

**HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING**

Tuesday, November 30, 2021, 6:00 p.m.

Zoom Meeting

**Agenda**

1.	<b>Call to Order</b>
2.	<b>Declaration of Conflict of Interest</b> <i>Board members must declare any conflict of interest which relates to an item of discussion; arrears of a board member is a conflict of interest</i>
3.	<b>Approval of the Agenda</b>
4.	<b>Approval of Minutes</b> A. Approval of Minutes of the Meeting of October 5, 2021
5.	<b>Chief Executive Officer's Updates</b> A. HFS Chief Executive Officer's Update B. HFS Property Monitoring Update C. HFS Shelter, Housing, and Client Service Standards D. HFS Client Placement Update E. HFS Homes For Dinner Interim Report
6.	<b>Executive Committee Update</b>
7.	<b>Communications Committee Update</b>
8.	<b>Finance &amp; Audit Committee Update</b> A. HFS September 2021 Financial Statements B. HFS 2022 Operational Budget i. HFS Budget Assumptions 2022
9.	<b>Governance &amp; Nomination Committee Update</b>
10.	<b>Board Action Items Update</b>
11.	<b>In Camera</b>
12.	<b>Other Business</b> A. Information Sharing

**Materials for this agenda:**

- 4.A. - HFS Board October 5, 2021 Minutes
- 5.A. - HFS Chief Executive Officer's Update
- 5.B. - HFS Property Monitoring Update
- 5.C. - HFS Shelter, Housing, and Client Service Standards
- 5.D. - HFS Client Placement Update
- 5.E. - HFS Homes For Dinner Interim Report
- 8.A. - HFS September 2021 Financial Statements
- 8.B. - HFS 2022 Operational Budget
- 8.B.i. - HFS Budget Assumptions 2022
- 9. - HFS Governance & Nominating Committee Update (to follow)
- 10. - HFS Board Action Items Tracking Table

<b>HOMES FIRST SOCIETY BOARD MEETING</b> Tuesday, October 5, 2021, 6:00 p.m. Zoom Meeting
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**Present:****Regrets:**

**Directors** Jose Querubin (Chair)  
 Mike Heinrich  
 Fran Perkins  
 Marc Pourvahidi  
 Carla Whillier  
 Jamie Yoon

Cory O'Handley  
 Peter Soares  
 Amie Tsang

**Guests** Molly Beckel  
 Faisal Gulamhussein  
 Cynthia Stacey  
 Shawn Winsor  
 Jordan Wong

**Staff** Patricia Mueller (Chief Executive Officer)  
 Jamie Facciolo (Director of Development and Homelessness Initiatives)  
 Dana Hansen (Fundraising and Development Manager)  
 Kim Mole (Recorder)

**1. Call to Order**

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

**2. Declaration of Conflict of Interest**

- None.

**3. Welcome and Introductions**

- The guests were welcomed, and all present introduced themselves.

**4. Approval of the Agenda**

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

**MOVED:** Fran Perkins

**SECONDED:** Marc Pourvahidi

**CARRIED**

**5. Approval of Minutes of the meeting held on August 31, 2021**

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

**MOVED:** Marc Pourvahidi

**SECONDED:** Carla Whillier

**CARRIED**



## 6. Chief Executive Officer's Updates

### A. HFS Chief Executive Officer's Update

- Patricia Mueller reminded the Board that the new format of her regular updates to the Board had recently been altered, and additional information can now be found on the Board's website.
- As noted in the circulated Update, Patricia explained that we have been contacted by the City of Toronto regarding the conversion of the now vacant Savards Shelter into a shelter specifically for LGBTQ2S clients; we look forward to working with The 519 to explore the potential for this innovative program.
- Patricia reported that the Board Orientation virtual video tours are currently being developed.

**Action:** Patricia will arrange for one-on-one Orientations with the new Directors.

### B. HFS Annual Resident Survey

- Patricia Mueller noted that this year's survey had a higher response rate, in part due to the efforts of staff to encourage participation.
- Jamie Facciolo, Director of Development and Homelessness Initiatives, explained that prior to this year's survey, focus groups were conducted.
- As a result of the focus groups, revisions were made to the survey to provide more opportunities for feedback.
- Jamie reported that all the feedback was examined, as was anything rated as "satisfactory" or lower as it is our goal to constantly improve.
- Received for information.

## 7. Executive Committee Update

- Jose Querubin reminded the Board that the Executive Committee had met in September, and subsequently email updates had been sent to the Board regarding the situation at Strachan House, as well as the vaccination directive Homes First received from Shelter, Support, and Housing Administration.

### A. HFS Strachan House Update

- Jamie Facciolo reported meeting with the City to consider three properties for the relocation of the Strachan House residents, one of which was Homes First preferred site; negotiations are ongoing.
- It was noted that the population mix at Strachan are adults who are considered the hardest to house with severe mental health and/or addiction issues, and who are very street-involved and require a high level of tolerance.
- Homes First is also working on a contingency plan for those individuals who may not wish to relocation.
- Patricia will keep the Board up to date on significant developments.
- Received for information.

### B. HFS Covid Vaccination

**MOTION:** That the City of Toronto's vaccination policy be endorsed.

**MOVED:** Fran Perkins

**SECONDED:** Marc Pourvahidi

**CARRIED**



## 8. Communications Committee Update

### A. HFS Homes For Dinner Subcommittee Update

- Dana Hansen (Fundraising and Development Manager) reported on the plans of the event, which included:
  - The sponsorship levels (\$5,000 to \$15,000).
  - Host-your-own-dinner packages.
  - Virtual online silent auction that would begin a week prior to the event, as well as a live, online auction during the event.
- Dana invited everyone to call her if they would like any additional information, and also asked that everyone promote the event with their contacts.
- It was also noted that the hosts would receive 100% tax receipts for reasonable expenses, and all guests would also receive tax receipts for their donations.
- By all accounts, Bassett Events was proving to be very involved, helpful, and extremely supportive of Homes First.
- A number of suggestions for future events were made, including the use of Go Fund Me, as well as a competition between Directors to raise money for the event.
- Jamie and Patricia added that they were very pleased with the progress the fundraising team has made, especially as the team is less than a year old and Covid has limited activities.
- Received for information.

## 9. Finance & Audit Committee Update

- Marc Pourvahidi, Treasurer, reported that Homes First was financially in a healthy position and the financials for the third quarter would be presented at the next Board of Directors meeting.
- Received for information.

## 10. Governance & Nominating Committee Update

- Fran Perkins, Committee Chair, reviewed the circulated reports.
- Amie Tsang, after an extended leave, has made the decision to step down from the Board; however, Amie will continue serving on the Communications Committee, as has Jeremy Roach.

### A. HFS Resident Engagement

**MOTION:** That staff facilitate the development of a pilot project(s) of resident councils/resident associations.

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

### B. HFS Policies and Procedures Record Annual Update

- It was noted that aside from the circulated, revised HFS Confidentiality Policy, the other policies scheduled for review had been, and any revisions were minor.
- Received for information.



**i. HFS Confidentiality Policy**

**MOTION:** That the circulated HFS Confidentiality Policy be approved.

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

**11. Access to Education Scholarship Subcommittee Update**

- Fran Perkins, Subcommittee Chair, briefly reviewed the success of the program to date and encouraged everyone to go onto our website and read the stories of those who have received the scholarship.
- Fran added that if the Board wished for this initiative to continue, it would need decide on a way for it to proceed in a meaningful way, and until those decisions are made, the Subcommittee will remain inactive.
- Fran will be stepping down from this Subcommittee but hopes that this worthy initiative will continue.
- Received for information.

**12. Board Action Items Update**

- Item 1: The date will be changed to November 30, 2021.
- Item 2: Unchanged.
- Item 3: Ongoing; Cory O’Handley and Patricia Mueller have an array of possible courses to consider, and Ade Olubode will need to include budgeting for this expense for 2021-2022.
- Item 4: Completed.
- Item 5: Ongoing; the wording will be altered to indicate it will no longer be the Access to Education Scholarship Subcommittee but will become the Board’s responsibility.

**Action:** The guests were thanked for attending and were excused from the meeting in order for the In Camera session to take place.

**13. In Camera**

**A. HFS Governance & Nominating Committee Recommendations**

**MOTION:** To move into an In-Camera session.

**MOVED:** Carla Whillier                      **SECONDED:** Jamie Yoon                      **CARRIED**

**MOTION:** That the Board of Directors accept Amie Tsang’s resignation.

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

**MOTION:** That Molly Beckel, Faisal Gulamhussein, Cynthia Stacey, Shawn Winsor, and Jordan Wong be declared appointed as Directors of Homes First Society for the 2021-2022 term.

**MOVED:** Carla Whillier                      **SECONDED:** Marc Pourvahidi                      **CARRIED**

**MOTION:** To end the In-Camera session.

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



14. Other Business

**MOTION:** To adopt in an open session the endorsement of the motions made during the In Camera session.

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

The meeting adjourned at 7:30 p.m.

The next HFS Board of Directors' meeting is scheduled for 6:00 p.m. on Tuesday, November 30, 2021.

