883	422,713	2,429
Shuter	77	196,991	2,558	591	65,664	853
Managed Properties	48	84,372	1,758	307	28,124	586
SDL	275	284,789	1,036	261	94,930	345

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 $\div A = D$	$B \div (\text{Number of Months}) = E$	$E \div A = F$

- The financial report as of April 30, 2021, shows that there is a surplus.
- The operating surplus is \$102,537. All the programs have a small surplus or at break even except for Managed Properties which had a deficit of \$24,274 due to repairs and unit turnovers but is expected to break-even by the end of the year.
- The Esplanade Hotel Program opened on February 22nd and has a capacity of 254 beds.
- **Monthly accounts receivable by site as of May 30, 2021 (Monthly arrears, vacancies, LTB applications, evictions):**

Site	Units	# of Units Occupied	Total Accounts Receivable	Maintenance & Other Arrears	Monthly Rent Arrears	Repayment Agreements on File	Month's N4s	Month's L1	Total YTD Evictions	Move In	Move Out	Vacancies
Bellevue	28	28					1					
Brandon*	5	5	N/A									
Huron	10	10	97		97					1		
Jarvis*	24	24	N/A									
Meegwetch	64	63	5,680	203	5,477	2						1
Northcote*	6	5	N/A									1
Pleasant Manor	16	16	448	121	327		1					
Sheila Miller	22	22	1,804	276	1,528	1						
Shuter	77	77	11,123	1,634	9,489	2	1			1	2	
140 Spadina	7	6						1		1		1
164 Spadina	6	6										
Strachan	83	76	8,196	816	7,380						5	7
Vaughan	29	28	5,702		5,702			1	1		1	1
Wales	5	4										1
TOTALS	382	370	33,050	3,050	30,000	5	3	2	1	3	8	12

Account Receivable Notes:

- Arrangements for repayment agreements with residents in arrears of \$7,276 have been made.
- *All rent collected from Brandon, Jarvis, and Northcote residents goes directly to TCHC; increasingly, tenants are paying their rent directly to TCHC.

2. Safe and comfortable buildings:

- *All projects identified as top priority projects in building condition audits and included in the approved capital budget are completed within 2 years of budget approval.*
- *90% or better of authorised work orders are completed within the following timeframes:*
 - *The highest priorities, including broken pipes, broken down doors, broken locks, etc., are completed within 24 hours.*
 - *Broken windows, plugged toilets, appliance breakdowns, for example, are completed within one workday.*
 - *Regular maintenance (such as replacing light bulbs, drywall repairs in common areas) are completed within five working days.*

- *Unit turnovers are completed within 30 days within housing, and 5 working days at Strachan House.*
- *Pest control work orders are scheduled as negotiated with client.*
- *In addition to the above, planned inspections are conducted on the planned date, or on the next business date in the case of staff illness.*
- *Contracted work is completed as negotiated with contractor.*

Priority Repair Record:

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

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

The Property Department has been working hard to keep our completion rates on target, with the focus being on the highest priority items.

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.

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

Priority 2 Calls:

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

- May:
 - Of the 60 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.

- May:
 - Of the 303 Priority 3 calls logged, all but 11 were completed within four weeks for a 93% completion rate; however, 3 outstanding workorders remain from March and 5 from April, for a total of 19 outstanding workorders as a result of back-ordered appliance parts and new units.

Priority 4 Calls:

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

- May:
 - Out of 29 preventative maintenance events, all were completed for a 100% completion rate.

Unit Rollovers:

- May:
 - Of the 5 units rolled over, all work was completed for a 100% completion rate.

Pest Control and Hoarding:

- Only the units with extreme pest control problems have been entered, and only with every precaution taken for the safety of both residents and staff.
- May:
 - A total of 101 pest control interventions took place throughout the month.
 - 229 unit inspections took place resulting in 4 clutter interventions, and:
 - 31 bedbug treatments.
 - 6 units treated for mice.
 - 8 units treated for roaches.
 - 18 units treated with preventative applications.
 - In addition, 189 shelter bed bug treatments were completed.

Capital Projects:

- **Sheila Miller Commercial Kitchen Project:**
 - The project has gone through the Committee of Adjustment and has been approved for building permits; CMS Building Consultants are working on the scope of work for the tendering process.

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:

- May:
 - There were a total of 270 active case management files and 70 referrals to outside agencies.
 - No in-person events or group activities took place as per Toronto Public Health and City of Toronto directives, with the exception of Second Harvest (food bank and prepared meals), Courage Cookies and Alternative Grounds self-serve café, which took place weekly, with 166 residents partaking.

- To help bring clients out of isolation, social distance gardening programs are taking place throughout our housing sites. 13 tenants regularly participate in the gardening programs onsite.
- Lawns and courtyards are used by clients to take advantage of the warmer weather with all Covid protocol and safety measures in place; clients use the courtyards to sit outside and chat with case managers as well as peers.
- Supports continue around tenants filing taxes as the new City RGI Regulation is set to take effect on July 1st and has been successful in encouraging many of our residents previously hesitant to file.
- Many of our tenants have been vaccinated through supports such as vaccine clinic and appointment booking assistance by Intensive Case Management Workers, and we continue to provide education about the vaccine.
- There were 23 eviction prevention activities throughout the month (i.e., rent arrears, unit clean up, and pest control assistance).
- 58 stabilization supports were provided (i.e., pest control assistance and facilitating medication between residents).

Shelters – Service Delivery:

- **Bathurst-Lake Shore Shelter:**

- May:
 - There were a total of 173 beds and 317 clients served during the month.
 - The Intensive Case Management Team made 171 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 49;
 - Obtained housing, 7;
 - Assistance with the Toronto Transitional Housing Allowance Program, 1;
 - Obtaining or recovering identification, 17;
 - Furniture Bank referrals, 1;
 - Assistance, referrals, and/or supports for income supports, 17;
 - Medical health referrals/supports, 14;
 - Mental health, addiction, recovery, and substance use, 5;
 - Legal referrals, 6;
 - Immigration, refugee claims, and Citizenship Canada, 2;
 - Employment supports, 6;
 - Clothing bank referrals, 3;
 - Life skills referrals/supports and/or number of people who participated in the activities, 1;
 - Referrals to other community services not reported above, 42.

- **Better Living Centre (BLC):**

- As previously reported, the Better Living Centre Winter Respite also has a separate Warming Centre in the same building that is activated in the event of an Extreme Weather Alert; there were no Extreme Weather Alerts during the month.
- Respite – May:
 - There were a total of 124 beds and 241 clients served during the month.
 - The Intensive Case Management Team made 33 referrals including the following referrals, supports, and activities for the month:

- Housing referrals and search assistance, 22;
- Obtaining or recovering identification, 7;
- Assistance, referrals, and/or supports for income supports, 8;
- Medical health referrals/supports, 8;
- Mental health, addiction, recovery, and substance use, 3;
- Legal referrals, 3;
- Employment supports, 1.
- **Delta Hotel Program:**
 - May:
 - There were a total of 306 beds and 328 clients served during the month.
 - The Intensive Case Management Team made 216 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 69;
 - Obtained housing, 2;
 - Obtaining or recovering identification, 21;
 - Furniture Bank referrals, 3;
 - Assistance, referrals, and/or supports for income supports, 20;
 - Referrals, supports, and/or assistance with taxes, 20;
 - Medical health referrals/supports, 38;
 - Mental health, addiction, recovery, and substance use, 16;
 - Legal referrals, 5;
 - Immigration, refugee claims, and Citizenship Canada, 5;
 - Employment supports, 10;
 - Volunteering supports, 1;
 - Clothing bank referrals, 3;
 - Life skills referrals/supports and/or number of people who participated in the activities, 5;
 - Referrals to other community services not reported above, 2.
 - For the month of May, harm reduction and outreach occurred from Monday to Friday; activities included: harm reduction kit making groups (21 participants); in-person substance use spotting; informal counselling: education, crisis response and overdose response.
 - We continue to hold one-on-one client sessions, as well as provide education and harm reduction kits.
 - This was our first month utilizing our harm reduction team to provide an Overdose Refresher Workshop to 8 staff.
- **The Esplanade:**
 - May:
 - There were a total of 250 beds and 271 clients served during the month.
 - The Intensive Case Management Team made 467 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 19;
 - Assistance with the Toronto Transitional Housing Allowance Program, 1;
 - Obtaining or recovering identification, 33;
 - Assistance, referrals, and/or supports for income supports, 106;