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Jose Querubin, Chair

Respectfully Submitted By:  
Kim Mole, Recorder  
On October 5, 2021

**To: Homes First Society Board of Directors**  
**From: Patricia Mueller, Chief Executive Officer**  
**Subject: HFS Chief Executive Officer's Report**  
**Date: November 30, 2021**

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**Recommendation:**

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

**GENERAL:**

- We are very close to getting a new location for Strachan House; discussions continue at the writing of this report.
- We have been meeting with representatives of The 519 (a Toronto organization dedicated to advocacy for the inclusion of LGBTQ communities) and hope to reactive Savards in early January.
- I have been invited and have accepted the honour of becoming a member of the Executive of the Toronto Association to End Homelessness (TAEH), a prestigious advocacy organization and advisory body to the City of Toronto.
- Homes First made a presentation to entire membership of the Toronto Shelter Network entitled "Reimagining shelters".

**FINANCIAL SUMMARY:**

- The financial report as of September 31, 2021, shows a surplus.
- The operating surplus is \$47,476. All programs have a small surplus or are at break-even, with the exceptions of the CAMH program which had a small deficit of \$2,521 and the Managed Properties, \$6,891; these are due to timing issues and are expected to break-even by the end of the year.
- The arrears and vacancies as of October 31, 2021, shows a total vacancy of 13 units and the total arrears of \$43,385, of which \$2,969 are contributed by property damage arrears. The rent arrears are \$40,416; we currently have 6 payments plans in place to reduce this by the end of the year. In addition, there is one Landlord and Tenant Board hearing which is currently adjourned for a tenant at Vaughan who is in \$8,565 in arrears. We are also waiting for a hearing with the Landlord and Tenant Board for a tenant at Meegwetch who is in \$2,100 in arrears.

**PROPERTY DEPARTMENT:**

- In September, we were awarded funding through the Canada-Ontario Community Housing Initiative (COCHI) with a \$30,000 capital grant for repaving of the Meegwetch driveway. This grant was offered based on the City's Building Capital Assessments, although also referred to BCA's, this procedure differs from our own Building Condition Audits.
- The status of approved annual capital projects at the ed of October is as follows:
  - Bellevue foundation waterproofing: underway;
  - Huron hydronic distribution system: engineer study: completed;
  - Bellevue window replacement: bid process underway;
  - The investigation for the scope of work for the Shuter life-safety generator replacement: ongoing; and
  - Meegwetch paving scope of work and tender: ongoing.



- In addition:
  - Sheila Miller emergency boiler replacement (estimated cost of \$45,000): contract awarded, installation of new boilers, ongoing.

### **PROGRAM/SERVICE DELIVERY:**

- The requested capacity increase to 174 beds at the Better Living Centre Respite was moved up to November 1 as part of the City's Winter Plan.
- Both the Better Living Centre and the Willowdale Welcome Centre have completed preparations to operate Warming Centres at their respective locations when called upon.

### **HUMAN RESOURCES:**

#### **Grievances:**

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

#### **Health & Safety:**

##### **September:**

- At The Esplanade, while assisting security with an escalated client who was engaged in a physical altercation with the security guard, the staff person hurt his wrist and fingers while supporting the security guard and de-escalating the client. Staff did not miss any time.
- At 4117 Lawrence, a staff person was injured as a result of assisting a person with physical disabilities to get up. Staff did not miss any time.
- Also at 4117 Lawrence, while a staff member was engaged in conversation with a client, picked up a bag of harm reduction supplies new to the client to dispose of the items and was pricked by a needle while carrying the bag. Staff left work to receive medical care but did not miss any subsequent time.
- One of the staff of the Bathurst-Lake Shore Shelter tested positive for Covid, as a result, staff missed 2 weeks of work.
- One member of the Kennedy Women's Shelter staff received their vaccination and as they felt unwell afterwards, missed five days of work.

##### **October:**

- At the St. Clair Shelter, a staff person reported having shoulder and neck pain due to the ergonomic set up of their desk; staff are off work until January 2022.
- A member of staff slipped and fell coming down the stairs at 140 Spadina and missed two days of work.
- One member of the Kennedy Women's Shelter staff received their vaccination and as they felt unwell afterwards, missed four days of work.

### **DEVELOPMENT TEAM UPDATE:**

#### **Fundraising:**

- September:
  - The major focus was on Homes for Dinner Sponsorships, call and email blitzes.
  - Templates were completed for Seniors Campaign launch.

- Created a fulsome package for Paliare Roland Rosenberg Rothstein LLP outlining all Homes for Dinner initiatives.
- Completed Homes for Dinner website.
- Completed digital ads and promotion videos for social media to promote the Homes for Dinner Event.
- October:
  - In October, focus continued to be on the Homes for Dinner's event sales, media, and planning.
  - We received a \$10,000 matching partner donation from the Jalynn H. Bennet Foundation.
  - The final cut of our promotional video was received.
  - We began pre-planning for the holiday and the Giving Tuesday event.

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

- Please see the uploaded report.

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

- Please see the uploaded report.

#### **Program Development:**

- In August, we applied to the "Being homeless is not a choice. Helping end homelessness is" competition being held by the Toronto Alliance to End Homelessness (TAEH) and Tip Tap Foundation; which was awarded to us in September. This campaign will raise public awareness that ending homelessness is possible, celebrate change-makers doing the work to end homelessness, and share the funds raised to fuel their initiatives and organizations. Their fundraising goal would bring \$25K to each recipient and there will be a media campaign played virtually on social media channels.
- Also in September, we responded to:
  - An RFP for a grant from the City for the "Small Capital Projects to Repair and Renovate Non-profit Transitional and Supportive Housing" funding stream. Our application requested over \$40K and detailed the renovations necessary to improve the security of the Bellevue fire escapes with the installation of iron-rod door cases around the stairwells to prevent entry from the outside.
  - A substance use and addictions program funding opportunity through the Government of Canada, requested over \$700K to support a program that would facilitate our shelter residents having rapid access to substance use recovery and rehabilitation centers around Southern Ontario.
  - A local food Infrastructure fund with the Government of Canada, requesting just under \$100K towards equipping the new Sheila Miller kitchen with capital equipment such as ovens, fridges, and freezers.
  - The Capital Community Grant program with Ontario Trillium Foundation, requesting over \$200K towards the transformation of Shuter's present roof into a green roof.

- In October, the Development team wrapped up the New Horizon's for Seniors project, funding that came from the Federal government. The program allowed us to do a deep dive with staff and residents about increasing technology access at the sites for senior residents (50+). We investigated what types of technology residents prefer and how they would prefer to access, and what challenges lay in the way from launching technology access programming. We worked with consultants, and we also purchased 11 laptops. We are moving into phase 2 of the program where we are soon launching volunteer-based one-on-one computer support sessions for residents.
- Also in October:
  - The United Way program application grants for the 2022-2025 funding cycle were submitted. We applied for three previously funded programs – Life Skills, Meal Club, and Housekeeping, Hoarding and Pest Control. In total we requested almost \$200K. The United Way had informed all agencies that this year they were limiting funds and may not continue to fund some of programs they have in the past.
  - An application for \$9,000 in funding was submitted to the Mary Kay Foundation for recreational programming for the Kennedy Women's Shelter.

**To:** Homes First Society Board of Directors  
**From:** Patricia Mueller, HFS Chief Executive Officer  
**Subject:** HFS Property Monitoring Update  
**Date:** November 30, 2021

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**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.

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.

In response to Covid, all of our shelters and warming centres have been redesigned to allow for social distancing as set out by Toronto Public Health, as well as with the City's Shelter Support & Housing Administration (SSHA). Savards Women's Shelter was closed as there was insufficient space for social distancing. At present, program options for Savards are being discussed with SSHA.

**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 (the Centre for Addiction and Mental Health) to house up to 15 clients at Meegwetch who were previously hospitalized in CAMH's Schizophrenic Unit.
- 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 vacant, however, we have recently been contacted by the City of Toronto regarding the conversion of the n Savards Shelter into a shelter specifically for LGBTQ2S clients.
- The following information is that of the Shelter prior to this location's closure.
- 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 sixth floor's east and west side as one occupied space.

During the renovation of the sixth floor, space was made available on the second floor's east side for hospice residents, which in early 2021, was renovated to expand the program to a total of 14 units.

- An 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:**

### **Lawrence Shelter (4117):**

- 4117 Lawrence is owned by the City of Toronto and while Homes First is responsible for daily maintenance and its operations; capital repairs are the responsibility of the City.

### **Kennedy Shelter:**

- 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:**

- As recently reported to the Board, this building has some major structural issues resulting in substantial deterioration of the building and activities are currently underway for the residents' relocation and we are currently working closely with the City of Toronto to locate a suitable location.
- Strachan House is owned by the City of Toronto and while Homes First is responsible for daily maintenance and its operations; capital repairs are the responsibility of the City.
- The following information is that of the Shelter prior to the relocation of residents.
- 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 camera system was 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 furthermore 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 high-definition, infrared night-vision camera was installed on the roof and provides a large panoramic view of the property line for additional security.
- Throughout the pandemic, we have experienced a high number of individuals attempting to stay in Bellevue's emergency stairways after staff have left for the day. The Property Department staff have been managing the disposal of the abandoned items, the safe disposal of needles and biowaste, as well as the repair of the damage created by a fire in the stairway caused by a trespasser.
- There are two encampments within blocks of this building, one is Soya's Parkette and the other in Bellevue Square Park.
- To ensure the safety of our residents, security patrols were put in place during August and September to prevent trespassers from entering the building.
- Furthermore, the Property Department worked with Toronto Fire Services and secured the services of an architect who has provided conceptual design drawings for designs that would prevent trespassers from entering the building. Toronto Fire Services has approved the conceptual drawings, which are now being reviewed by the Toronto Building Department for the needed permits.
- Homes First has submitted an application for a funding stream for this work and is awaiting approval.

**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 and 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.
- Like Bellevue, this site has seen an increase of non-residents attempting to gain access to the building when staff are not present. On several occasions, staff found trespassers attempting to camp in the stairwells.
- Review of security footage showed that individuals had gained access by following residents into the building and security patrols during August and September were put in place to prevent access to non-residents.

#### **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:**

- As noted earlier in this update, this building is currently vacant.
- The improvement of the installation of a fire door, as well as lighting and a canopy in the smoking area, has increased resident safety and security.
- 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.
- 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.
- As reported in the past, one security concern has been with individuals sleeping in the lobby's vestibule. While encampments in the Rosedale Valley are not new, a younger, more aggressive population has moved into the area and is creating new challenges. Access to the building is gained by following residents into the building, and as the population of this building is primarily women who have experienced abuse and men with physical limitations, we have engaged security patrols.
- Working with the residents, the Property Department has developed a conceptual design for the main entrance and the relocation of the lobby Entryphone. The plans have been submitted to the Toronto Building Department for a permit and we are presently awaiting the approval of funding.

#### **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.
- In 2021, we secured the services of contract security staff for evenings and weekends.

#### **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:**

- The park located directly across the street from this property, Bellevue Square Park, was overtaken by a large encampment, and as a result, we experienced an increased amount of vandalism, including the theft of the Heritage plaque located in front of the building. (Heritage Toronto has been contacted and will replace the sign, however, due to materials shortages, the expected replacement timeframe is late 2022.)
- The security patrols we engaged for Bellevue, also patrolled this house which has helped the residents' sense of security.
- Also during the past year, there was a significant rise in graffiti, however it was restricted to the fence surrounding the heritage home.
- We will continue to monitor events and are exploring the possibility of the installation of cameras as it would increase the residents' sense of security, as well as potentially assisting the police.

### **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.
- 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.
- Encampments encroached on this property on the vacant land behind the building; working with the City of Toronto's Municipal and Licencing Standards and Streets To Homes departments, we were able to successfully relocate this population and a fence has been erected to prevent future access.
- This property would benefit from additional security cameras in the back.

### **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.

The design of the roof and terrace of Shuter has the potential for the installation of a green roof. The HFS Property Department is exploring this possibility with architects who specialize in green roof programs and government incentives for funding.

**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:**

- Foundation waterproofing
- Window replacement (ongoing)
- Access prevention at building access points (ongoing)

**Brandon:**

- TCHC covers capital replacement.

**Huron:**

- Heating system analysis (completed); system reconfiguration drawings completed in preparation for installation in 2022

**Jarvis:**

- TCHC covers capital replacement.

**Kennedy:**

- Redesign of the intake offices to ensure all covid prevention protocols are met (in progress)

**Meegwetch:**

- Flat roof replacement
- Laneway Paving (beginning November 6, 2021)

**Northcote:**

- TCHC covers capital replacement.

**Sheila Miller:**

- Roof replacement (completed)
- Garbage carousel replacement (completed)
- Boiler replacement (in progress)
- Front entrance re-design (tendering)
- Commercial kitchen (tendering)

**Shuter:**

- Garbage carousel replacement (complete)
- Green roof (planning in progress)
- Natural gas generator (planning in progress)

**Strachan House:**

- Investigation of structural integrity and the shoring of a temporarily brace structure (completed)

**All Sites:**

- Accessibility for Ontarians with Disabilities Act (AODA) compliance upgrades (quotation stage)

**To:** Homes First Society Board of Directors  
**From:** Patricia Mueller, HFS Chief Executive Officer  
**Subject:** HFS Shelter, Housing, and Client Service Standards Update  
**Date:** November 30, 2021

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**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.). We are currently in the quote stage of planning for a number of projects that will bring us up to full AODA compliance.

## **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.

We have recently worked with Toronto Fire Services to develop conceptual designs for the alteration of the entryways of Bellevue and the Sheila Miller buildings to prevent trespassers from entering the buildings in order to improve security without compromising fire safety.

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 has instituted many 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.

Most recently, Homes First received a Directive from the City of Toronto's Shelter, Support, and Housing Administration department, stating that all funded organizations are required to create a vaccination policy that aligns with the City of Toronto's Mandatory Covid Vaccination Policy. Homes First is in full compliance.

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 shelters, and Savards was forced to close its doors and relocate its residents completely.

As part of Toronto's Covid Emergency Response, Homes First was asked to operate three hotel programs – the Strathcona at York Street, and the Delta at Kennedy and the 401, and most recently, The Esplanade. Together they provide rooms for approximately 700 single adults and couples. And although these programs allow for social distancing, other challenges do 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 Client Placement Update  
**Date:** November 30, 2020

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**Recommendation:**

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

**Background:**

My past practice has been to provide an annual report on Homes First's client placement strategy and plan that appropriately matches delivery of housing with identified needs of residents.

**Comments:**

Homes First's client placement strategy was developed after an in-depth review of building features, neighbourhoods, and client needs. Since that time, our strategy has basically represented an evolution in response to changing trends, such as the increased placement of more complex-needs clients at Strachan House.

From time-to-time in the past, the placement strategy has changed in more significant ways. For example, a number of years ago, there was a Board decision for the client placement strategy of the Sheila Miller building to be changed from women who may be fleeing difficult domestic situations to include people, both male and female, who may have mobility issues.

Much of this report remains virtually unchanged from that of past years, as there have been few changes to our client placement strategy in our housing. However, this report reflects updated information regarding client placement throughout our portfolio.

**SHELTERS**

All Shelters who receive funding from the City of Toronto are required to accept walk-ins and City referrals. Strachan House is a niche shelter, and as such, has limited vacancies, most of which are filled through referrals. The other programs, including the new Covid response hotels, are "basic" shelters, typically serving individuals who become homeless and reside at the shelters until stabilized, and are often rehoused.

The City of Toronto has directed that all shelters must accept clients presenting with pets. We have complied with this directive and have provided training to our staff. We have had a few pets, as well as service animals, at all our shelter sites since implementing our pet policy.

**4117 LAWRENCE AVENUE EAST SHELTER:**

This is our newest, permanently-funded emergency shelter which opened in the Spring of 2021 near the intersection of Lawrence and Morningside in Scarborough. It serves both men and women who may be singles or in couples. Designed with a capacity of 89, the number of beds was reduced to 55 to increase the space between clients and to meet the City's Covid mandates for social distancing.

As at most traditional shelters, the bulk of the referrals are from the City of Toronto's Central Intake, although as at St. Clair we receive a significant number of walk-ins and self-referrals. In

addition, we receive referrals from police, courts, as well as from respite sites across the City of Toronto including Scarborough.

This program supports its residents through a team of Intensive Case Management Workers, with harm reduction services and primary medical care provided through partnerships.

**BATHURST-LAKE SHORE SHELTER:**

In April of 2019, Homes First opened a 100-bed co-ed shelter, occupying a floor at a building located at 545 Lake Shore Boulevard West that was also the site of a 200-bed respite run by Fred Victor. When Fred Victor relocated the following month, we took over operation of an additional floor, adding 100 beds, this time for couples. Many of the first clients were transferred from the George Street respite run by Homes First (as it closed in the Spring) or stayed behind when Fred Victor moved. The highest number of the new referrals are from Central Intake. Most residents have either addiction or mental health issues. Inner City Health Associates provides an on-site doctor once a week to address the physical and mental health concerns of the residents.

In December of 2019, the "Lower Level" was opened as a Winter Respite for men, eventually growing to 75 beds. At its peak, with an additional 10 emergency cots, the building had an overall capacity of 285. However, with the arrival of Covid and the subsequent need for bed removal, this has been lowered to just over 150, with approximately 50 per floor.

The three floors are staffed as separate entities, with Supervisors and Community Shelter Workers assigned to each program. With the significant reduction in clients, the two teams of Intensive Case Management Workers embedded in the Shelter as part of the City's Enhanced Services Model now share responsibility for supporting all three programs. As at Kennedy, this model provides a structure for housing including focused case management and health service integration. In addition, there is a Community Engagement and Client Program Coordinator at this site, with the continuing objective of building relationships with the surrounding neighbourhood businesses, residents, community centres, etc., in addition to implementing programs – recreational, social, educational, and so on – for our clients.

In August 2022, the building's owners asked that the lower level be cleared of residents to allow for some pre-development work to be completed (such as soil samples), with the goal of returning access in about a month. However, in September we were notified that more work is to come, and that floor will remain off-limits to clients indefinitely.