- Referrals, supports, and/or assistance with taxes, 106;
- Medical health referrals/supports, 114;
- Mental health, addiction, recovery, and substance use, 73;
- Legal referrals, 28;
- Immigration, refugee claims, and Citizenship Canada, 8;
- Employment supports, 8;
- Volunteering supports, 8.
- **Kennedy:**
 - May:
 - There were a total of 47 beds and 68 clients served during the month.
 - The Intensive Case Management Team made 152 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 7;
 - Obtained housing, 2;
 - Obtaining or recovering identification, 27;
 - Assistance, referrals, and/or supports for income supports, 23;
 - Referrals, supports, and/or assistance with taxes, 9;
 - Medical health referrals/supports, 18;
 - Mental health, addiction, recovery, and substance use, 1;
 - Immigration, refugee claims, and Citizenship Canada, 2;
 - Employment supports, 7;
 - Life skills referrals/supports and/or number of people who participated in the activities, 204;
 - LGBTQ2S+ referrals/supports, 1;
 - Referrals to other community services not reported above, 57.
- **St. Clair Shelter:**
 - May:
 - There were a total of 30 beds and 51 clients served during the month.
 - The Intensive Case Management Team made 61 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 19;
 - Obtained housing, 1;
 - Obtaining or recovering identification, 5;
 - Furniture Bank referrals, 1;
 - Assistance, referrals, and/or supports for income supports, 5;
 - Referrals, supports, and/or assistance with taxes, 1;
 - Medical health referrals/supports, 1;
 - Mental health, addiction, recovery, and substance use, 5;
 - Legal referrals, 6;
 - Immigration, refugee claims, and Citizenship Canada, 1;
 - Employment supports, 1;
 - Clothing bank referrals, 4;
 - Life skills referrals/supports and/or number of people who participated in the activities, 10.

- **Strachan House:**

- May:

- There were a total of 86 beds and 81 clients served during the month.
 - The Intensive Case Management Team made 620 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 33;
 - Obtained housing, 3;
 - Obtaining or recovering identification, 8;
 - Assistance, referrals, and/or supports for income supports, 39;
 - Referrals, supports, and/or assistance with taxes, 3;
 - Medical health referrals/supports, 214;
 - Mental health, addiction, recovery, and substance use, 46;
 - Legal referrals, 29;
 - Employment supports, 9;
 - Volunteering supports, 4.

- **Strathcona Hotel Program:**

- May:

- There were a total of 103 beds and 111 clients served during the month.
 - The Intensive Case Management Team made 78 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 15;
 - Obtained housing, 4;
 - Obtaining or recovering identification, 5;
 - Assistance, referrals, and/or supports for income supports, 3;
 - Referrals, supports, and/or assistance with taxes, 5;
 - Medical health referrals/supports, 15;
 - Mental health, addiction, recovery, and substance use, 5;
 - Legal referrals, 1;
 - Immigration, refugee claims, and Citizenship Canada, 1;
 - Employment supports, 2;
 - Life skills referrals/supports and/or number of people who participated in the activities, 22.

- **Willowdale:**

- As previously reported, Willowdale also has a separate Warming Centre in the same building that is activated in the event of an Extreme Weather Alert; there were no Extreme Weather Alerts during the month.