**BETTER LIVING CENTRE RESPITE AND WARMING CENTRE:**

In November 2020, the City invited Homes First to operate a Winter Respite out of the Better Living Centre located on the Exhibition Grounds, along with a 50-cot Warming Centre in the same building during Extreme Cold Weather Alerts. The Respite has a capacity of 124 and utilizes plexiglass "pods" which provide a semblance of privacy and are designed to reduce the spread of viruses. Although originally only a winter program, the necessary harm reduction and primary medical supports are provided through partnerships with outside supports, along with a team of Intensive Case Management Workers.

Although intended to run only during a called Extreme Cold Weather Alerts, we were asked on several occasions to keep the Warming Centre part of the building open for extended periods to reduce strain on the system. At no point were clients discharged on to the street; it always uses a "soft close" through referrals to other programs.

Given the ongoing need for beds, in March the City extended this program through to the end of the summer, and then eventually until (at least) March of 2022. And effective November 1st of this year, the Respite will activate an additional 50 pods, bringing capacity to 174. The Warming Centre will also once again operate out of its space for the season.

#### **DELTA HOTEL PROGRAM:**

In June of 2020, Homes First was approached by the City as part of their Emergency Covid Response to operate a shelter for single adults and couples at the Delta Hotel in Scarborough, located on Kennedy Road just north of the 401. The hotel is a large complex of meeting spaces, conference halls, and two towers of rooms. The smaller tower of three floors is the location for two youth programs (Kennedy House and Eva's) with both having 25 residents. Homes First was given the larger tower of nearly 280 rooms; with some set aside for offices, it resulted in a capacity of nearly 270.

The City coordinated the first occupants, who came from the encampments that have sprung up throughout the downtown core. The referrals since have come through the Streets to Homes program, mostly meaning individuals who are in tents or "sleeping rough" on the street, in ravines, etc. These clients usually present with significant addictions and or mental illnesses, and as such, wellness checks and harm reduction supports are crucial. Room checks are performed on a regular basis, and residents are encouraged to self-identify as "high risk" if they use opiates so staff are aware to be particularly vigilant.

A team of Intensive Case Management Workers build housing readiness, establish incomes, obtain identification, etc. Inner City Health Associates provides primary medical care through nurses and a Nurse Practitioner on site almost every day, and we have partnered with a local pharmacy to assist in the delivery and administration of medications. In addition, a new role was created specifically for this program – a Supervisor of Harm Reduction and Health Navigation. Their job is to help bridge the gap between outside services – detoxes, clinics, hospitals, and so on – and help establish ongoing supports for vulnerable clients, while building comprehensive case plans tailored to each individual. Mental Health supports are available through the Multi-Disciplinary Outreach Team, and specialized Harm Reduction programs with peers are in place as well.

#### **THE ESPLANADE HOTEL PROGRAM:**

In February of 2021, Homes First was approached by the City as part of their Emergency Covid Response to operate a shelter for single adults and couples at the Novotel Hotel, located downtown at 45 The Esplanade. The program has 241 rooms for residents, along with a "ballroom" on the second floor that is used for programming space.

As at the Delta, the City coordinated the first occupants, who came from the encampments that have sprung up throughout the downtown core. The referrals since have come through the Streets to Homes program, mostly individuals who are in tents or "sleeping rough" on the street, in ravines, etc. These clients usually present with significant addictions and or mental illnesses, and as such, wellness checks and harm reduction supports are crucial. Room checks are performed on a regular basis, and residents are encouraged to self-identify as "high risk" if they use opiates so staff are aware to be particularly vigilant.

The staffing and program model is nearly identical to that we developed at the Delta - a team of Intensive Case Management Workers focussing on building housing readiness, establishing incomes,

obtaining identification, etc. Inner City Health Associates provides primary medical care through nurses and a Nurse Practitioner on site almost every day, and we have partnered with a local pharmacy to assist in the delivery and administration of medications. Mental Health supports are available through the Multi-Disciplinary Outreach Team, and specialized Harm Reduction programs with peers are in place as well.

#### **KENNEDY SHELTER:**

The Kennedy Shelter opened in December 2016, as a sixty-bed women's emergency shelter. Within two weeks, the Shelter was at capacity and continues to operate at nearly 100% capacity every day. In late 2017, an additional thirty beds were added to the lower level of Kennedy Shelter and these beds were at capacity within a few days, indicating a great demand and need for a women's-only homeless shelter in the Scarborough area. However, as part of the reduction in capacity mandated by the new Covid rules around space and social distancing, the number of beds is currently 47. Almost all of those relocated were given a private room at the Strathcona Hotel.

Most of the women at Kennedy are from the east-end and prefer not to access shelters in the downtown area. Many of the residents at Kennedy Shelter are women who are fleeing domestic violence, abuse, have experienced complex trauma, are coping with addictions issues, and/or have undiagnosed or unrecognized mental health issues. As such, HFS implemented an Intensive Case Management Worker position dedicated to activities and programming which aids the women in their recovery through programs such as pet therapy, gardening, community excursions, and workshops on harm reduction and other life skills.

The majority of referrals come from the City of Toronto's Central Intake, as well as other emergency drop-ins, respites, and City shelters. The partnership with Inner City Health Associates continues, allowing us to provide an on-site doctor once a week to address the physical and mental health concerns of the residents.

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.

As one of five shelters chosen by the City of Toronto in 2018 to pilot a new service model, Kennedy now has a supervised team of Intensive Case Management Workers along with a Community Engagement and Client Program Coordinator. This new model provides a structure for housing including focused case management and health service integration, while also helping develop a new client assessment tool – "STARRS" – that will soon be used sector-wide.

#### **ST. CLAIR SHELTER:**

The St. Clair Shelter is an emergency shelter with a current capacity of 31, serving men and women who may be singles or in couples. The number of beds was reduced through a series of steps taken to increase the space between clients and to meet the new City Covid mandates for social distancing. The majority of the relocated clients went to either the Strathcona Hotel, or "Building B" on the campus of the Willowdale Welcome Centre at 5800 Yonge Street.

Before HFS began managing this shelter, it primarily served temporarily homeless working people and still includes many. HFS has broadened this shelter's mandate to ensure that it is in keeping with Toronto Shelter Standards, specifically, ensuring access for individuals who are lesbian, gay, bisexual, transsexual, and/or who have mental health issues and/or who are refugees.

Many of the St. Clair Shelter's population are employed or are actively seeking employment. Often, once the St. Clair Shelter's residents have stabilized, they move on. Consequently, the St. Clair Shelter has a higher turnover rate.

The bulk of the referrals for the St. Clair Shelter are from the City of Toronto's Central Intake, and we receive a significant number of walk-ins and self-referrals (people who know present residents, or who have stayed there in the past). In addition, we receive referrals from police, courts, as well as from respite sites across the City of Toronto including Scarborough.

#### **STRACHAN HOUSE:**

The population mix at Strachan House is adults who have a history of homelessness and are considered "the hardest to house" with severe mental health and/or addiction issues, and who have difficulty securing and maintaining housing and are very street-involved. In the past two years, the "hardest to house" at Strachan is often meaning people with very complex mental health and concurrent addiction issues, and their support needs are vastly greater than in previous years.

As a result of system necessity, Strachan House has undergone an evolution in its placement strategy as it is increasingly looked to by the City of Toronto, CAMH, and all major hospitals within the City, as the only program willing to, and capable of, housing clients with the most extreme complex issues and difficult needs.

Strachan House receives referrals for individuals with extensive histories of homelessness, institutionalization, or street-life that would benefit from a tolerant, congregate living environment. Strachan currently receives the bulk of its referrals from hospital outpatient support teams (i.e. ACT teams), including CAMH, University Health Network, St. Michael's Hospital, etc.

Strachan House continues to provide housing for residents of our other shelter sites who are identified as able to move on to housing, but still require 24-hour, intensive supports.

The partnership with Streets to Homes continues, where a designated unit is allocated to a high-needs client that has difficulty maintaining in the City shelter setting. Many of the individuals who are referred have physical health, mental health and/or substance use issues. The goal is to engage these clients and get them off the street and into a 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 increased complexity of client issues have resulted in more complex case management involving many branches such as the criminal justice system, Canada Revenue Agency, Ontario Disability Support Program, Ontario Works Program, Residential Tenancy Act, Landlord & Tenant Board, physicians, psychiatrists, and external support agencies.

Because clients' needs have vastly increased, we have developed programs in response. Many Strachan House tenants have complex mental health issues or unresolved trauma which leads to hoarding issues. They also have fewer life skills regarding housekeeping. The development of internal holistic programs and increased internal supports work towards significantly reducing barriers to obtaining and maintaining housing at Strachan House. For example, the Food Program, the Housekeeping, Hoarding, & Pest Control Program, as well as the commercial laundry facilities, and in-house primary health care. Additionally, we have funding for an in house personal support worker and an Intensive Case Management Worker. The success of these programs has allowed us

to remove previously existing barriers resulting in the increased ability to house individuals with the most complex issues in the City.

**STRATHCONA HOTEL (INCLUDING SAVARDS):**

In April 2020, as a response to the need for social distancing and the immediate reduction in dorm capacity, the Savards program was relocated to the Strathcona Hotel Program at 60 York Street. The hotel is part of the City's Emergency Covid Response, and the approximately 200 bed site is divided between Homes First and Dixon Hall, with our capacity being 107.