- Shelter – May:

- There were a total of 125 beds and 191 clients served during the month.
 - The Intensive Case Management Team made 152 referrals including the following referrals, supports, and activities for the month:
 - Housing referrals and search assistance, 28;
 - Obtained housing, 3;
 - Obtaining or recovering identification, 8;
 - Furniture Bank referrals, 2;
 - Assistance, referrals, and/or supports for income supports, 25;

- Referrals, supports, and/or assistance with taxes, 4;
- Medical health referrals/supports, 14;
- Mental health, addiction, recovery, and substance use, 9;
- Legal referrals, 15;
- Immigration, refugee claims, and Citizenship Canada, 2;
- Employment supports, 5;
- Clothing bank referrals, 1;
- Referrals to other community services not reported above, 3.
- **Assertive Follow-Up Support Services Pilot Project (External Services):**
 - The Follow-Up Supports team continued conducting in-person visits (maintaining distance and with PPE) only under urgent circumstances with clients. Most office work was completed through email/phone at the team's home offices or at their office at Bellevue. The team members coordinate who is in the office at Bellevue as there is not enough space to maintain appropriate distance. The team has three positions and a full caseload of 64 clients.

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.
- May:

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

 - Acquired Brain Injuries Training, 24;
 - Additional precautions training, 1;
 - Administrative controls, 1;
 - Anti racism\ anti oppression introduction training, 4;
 - Anywhere Wellness essentials training: expressive writing, 1;
 - Anywhere Wellness essential's training: self compassion, 1;
 - AODA Customer Service Training, 35;
 - Bed Bugs Training, 24;
 - Boundaries Evaluation, 24;
 - Computer, Email, and Internet Usage Policy, 24;
 - Conflict Resolution Training, 27;
 - Conflict resolution training animated, 2;
 - Conflict resolution and negotiation skills training, 3;
 - Counseling skills part 1, 6;
 - Counseling skills Part 2, 6;
 - COVID-19 IPAC Fundamental Training, 4;
 - De-Escalating Potentially Violent Situations, 25;
 - De-escalation Training, 24;
 - Diversity and inclusion training, 1;
 - Documentation Skills Training, 24;
 - Effective conflict resolution for supervisors, 6;

- Effective communication training, 1;
- Emergency Procedures Training, 24;
- Fire Evacuation Training; 24;
- First Aid Requirements Training, 24;
- Fostering 2SLGBTQIA Inclusive Environments, 66;
- Goal setting in the workplace training for leaders, 1;
- Handling difficult employee conversations training, 1;
- Harm Reduction, 24;
- Hazard Identification and Control, 24;
- Health care provider controls training, 1;
- Health and Safety Management and Employee Responsibilities, 24;
- Homes First Society Orientation Package, 24;
- Intercultural Development Inventory Feedback session, 68;
- Kitchen Safety, 24;
- Managing and Coping with Stress, 36;
- Managing a Unionized Environment Training, 66;
- Mental Health, Part 1, 24;
- Mental Health, Part 2, 24;
- Mental health in the workplace training for employees, 31;
- Methamphetamines: Effectively supporting those who use, 1;
- Motivational Interviewing (Introduction), 30;
- Naloxone Nasal Spray Training, 24;
- New Supervisor Training, 1;
- Non-Violent Crisis Intervention, 2;
- Overdose prevention, recognition and response training, 12;
- Pet Policy and Procedures, 24;
- Pirouette Case Management, 24;
- Respect in the Workplace Training, 34;
- Required topics for customer service standard training, 1;
- Shelter Management Information System (SMIS) Training, 23;
- Slips, Trips, and Falls Awareness Training, 2;
- Strategies of Defusing Hostility, 24;
- Suicide Prevention Workshop, 6;
- Supervisors' information Sessions Evaluations, 23;
- Supervisors' information Session regarding Time Off, 48;
- Trauma Informed Care, 4;
- Understanding Human Rights Training (AODA Edition), 1;
- Understanding and Managing Aggressive Behavior training, 3;
- Workplace Bullying Training (All Jurisdictions), 36;
- Workplace Diversity and Inclusion Training, 1;
- Workplace Hazardous Materials Information System (WHMIS) 2015 – for Workers and Supervisors – All Jurisdictions, 35;
- Workplace Violence and Harassment Training for Employees, 2;
- Workplace hazard training, 1;
- Workplace sensitivity training for all employees, 32;
- Worker Health and Safety Awareness in 4 Steps, 6;
- Working with People with Disabilities, 41.