The population mix at Savards was made up of 30 single adult women with an emphasis on those with histories of long-term homelessness and mental health issues. The residents of Savards were usually women with: extreme mental health issues; concurrent disorders (mental health and addiction issues); moderate developmental delays and addiction issues; moderate developmental delays and mental health issues; and/or undiagnosed/untreated mental health issues. Of the 29 Savards Shelter at the time the Strathcona Hotel Program began, 19 were relocated to the hotel, the 10 remaining were relocated to other shelters.

The other rooms of the hotel were initially filled by clients of the Kennedy and St. Clair Shelters when those Shelters' capacities were reduced. In those situations, a placement strategy was utilized as residents were selected based on their ability to thrive in a private space (with their own bathroom) and not be adversely affected by increase social isolation or be high-risk for overdose or self-harm.

Strathcona has in its first few months of operation been a very stable program with little turnover. The City has given us flexibility to change rooms from a "single" to a "double" to allow for couples, which in turn maximizes occupancy. The few rooms that come available are filled by existing Homes First clients from our other shelters, by identifying those that could benefit from their own room.

The Housing Help and Life Skills Workers that came to the hotel from Savards now work with all the clients within the program. There is still a focus on obtaining housing, although that process has been severely curtailed by the ongoing pandemic. However, building the foundations for housing readiness, such as obtaining identification, securing/maintaining an income, accessing medical supports, etc. is still a key part of their work.

Although visits from outside supports have also been cut back significantly, a nurse, funded through the LHINs, is on-site five days a week to meet with residents.

**WILLOWDALE WELCOME CENTRE:**

In November 2019, Homes First was asked by the City to operate a refugee/newcomer shelter for 200 single adults (120 women, 80 men) out of the former North York Hydro campus at 5800 Yonge Street. This was done to help alleviate the pressure on the "traditional" shelter system which has seen an influx of newcomers with much different needs. A team of Intensive Case Management Workers with specific knowledge and experience in this area were put in place, and several partnerships were arranged with organizations (such as Red Cross First Contact) that focus on settlement services. Primary health care is provided by Inner City Health Associates.

The referrals for this program were arranged through a process coordinated by the City, where homeless individuals who have applied or are preparing to apply for refugee status were relocated



to the Welcome Centre. This system was of course affected significantly by the pandemic and the shutting of the borders, eventually meaning the end to referrals from this population.

In April of 2020, the second building on the campus – “Building B” added beds in response to a request from the City to help support adult singles displaced from other shelters as part of their need to reduce beds because of Covid. Capacity eventually reached 79, with space for 47 men and 32 women. Most of these individuals came from respites, with a few from St. Clair, and a significant percentage have addiction and/or mental health issues. Referrals were originally coordinated through the City, with busses arriving at regular intervals over the first few days. Since then intakes come in through either Central Intake or other shelters.

With the ongoing border closure, the main “Building A” became a 125 bed (90 men, 35 women) program for traditional shelter users. In the Fall of 2021, “Building B” was utilized as a 50-bed Warming Centre. As at the Better Living Centre, although intended to run only during an Extreme Cold Weather Alert, we were asked on several occasions to keep the Warming Centre open for extended periods to reduce strain on the shelter system. At no point were clients discharged on to the street; it always used a “soft close” through referrals to other programs.

## HOUSING

All individuals housed by HFS must meet basic eligibility criteria as noted in the HFS Decision Making Matrix:

1. Those who have demonstrated an inability to obtain/maintain housing elsewhere.
2. Must be 18 years or older.
3. Individuals able to live independently or with special supportive programs provided in partnership with Homes First.
4. Must have or be pursuing or be willing to pursue a source of income when moving into housing (i.e., social benefits).
5. Non-predatory.
6. Those with diagnosed/undiagnosed mental illness/addiction issues.
7. Individuals that may be isolated or marginalized or displaced or who have inadequate life skills.

Our general waiting list is made up of referrals from a variety of sources, including:

- Anishnawbe Health Toronto
- Toronto Western Hospital
- St. Joseph Hospital
- CAMH
- Church groups
- City of Toronto
- COTA Health
- Good Neighbours Club
- North Support Services Multi-Disciplinary Access to Care and Housing (MATCH)
- Other shelters
- Regent Park Community Health Centre
- St. Michael’s Hospital
- Sojourn House
- Streets to Homes
- Walk-ins (from word of mouth)

There are other agencies that refer individuals to specific housing options, which will be noted on a site-by-site basis.

HFS also has a mechanism for internal transfer which enables us to support residents with changing needs.

The Social Housing Reform Act mandates that our process prioritizes intake and internal transfers for any vacancy as follows: individuals fleeing violence, homelessness, and the over-housed (i.e., one person living in a two-bedroom unit). Of course, placement also takes into consideration site suitability.

## **HOUSING OWNED BY HFS**

### **BELLEVUE:**

Bellevue has 28 bachelor and one-bedroom units housing single men and women. Residents deal with issues of mental health, physical challenges, and addictions.

Traditionally, Bellevue has been a low-turnover building and we have used it primarily within our internal transfer process for people seeking to move from our shelters and those seeking to move away from shared accommodation.

Our placement strategy is to house people at Bellevue who have some mental health issues whose needs are met by accommodating them in a small, close-knit community.

Bellevue is located in the Kensington Market area, which is an eclectic neighbourhood. The location of Bellevue in Kensington Market continues to provide the opportunity to be involved in the Kensington Solstice Parade. An annual community celebration in December, the parade has music, costumes, performances, and a public parade of lanterns. Winter 2020 would be the seventh year of residents and staff from several Homes First sites creating lanterns, decorating the building, and participating in the parade; however, we do not yet know if the Solstice Parade will be taking place this year. Additionally, in the summer, the site usually plays host to a multi-site barbeque held in the old-fashioned lawn and garden, unfortunately due to Covid, this event was cancelled in 2020.

### **HURON:**

Huron has shared accommodation for ten single men with histories of homelessness and dealing with issues of mental health and addictions.

Individuals from our general waiting list are interviewed, and then matched with Huron based on their ability and desire to live in a small-group setting.

### **MEEGWETCH:**

Meegwetch is a complex consisting of townhouses and an apartment building. 14 families are housed in two-, three-, and four-bedroom townhouses. Fifty single adults and single parent families who have experienced the effects of poverty, addictions, and/or mental/physical health issues are housed in bachelor, one-, and two-bedroom apartments.

### **Meegwetch Apartment Building:**

Traditionally, Meegwetch has been a low-turnover building and we have used it within our internal transfer process for people seeking to move primarily from Shuter and our shelters; our placement strategy for Meegwetch is to continue to do so in concert with the referrals from the CAMH program.

Through our funded partnership with CAMH, 15 individuals are supported in an integrated approach. These individuals were previously hospitalized in the CAMH Schizophrenia Program.

### **Meegwetch Townhouses:**

The client placement strategy for the townhouses is contingent on the size of the townhouse.

The two-bedroom townhouses (and occasionally, three-bedroom townhouses) may be used for internal transfers for expanding families or family reunification who previously lived in a one-bedroom unit.

Vacancies within our three- and four-bedroom townhouses are primarily filled from our waiting list which, as described earlier, is filled from referrals from agencies across Toronto, as well as walk-ins. Additionally, the Children's Aid Society refers clients specifically to Meegwetch.

### **PLEASANT MANOR:**

Pleasant Manor contains 16 self-contained bachelors and one-bedroom units for single men and women who have had significant histories of homelessness. Many of the residents of Pleasant Manor were previously residents of StreetCity. Individuals at this building deal with various issues such as addiction and/or mental health.

Pleasant Manor has a very low turnover rate, and as noted above, it originally housed people from StreetCity. We have, and will continue to, use Pleasant Manor for internal transfer for people who have an extensive history of living in shelters and/or living on the street.

### **SHEILA MILLER:**

The Sheila Miller building is comprised of 22 bachelor and one-bedroom units. When HFS took over the Sheila Miller building, the population that the building was intended to serve was women fleeing domestic abuse. Over time, the nature of the population has changed in that the women currently living there are no longer in crisis and cannot be considered the hardest to house.

Early in 2011, the Board approved making a change to this building's client placement strategy through attrition. This building is well-suited to the needs of other populations which are truly the hardest to house, such as mobility challenged people with other issues (e.g. alcoholism, mental health, behavioural); through attrition, the approved placement strategy for Sheila Miller is to house men or women with such challenges, primarily through our internal waiting list.

### **SHUTER:**

Shuter provides shared accommodation for 77 older, single men and women in 17 four- or five-bedroom apartments. Individuals deal with a variety of issues, including addiction, alcoholism, mental health, and aging. The majority are significantly street involved.

Shuter has a partnership with CAMH and Pilot Place for 18 units for individuals previously hospitalized with schizophrenia. This partnership works well for the clients; however, there are some challenges due to the differing measures of success for the partners.

Our client placement strategy for Shuter is to continue to receive referrals from agencies that often deal with middle-aged and older clients, such as: Seaton House, hospital discharge planners (most often St. Michael's Hospital), shelters, Streets-to-Homes, Street Haven, and Regent Park Community Health Centre.

The partnership with Inner City Health and St. Elizabeth's, the "Journey Home Hospice" has been a great success, operating at capacity serving individuals who are living on the streets or in shelters who require palliative care. The program hospice has been expanded to 14 units.

#### **VAUGHAN:**

Vaughan contains twenty-nine units, one- and two-bedroom apartments housing single adults, single-parent families, and couples. Some individuals have stabilized and, if other housing were available, would be better served by moving on. In fact, we have been successful with helping many individuals do so.

Vaughan vacancies are mainly filled by internal transfers and COTA Health, although they have also been filled through our waiting list.

Through attrition, Homes First continues to increase the diversity of the residents of this building, yet recognizing that the building is very suitable for small families.

#### **WALES:**

Wales is comprised of five units (one bachelor, three one-bedrooms, and a two-bedroom unit) housing single men and women who are considered victims of torture and are from foreign countries.

HFS client placement strategy for Wales is to continue to accept referrals from the Canadian Centre for Victims of Torture, Amnesty International, and other agencies that assist immigrants from troubled countries.

## **HOUSING MANAGED BY HFS**

#### **BRANDON & NORTHCOTE:**

These sites are two houses with, collectively, eleven individual private rooms with shared kitchens/bathrooms, that houses single males.

As a result of an increase in need for males between 40 and 60 and inadequate funding for these two buildings our placement strategy is to accept older clients who are slightly higher functioning and ideally have other support workers that can work collaboratively with us to maintain housing.

#### **JARVIS:**

Jarvis House provides shared accommodation for 24 middle-aged and older men in six apartments, primarily referred by Seaton House. These individuals are generally not currently street involved, but have lengthy histories of homelessness as well as addictions and/or mental health issues.

**SPADINA HOUSES:**

140 Spadina accommodates seven single men, most of whom have addiction issues. 164 Spadina is comprised of six units that currently houses high-functioning single women.

Historically, HFS has always referred to the Spadina Houses (140 and 164 Spadina) as “managed properties”, when in fact we rent them from the City of Toronto Facilities and Real Estate Division and receive no property subsidy. Because HFS does not receive any Social Housing or other type of funding for these properties, it is not constrained by any funding requirements, which gives HFS flexibility in long-term planning for housing different/diverse population groups.

In the short- and mid-term, HFS will continue to place individuals at these sites who match the current population.

In the long-term, because of potential for flexibility for these sites, we may consider using these buildings for a different population. For example, early in 2011, these two buildings were considered by Toronto Central LHIN for dry-house/harm-reduction housing models.

**To:** Homes First Society Board of Directors  
**From:** Patricia Mueller, HFS Chief Executive Officer  
**Subject:** HFS Homes For Dinner Interim Report  
**Date:** November 30, 2020

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**Recommendation:**

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

**Background:**

This year, Homes First brought back its signature Homes for Dinner event but with a bit of twist for everyone's safety. On Saturday, November 6th, close friends and family gathered throughout the city to celebrate the meaning of home, in support of those who need one.

Despite the challenges that we faced around the uncertainty of the times, and many people's reluctances to gather in any form, we were determined to bring an evening of great food, fun, and purpose in the name of Homes First.

Although, one of the obvious intentions was to raise money to go towards our residents' programs, the main objective was to highlight our brand, make new connections, and reintroduce our event to the city as a steppingstone towards a bigger and better Homes for Dinner event in 2022 and beyond!

The virtual component of the evening allowed all parties to tune in to learn more about Homes First and the work we do, as well as meet some of the residents we currently support. In addition, they were treated to some great entertainment and the opportunity to participate in an auction for a wonderful cause.

Some of the highlights of this year's event include:

1. Multiple new sponsors, including the partnering sponsor of \$15,000.
2. A total of 20 Host Your Wwn dinners, including two that raised \$10,000 each.
3. A donation of \$10,000 from the Jalynn H. Bennett Foundation.
4. Increased donations and sponsorship from our contracted organizations.

Overall, we received great feedback from our sponsors and donors who reported being completely engaged with the virtual component of the evening. Many reported learning a lot, enjoying good food, and having a fun evening with friends and family they haven't seen in some time.

Through the hard work of the Development Team, the Homes For Dinner Event Subcommittee, the support of our senior management, and the Board, we were able to put on a successful event as well as raise money that is much needed for our residents in these difficult times.

On the following page, there is a breakdown of the revenue and expenses for your review.

**Homes for Dinner Expenses and Revenue, November 2021:**

Sponsorship	\$46,500.00
Donations: Including Host your Own	\$59,371.00
Silent Auction	\$5,606.00
<b>Total Amount Raised</b>	<b>\$111,477.00</b>

<b>Expenses</b>	
Catering	\$11,710.00
Virtual/Entertainment	\$15,000.00
Printing/Marketing/Design	\$3,608.85
Basset Events	\$25,000.00
<b>Total Expenses</b>	<b>\$55,318.85</b>

<b>Gross Revenue:</b>	<b>\$111,537.00</b>
<b>Net Revenue:</b>	<b>\$51,866.70</b>

**Please note:** This is a to-date budget and does not reflect any incoming donations or donations that will be collected at the Presenting Sponsor Dinner (an additional dinner scheduled for December 6, 2021).

HOMES FIRST SOCIETY - FINANCIAL DASHBOARD

BALANCE SHEET		YTD	Audited			
		30-Sep-21	2020	\$ Change	% Change	Explanation for Changes +/- 5% or Significant Changes
<b>ASSETS</b>	Current:					
	Cash and Cash Equivalents	4,682,679	3,799,121	883,558	23%	This account will fluctuate monthly as invoices/payroll are entered and paid.
	Accounts Receivable	2,975,283	3,127,118	(151,835)	-5%	HST, Hotel programs.
	Prepaid Expenses	364,492	212,121	152,371	72%	Insurance - this account will be drawn down monthly as revenue is allocated.
	<b>Total Current Assets</b>	<b>8,022,454</b>	<b>7,138,360</b>	<b>884,094</b>	<b>12%</b>	
	Property & Equipment	4,693,283	5,131,865	(438,582)	-9%	Decreased by principal mortgage payments.
	Assets Under Capital Lease	1,783,186	2,169,114	(385,928)	-18%	Decreased by principal mortgage payments.
	Restricted Investments	2,773,886	2,740,041	33,845	1%	
<b>TOTAL ASSETS</b>		<b>17,272,808</b>	<b>17,179,380</b>	<b>93,428</b>	<b>1%</b>	
<b>LIABILITIES</b>	Accounts Payable & Accrued Liabilities	4,557,051	5,497,952	(940,901)	-17%	This account will fluctuate monthly as invoices are entered and paid.
	Deferred Revenue	2,821,341	668,284	2,153,057	322%	Consist of shelter payments and deferred donation income - this account will be drawn down monthly as revenue is allocated.
	<b>Total Current Liabilities</b>	<b>7,378,392</b>	<b>6,166,236</b>	<b>1,212,156</b>	<b>20%</b>	
	Deferred Contributions Related to Property & Equipment	146,452	285,517	(139,065)	-49%	Decreased by deferred amortization contributions.
	Restricted Contribution	120,393	120,393	0	0%	
	Mortgages Payable	6,047,125	6,732,571	(685,446)	-10%	
<b>TOTAL LIABILITIES</b>		<b>13,692,363</b>	<b>13,304,717</b>	<b>387,646</b>	<b>3%</b>	
<b>NET ASSETS</b>	Externally Restricted Reserves	2,104,831	2,446,524	(341,693)	-14%	Decrease due to the cost of capital repair.
	Internally Restricted Reserves	309,819	309,819	(0)	0%	
	Unrestricted Net Assets	1,165,795	1,118,319	47,477	4%	Year-to-date surplus.
	<b>Total Net Assets</b>	<b>3,580,445</b>	<b>3,874,662</b>	<b>(294,216)</b>	<b>-8%</b>	
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>17,272,808</b>	<b>17,179,379</b>	<b>93,429</b>	<b>1%</b>	
INCOME STATEMENT		YEAR-TO-DATE				
		ACTUAL	BUDGET	\$ Change	% Change	Explanation for changes +/- 5% or significant changes
<b>Government Funding:</b>	City of Toronto	34,858,628	25,635,065	9,223,563	36%	Increase due to revised hotel programs budgets, BLC and Capital Exp funding.
	Province of Ontario	264,918	264,915	3	0%	
<b>Total Government Funding</b>		<b>35,123,546</b>	<b>25,899,980</b>	<b>9,223,566</b>	<b>36%</b>	
<b>Revenues from Operations</b>		<b>1,103,954</b>	<b>1,062,862</b>	<b>41,092</b>	<b>4%</b>	
<b>Donation Revenues:</b>	Restricted Donations	50,000	-	50,000	#DIV/0!	2020 Donation allocated for centralised food program at Sheila Miller.
	Unrestricted Donations	-	-	-	0%	
	Donations - Other	16,000	-	16,000	#DIV/0!	General donations.
<b>Total Donation Revenues</b>		<b>66,000</b>	<b>-</b>	<b>66,000</b>	<b>#DIV/0!</b>	
<b>Other Revenues:</b>	United Way Funding	140,476	151,637	(11,160)	-7%	Funding decreased for 2021.
	Management Fees	87,067	87,067	-	0%	
	Program Funding	208,885	200,250	8,635	4%	
	Deferred Amortization Contributions	139,065	139,065	(0)	0%	
<b>Total Other Revenues</b>	<b>Total Other Revenues</b>	<b>575,493</b>	<b>578,018</b>	<b>(2,525)</b>	<b>0%</b>	
<b>TOTAL REVENUES</b>	<b>TOTAL REVENUE</b>	<b>36,868,993</b>	<b>27,540,860</b>	<b>9,328,133</b>	<b>34%</b>	
<b>Property Management Expenses:</b>	Utilities	630,900	688,243	(57,343)	-8%	
	General Repairs and Maintenance	4,057,434	2,622,413	1,435,021	55%	Higher than budgeted cleaning services at Better Living Centre, Willowdale, and Lake Shore.
	Building and Equipment	993,076	419,963	573,113	136%	Start up cost of hotel program and roof replacement.
	Mechanical	336,674	260,242	76,431	29%	Installation of LED lights and GFCI outlets in the sec78 properties.
	Security, Health & Safety	427,450	187,872	239,578	128%	Increase due to sharps management at hotel programs.
	Mortgage & Rent Expense	966,573	967,554	(981)	0%	
	Municipal Taxes	210,522	208,882	1,641	1%	
	Insurance	209,638	167,910	41,728	25%	Due to insurance for new sites.
	Reserve Allocations	152,744	153,257	(513)	0%	
	Amortization of Capital Assets	139,065	139,065	(0)	0%	
	Bad Debts (Recoveries)	(11,130)	15,750	(26,880)	-171%	Decrease was due some rent recoveries and arranging payment plans.
<b>Total Property Management Expenses</b>		<b>8,112,946</b>	<b>5,831,151</b>	<b>2,281,795</b>	<b>39%</b>	
<b>Tenant Support Expenses:</b>	Salaries & Benefits	19,963,721	15,048,446	4,915,275	33%	Increase in staffing due to new hotel sites.
	Tenant Services	3,871,128	3,116,996	754,132	24%	Increase due to new hotel sites and start up cost.
	Office Administration	691,554	294,127	397,427	135%	Increase due to new hotel sites and start up cost.
<b>Total Tenant Support Expenses</b>		<b>24,526,403</b>	<b>18,459,569</b>	<b>6,066,833</b>	<b>33%</b>	
<b>Expense Allocations:</b>	Central Admin Expense Allocation	2,662,906	2,193,951	468,956	21%	Increase due to new admin positions in the each department.
	Property Management Expense Allocation	1,519,262	1,045,417	473,844	45%	Increase due to new property management positions and PPE reserves.
<b>Total Expense Allocations</b>		<b>4,182,168</b>	<b>3,239,368</b>	<b>942,800</b>	<b>29%</b>	
<b>TOTAL EXPENSES</b>		<b>36,821,517</b>	<b>27,530,089</b>	<b>9,291,429</b>	<b>34%</b>	
<b>NET SURPLUS/(LOSS)</b>		<b>47,476</b>	<b>10,771</b>	<b>36,704</b>	<b>341%</b>	