- *Staff turnover rates (number of resignations, vacancies, and new hires) and absenteeism are monitored to ensure appropriate policies are in place to encourage productivity.*
 - Due to Covid-19, we have moved our interviews online. We are still able to maintain the same criteria for interviews utilizing Zoom. Furthermore, we have also utilized Zoom for our new staff orientation sessions; one of the Human Resources Managers provides a full day of online e-learning to new staff in place of our previous in-person sessions.
 - May:
 - Staff Turnover: 6.
 - Vacancies (including newly created positions): 36 Community Shelter Workers; 2 Intensive Case Management Workers; 1 Intensive Case Management-Health Supports Worker; 1 Intensive Case Management-Community Engagement Worker; 1 Pest Control & Hoarding Specialist; 1 Maintenance Worker; 1 Personal Support Worker; 40 Weekend Relief Contracts.
 - New Hires: 16 Relief Community Shelter Workers; 22 Weekend Contracts; 13 Community Shelter Workers; 1 Intensive Case Management Workers; 1 ICM Community Engagement; 1 Transitional Case Management Supervisor
 - New Leaves of Absence: 1 Relief Community Shelter Worker.

Staff Absenteeism – Average Number of Sick Days per Individual			
Employees	May Average	2021 Year-to-date	12 Month Average for 2020
Unionized Employees (186)	1.01	1.07	1.13
Non-Unionized Employees (15)	0.33	0.21	0.41
Management (81)	0.35	0.44	0.74
All Staff (282)	0.79	0.85	0.98

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

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

s5. Development Team Update:

Fundraising:

- May:
 - The one-million-dollar donation from Sprott Foundation was confirmed.
 - A new partnership was formed with Hockey Helps the Homeless.
 - Completed plan and solidified date for Homes For Dinner event (November 13, 2021).

Community Engagement and Volunteer Program:

- May:
 - On May 17th, Homes First chaired and hosted a Community Liaison Committee (CLC) meeting with the St. Lawrence and Esplanade Community.

- Homes First concluded our 4-part community education series, The Art of Neighbouring, within The Esplanade community; we are putting plans in place for multiple sessions of this series with the communities surrounding the Delta Hotel and Strathcona Hotel.
- Communication documents, including website content, a virtual tour, and 5-minute video went public to promote the opening of 4117 Lawrence and its Community Liaison Committee membership.
- A new Community Engagement Coordinator position was filled for The Esplanade and the Strathcona Hotel.
- A new partnership was established with the WomenattheCentrE for virtual and in-person support groups, advocacy work, and resource sharing.
- An administrative volunteer started in the Human Resources department, assisting with data entry and pre-screening.
- We shared a virtual easy access link for free screenings from the TIFF film roster for 2021 to all Homes First locations.
- On May 19th, a volunteer was onsite at The Esplanade to support health care staff with the vaccine rollout for residents.

Communications and Marketing Update:

- May:
 - This month we welcomed a new Communications Supervisor, Kallan Lyons; Kallan has previously worked for Homes First Foundation and as the Society's Community Development Coordinator.
 - Throughout the month, the Communications Supervisor continued to triage and answer requests for interviews from varying media outlets; all media requests of importance were sent to the CEO.
 - A story on our new shelter at 4117 Lawrence was published in the Scarborough Mirror (toronto.com) on May 31, 2021 (<https://www.toronto.com/news-story/10404600-emergency-shelter-has-opened-in-scarborough-s-west-hill-neighbourhood/>).
 - The Communications Supervisor continued to create and post on Homes First social media channels as needed, sharing organizational updates and key moments throughout the month, including the opening of a new shelter at 4117 Lawrence Avenue in partnership with the City of Toronto.
 - The Communications Supervisor continued to work with the Fundraising and Development team to create an integrated Marketing and Communications Plan to plan and execute marketing, awareness, and fundraising goals for the year; the plan is in the final review stage.
 - Working with upper management and the Human Resources Department, the Communications Supervisor continued to send out updates to staff regarding Covid cases, vaccination updates, and other items as needed.
 - The Communications Supervisor continued to send out weekly updates to staff titled "Heroes Among Us"; each week highlights a staff member or resident who went above and beyond to help a resident or features updates on events taking place throughout the organization.