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

	SHELTERS & RESPITE											INITIATIVES		SEC78	SEC95	MGD	SDL	TOTAL	
	Strathcona	Savards	4117 Lawerance	Strachan	Scarborough	Kennedy	Lakeshore	Willowdale	Delta Hotel Program	Better Living Centre	Esplande Hotel Program	FUSS	CAMH	Social Housing Units	90 Shuter	Managed Properties	Support for Daily Living		
Units/Beds	97			88	90	60	200	150 + 32	300	124 + 50	254	0	15	174	77	48	275		
REVENUE																			
Government Funding:																			
City of Toronto	1,442,156	229,835	1,186,097	1,337,440	1,313,954	2,131,762	5,627,682	4,679,019	5,011,772	4,493,194	4,354,787	198,807	-	1,996,864	212,156	-	643,103	34,858,628	
Province of Ontario	88,302	-	-	176,616	-	-	-	-	-	-	-	-	-	-	-	-	-	264,918	
<b>Total Government Funding</b>	<b>1,530,458</b>	<b>229,835</b>	<b>1,186,097</b>	<b>1,514,056</b>	<b>1,313,954</b>	<b>2,131,762</b>	<b>5,627,682</b>	<b>4,679,019</b>	<b>5,011,772</b>	<b>4,493,194</b>	<b>4,354,787</b>	<b>198,807</b>	<b>-</b>	<b>1,996,864</b>	<b>212,156</b>	<b>-</b>	<b>643,103</b>	<b>35,123,546</b>	
Revenue from Operations	-	-	460	301,331	1,548	1,548	-	-	-	-	-	-	-	512,209	237,917	48,942	-	1,103,954	
Donation Revenues:																			
Restricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000	-	-	-	50,000	
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Donations - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,000	-	16,000	
<b>Total Donation Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>16,000</b>	<b>-</b>	<b>66,000</b>	
Other Revenues:																			
United Way Funding	42,075	-	-	56,325	42,075	-	-	-	-	-	-	-	-	-	-	-	-	140,476	
Management Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	87,067	-	87,067	
Program Funding	-	-	-	-	-	-	-	-	-	-	-	-	200,250	-	-	-	8,635	208,885	
Deferred Amortization Contributions	-	14,697	-	124,368	-	-	-	-	-	-	-	-	-	-	-	-	-	139,065	
<b>Total Other Revenues</b>	<b>42,075</b>	<b>14,697</b>	<b>-</b>	<b>180,693</b>	<b>42,075</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,250</b>	<b>-</b>	<b>-</b>	<b>87,067</b>	<b>8,635</b>	<b>575,493</b>	
<b>TOTAL REVENUE</b>	<b>1,572,534</b>	<b>244,532</b>	<b>1,186,556</b>	<b>1,996,080</b>	<b>1,357,578</b>	<b>2,133,309</b>	<b>5,627,682</b>	<b>4,679,019</b>	<b>5,011,772</b>	<b>4,493,194</b>	<b>4,354,787</b>	<b>198,807</b>	<b>200,250</b>	<b>2,559,073</b>	<b>450,073</b>	<b>152,009</b>	<b>651,738</b>	<b>36,868,993</b>	
EXPENSES																			
Property Management Expenses:																			
Utilities	-	15,148	-	114,670	69,825	81,522	4,713	-	-	-	-	-	-	225,989	108,424	10,609	-	630,900	
General Repairs and Maintenance	6,847	2,567	290,461	263,641	102,038	179,253	946,679	905,875	44,438	985,972	74,081	-	-	173,964	47,450	33,466	703	4,057,434	
Building and Equipment	5,665	7,941	5,778	88,766	14,820	124,641	19,278	9,815	27,580	22,824	7,761	-	-	580,090	34,923	43,195	-	993,076	
Mechanical	919	9,589	-	52,697	37,267	29,260	2,693	1,631	123	637	125	-	-	153,054	32,160	16,519	-	336,674	
Security, Health & Safety	3,946	11,751	10,622	43,243	8,785	13,926	20,455	31,694	99,635	9,652	21,667	-	201	99,814	44,372	7,582	105	427,450	
Mortgage & Rent Expense	-	-	-	-	61,200	22,451	-	-	-	-	-	-	-	881,207	-	1,715	-	966,573	
Municipal Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	210,497	25	-	-	210,522	
Insurance	1,271	3,240	1,818	14,949	5,891	8,414	49,246	40,845	2,540	6,315	11,044	-	-	40,568	15,529	7,967	-	209,638	
Reserve Allocations	-	-	-	16,200	-	-	-	-	-	-	-	-	-	106,594	29,950	-	-	152,744	
Amortization of Capital Assets	-	14,697	-	124,368	-	-	-	-	-	-	-	-	-	-	-	-	-	139,065	
Bad Debts	-	-	-	2,168	-	-	-	-	-	-	-	-	-	18,325	9,362	-	-	(11,130)	
<b>Total Property Management Expenses</b>	<b>18,648</b>	<b>64,933</b>	<b>308,679</b>	<b>716,365</b>	<b>299,826</b>	<b>459,466</b>	<b>1,043,064</b>	<b>989,861</b>	<b>174,316</b>	<b>1,025,400</b>	<b>114,678</b>	<b>-</b>	<b>201</b>	<b>2,453,453</b>	<b>322,195</b>	<b>121,054</b>	<b>808</b>	<b>8,112,946</b>	
Tenant Support Expenses:																			
Salaries and Benefits	1,112,794	-	515,261	1,021,071	711,670	1,196,602	3,115,734	2,119,457	4,070,379	1,922,727	3,267,290	152,278	201,501	-	-	31,935	525,020	19,963,721	
Tenant Services	36,350	1,998	168,806	124,358	69,694	80,265	1,022,932	1,049,954	46,191	1,086,523	167,239	275	193	1,146	-	1,708	13,495	3,871,128	
Office Administration	46,047	6,876	20,947	36,880	29,206	42,398	120,001	43,288	63,704	56,280	145,427	5,243	875	21,265	2,438	4,203	46,477	691,554	
<b>Total Tenant Support Expenses</b>	<b>1,195,192</b>	<b>8,874</b>	<b>705,015</b>	<b>1,182,309</b>	<b>810,571</b>	<b>1,319,265</b>	<b>4,258,667</b>	<b>3,212,699</b>	<b>4,180,274</b>	<b>3,065,531</b>	<b>3,579,957</b>	<b>157,796</b>	<b>202,570</b>	<b>22,410</b>	<b>2,438</b>	<b>37,845</b>	<b>584,992</b>	<b>24,526,403</b>	
Expense Allocations:																			
Central Admin Expense Allocation	221,560	119,989	117,394	61,979	157,902	225,876	201,992	288,597	402,345	254,461	433,450	17,438	-	44,826	74,926	-	40,171	2,662,906	
Property Management Expense Allocation	135,684	50,736	54,909	35,214	88,975	125,577	116,452	181,259	253,948	146,891	225,066	9,109	-	29,155	44,724	-	21,562	1,519,262	
<b>Total Expense Allocations</b>	<b>357,244</b>	<b>170,725</b>	<b>172,303</b>	<b>97,194</b>	<b>246,878</b>	<b>351,453</b>	<b>318,444</b>	<b>469,855</b>	<b>656,293</b>	<b>401,352</b>	<b>658,516</b>	<b>26,548</b>	<b>-</b>	<b>73,981</b>	<b>119,650</b>	<b>-</b>	<b>61,733</b>	<b>4,182,168</b>	
<b>TOTAL EXPENSES</b>	<b>1,571,083</b>	<b>244,531</b>	<b>1,185,997</b>	<b>1,995,868</b>	<b>1,357,274</b>	<b>2,130,184</b>	<b>5,620,175</b>	<b>4,672,415</b>	<b>5,010,883</b>	<b>4,492,283</b>	<b>4,353,150</b>	<b>184,344</b>	<b>202,771</b>	<b>2,549,843</b>	<b>444,283</b>	<b>158,899</b>	<b>647,533</b>	<b>36,821,517</b>	
<b>NET SURPLUS/(LOSS)</b>	<b>1,451</b>	<b>0</b>	<b>560</b>	<b>212</b>	<b>303</b>	<b>3,125</b>	<b>7,507</b>	<b>6,603</b>	<b>889</b>	<b>911</b>	<b>1,637</b>	<b>14,464</b>	<b>(2,521)</b>	<b>9,230</b>	<b>5,790</b>	<b>(6,891)</b>	<b>4,205</b>	<b>47,476</b>	