Social Media Statistics (May):

Twitter	Facebook	Instagram
<ul style="list-style-type: none"> • 2 tweets in total • 6570 impressions • 1,136 profile visits • 26 mentions • 0 new followers 	<ul style="list-style-type: none"> • 3 posts in total • 12 new page followers • 197 page views • 829 reached via posts • 197 engagements 	<ul style="list-style-type: none"> • 2 posts in total • 2,116 impressions • 99 interactions • 43 number of new followers • 442 followers at the end of the month

Program Development:

- Completed the Toronto grants, rebates, initiatives portal for semi-annual reporting for the 7 programs funded by the City.
- Completed United Way annual reporting (we currently have 3 programs funded by the United Way.)
- Completed placement student interviews for a content creator/proposal writer position.
- Completed Cadillac Fairview proposal for a two-year grant towards seniors needs programming.
- Held a kick-off meeting for New Seniors Horizons program with LURA Consulting.
- A new Scarborough Addiction Services Partnership (SASP) Program that includes materials and processes was initiated.

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

- There were no incidents in May.

8. Covid-19 Testing:

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

Location	Date(s)	# of Tests Completed Onsite	# of Positive Results (Residents)	# of Positive Results (Staff)
Strathcona	January-February	-	3 ^a	-
Kennedy	January-February	-	4 ^a	-
Delta	January-February	-	1 ^a	-
Willowdale	March 2, 5, 11,16, 23, 25,31	211	49	6 ^{**}
Strachan House	March 26	62	0	0
Bathurst-Lake Shore	March 5, 11, 23, 31	130	15	2 [*]

Delta	March 30	17	0	1*
Better Living Centre	March 12, 19, 26	87	19	2*
Esplanade Hotel	March 18, 25, 31	66	4	1*
Willowdale	April 6, 14, 28	46	3	1*
Bathurst-Lake Shore	April 8, 14, 21	41	2	0
Delta	April 13, 21	38	4	4*
Better Living Centre	April 8, 19, 26	62	2	0
Esplanade Hotel	April 9, 21	46	4	0
Willowdale	May	-	2	-

Notes:

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

^aBeginning in March 2021, tests were again taking place in situ.

*Staff members tested positive but were tested elsewhere.

**Mix of staff tested either on or off site.

**Residents tested off site.

To: Homes First Society Board of Directors
From: Jose Querubin, Chair
Subject: HFS 2021-2022 Committee & Task Team Membership
Date: June 29, 2021

Recommendation:

That the following recommendations be approved:

1. That the Board of Directors approve the following membership in the Executive Committee for the 2021-2022 term: Jose Querubin (Chair), Mike Heinrich (Vice Chair), Fran Perkins (Secretary) and Marc Pourvahidi (Treasurer).
2. That all other Chairs and members of Committees and Subcommittees as listed be maintained for the 2021-2022 term with new members added to fill vacancies or meet a skill required.

HFS 2021-2022 Committee Composition:

<u>Executive Committee:</u> Jose Querubin (Chair) Mike Heinrich (Vice Chair) Fran Perkins (Secretary) Marc Pourvahidi (Treasurer)	<u>Finance & Audit Committee:</u> Marc Pourvahidi (Chair) Jose Querubin* <i>Kitty Tsang</i> <i>Michelle Wong</i>
<u>Governance & Nominating Committee:</u> Fran Perkins (Chair) Jose Querubin* Carla Whillier Jamie Yoon	<u>Communications Committee:</u> Mike Heinrich (Chair) <i>Jeremy Roach</i> Jose Querubin* <i>Shelagh O'Donnell</i> Amie Tsang (currently on leave)
<u>Access to Education Scholarship Subcommittee:</u> Cory O'Handley Fran Perkins Jose Querubin*	<u>Portfolio Committee:</u> Cory O'Handley (Chair) <i>Mariana Balaban</i> Jose Querubin* Marc Pourvahidi

Notes:

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

To: Homes First Society Board of Directors
From: HFS Patricia Mueller, Chief Executive Officer
Subject: HFS 2021-2022 Board and Executive Meeting Schedule
Date: June 29, 2021

Proposed HFS 2021-2022 Board of Directors and Executive Meeting Schedule:

- Board: Tuesday, June 29, 2021
- Executive: Thursday, August 19, 2021
- Board: Tuesday, August 31, 2021
- Executive: Thursday, September 30, 2021
- Board: Tuesday, October 5, 2021
- Executive: Thursday, November 18, 2021
- Board: Tuesday, November 30, 2021
- Executive: Thursday, January 13, 2022
- Board: Tuesday, January 25, 2022
- Executive: Thursday, February 17, 2022
- Board: Tuesday, March 1, 2022
- Executive: Thursday, March 31, 2022
- Board: Tuesday, April 12, 2022
- Executive: Thursday, May 5, 2022
- Board: Tuesday, May 17, 2022
- **AGM: Tuesday, June 7, 2022 (5:30 p.m. start time)**
- Executive: Thursday, June 21, 2022
- Board: Tuesday, June 28, 2022

Please note: All Board of Directors' meetings are scheduled to begin at 6:00 p.m.

11.

HFS BOARD OF DIRECTORS' ACTION ITEM TRACKING

Updated following the May 18, 2021 Board of Directors' Meeting

DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1. Ongoing	Strategic planning.	Strategic Planning Subcommittee (Jeremy Roach, Mike Heinrich, Marc Pourvahidi, together with management)	August 27, 2020	A framework for property growth will be developed.
2. Ongoing	That the Board hold an informal meeting to discuss the findings of the DiversiPro and discuss "what next" regarding Anti-Racism initiatives.	Jose Querubin will organize the meeting	March 16, 2021	It was noted that there was insufficient time to hold a Special meeting prior to the Strategic Planning Session, therefore the Special meeting would be arranged afterwards.
3. Summer 2021	The Communications' Committee will update its terms of reference to encompass fundraising in time for the Board to review at its May 18th meeting.	Communications Committee	April 20, 2021	
4. Summer 2021	The development of agreed upon standardized formats for the CEO and other Board reports be developed and an annual Board Schedule of reports be developed to include areas such as mandated and due diligence, Board oversight, identified priorities, and evolving issues.	Chair, Secretary, and the CEO	May 18, 2021	

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
5.	Summer 2021	That key performance indicators that facilitate the process of Board oversight be referred to in the strategic planning process for identification and development by the CEO	Chair, Secretary, and the CEO	May 18, 2021	

Pillar	Objectives	Operational Direction
1. High Quality Portfolio Provide the best housing portfolio options for our residents	Grow the number of housing units to support as many residents as possible	
	Ensure the portfolio of housing options serves the unique needs of diverse groups	
	Maintain or improve the existing housing portfolio to ensure Homes First standards of support for our residents in a cost-effective way	Establish or define the "Homes First standards of support"
2. Responsive Programming Enhance residents' quality of life and stability through responsive programming	Develop and improve programs that meet the identified needs of our residents	
	Building capacity for anti-discrimination and intercultural competency as part of overall service delivery	
	Expansion of services to support people moving from shelter to housing	
3. Strong Partnerships Develop key partnerships and strategic alliances	Rationalize the approach to partnerships to ensure alignment with the strategic plan	
	Develop partnerships and integration opportunities to increase and improve housing options and resident supports	
	Work collaboratively with diverse organizations to raise awareness and support for issues and needs of people experiencing homelessness	
4. Sustainable Organization Ensure best practices in a well-run organization	Ensure a positive and fulfilling work environment	Explicitly address anti-discrimination needs and efforts
	Ensure financial sustainability	Ensure the sustainable and comprehensive fundraising plan is a primary focus of this objective
	Integrate strategic thinking into operating procedures	