HFS Board Nov. 30, 2021 - Agenda & Materials - 42 of 50  
HFS SEGMENTED STATEMENT OF OPERATIONS - BUDGET  
FOR MONTH ENDING SEPTEMBER 30, 2021

	SHELTERS & RESPITE							INITIATIVES		SEC78	SEC95	MGD	SDL		
9	Savards	Strachan	St Clair	Kennedy	Lakeshore	WWC	Strathcona Hotel Programs	Delta Hotel Program	Better Living Centre	FUSS	CAMH	Social Housing Units	90 Shuter	Managed Properties	Support for Daily Living
Units/Beds	30	88	90	90	200	150 + 32	100	300	124 + 50	0	15	174	77	48	275
<b>REVENUE</b>															
Government Funding:															
City of Toronto	622,941	1,363,441	1,343,954	2,122,340	5,697,155	4,537,309	1,158,504	4,102,007	1,708,802	148,147	-	1,869,900	321,939	-	638,627
Province of Ontario	264,915	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Government Funding</b>	<b>887,856</b>	<b>1,363,441</b>	<b>1,343,954</b>	<b>2,122,340</b>	<b>5,697,155</b>	<b>4,537,309</b>	<b>1,158,504</b>	<b>4,102,007</b>	<b>1,708,802</b>	<b>148,147</b>	<b>-</b>	<b>1,869,900</b>	<b>321,939</b>	<b>-</b>	<b>638,627</b>
Revenue from Operations	-	323,982	750	-	-	-	-	-	-	-	-	472,204	201,837	64,089	-
Donation Revenues:															
Restricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Donation Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other Revenues:															
United Way Funding	46,046	60,671	44,921	-	-	-	-	-	-	-	-	-	-	-	-
Management Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	87,067	-
Program Funding	-	-	-	-	-	-	-	-	-	-	200,250	-	-	-	-
Deferred Amortization Contributions	14,697	124,368	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Revenues</b>	<b>60,743</b>	<b>185,039</b>	<b>44,921</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,250</b>	<b>-</b>	<b>-</b>	<b>87,067</b>	<b>-</b>
<b>TOTAL REVENUE</b>	<b>948,598</b>	<b>1,872,461</b>	<b>1,389,625</b>	<b>2,122,340</b>	<b>5,697,155</b>	<b>4,537,309</b>	<b>1,158,504</b>	<b>4,102,007</b>	<b>1,708,802</b>	<b>148,147</b>	<b>200,250</b>	<b>2,342,104</b>	<b>523,776</b>	<b>151,156</b>	<b>638,627</b>
<b>EXPENSES</b>															
Property Management Expenses:															
Utilities	29,924	107,250	76,331	94,986	-	-	-	-	-	-	-	262,603	105,323	11,828	-
General Repairs and Maintenance	53,533	197,744	107,946	196,703	563,339	777,750	26,639	72,000	395,550	-	-	159,441	52,507	19,261	-
Building and Equipment	14,250	55,481	46,568	52,384	40,500	9,131	-	-	-	-	-	105,187	81,464	15,000	-
Mechanical	10,500	44,430	36,750	56,282	9,906	7,500	-	-	-	-	-	67,354	21,146	6,375	-
Security, Health & Safety	16,140	23,375	23,513	18,086	5,250	5,250	-	-	-	-	-	56,584	35,849	3,825	-
Mortgage & Rent Expense	-	2	61,200	22,451	-	-	-	-	-	-	-	880,939	-	2,963	-
Municipal Taxes	-	-	-	-	-	-	-	-	-	-	-	208,822	60	-	-
Insurance	2,393	11,074	4,361	6,338	42,146	37,613	2,250	3,000	11,250	-	-	30,066	11,513	5,909	-
Reserve Allocations	-	16,200	-	-	-	-	-	-	-	-	-	107,057	30,000	-	-
Amortization of Capital Assets	14,697	124,368	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	3,000	-	-	-	-	-	-	-	-	-	10,125	1,875	750	-
<b>Total Property Management Expenses</b>	<b>141,436</b>	<b>582,924</b>	<b>356,668</b>	<b>447,229</b>	<b>661,142</b>	<b>837,243</b>	<b>28,889</b>	<b>75,000</b>	<b>406,800</b>	<b>-</b>	<b>-</b>	<b>1,888,176</b>	<b>339,736</b>	<b>65,910</b>	<b>-</b>
Tenant Support Expenses:															
Salaries and Benefits	628,831	1,003,775	697,849	1,303,320	3,274,730	2,101,534	972,308	3,475,817	732,534	146,759	162,473	-	-	50,204	498,313
Tenant Services	48,882	74,408	82,292	122,201	1,227,510	1,111,950	41,250	111,772	282,750	225	-	3,420	-	1,950	8,387
Office Administration	16,661	27,300	30,045	28,725	67,500	44,850	5,625	21,000	4,500	1,163	965	2,250	-	3,643	39,900
<b>Total Tenant Support Expenses</b>	<b>694,374</b>	<b>1,105,482</b>	<b>810,186</b>	<b>1,454,246</b>	<b>4,569,740</b>	<b>3,258,334</b>	<b>1,019,183</b>	<b>3,608,589</b>	<b>1,019,784</b>	<b>148,147</b>	<b>163,439</b>	<b>5,670</b>	<b>-</b>	<b>55,797</b>	<b>546,600</b>
Expense Allocations:															
Central Admin Expense Allocation	74,794	124,656	149,588	149,588	315,796	299,175	74,794	283,385	191,140	-	24,931	299,175	124,656	19,945	62,328
Property Management Expense Allocation	35,639	59,399	71,278	71,278	150,477	142,557	35,639	135,033	91,078	-	11,880	142,557	59,399	9,504	29,699
<b>Total Expense Allocations</b>	<b>110,433</b>	<b>184,055</b>	<b>220,866</b>	<b>220,866</b>	<b>466,273</b>	<b>441,732</b>	<b>110,433</b>	<b>418,418</b>	<b>282,218</b>	<b>-</b>	<b>36,811</b>	<b>441,732</b>	<b>184,055</b>	<b>29,449</b>	<b>92,028</b>
<b>TOTAL EXPENSES</b>	<b>946,243</b>	<b>1,872,461</b>	<b>1,387,720</b>	<b>2,122,340</b>	<b>5,697,154</b>	<b>4,537,309</b>	<b>1,158,504</b>	<b>4,102,007</b>	<b>1,708,801</b>	<b>148,147</b>	<b>200,250</b>	<b>2,335,578</b>	<b>523,791</b>	<b>151,155</b>	<b>638,628</b>
<b>NET SURPLUS/(LOSS)</b>	<b>2,356</b>	<b>(0)</b>	<b>1,905</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,526</b>	<b>(15)</b>	<b>0</b>	<b>(0)</b>

**HFS STATEMENT OF OPERATIONS**  
**FOR MONTH ENDED SEPTEMBER 30, 2021**

	CURRENT MONTH			YEAR-TO-DATE			2021 BUDGET	
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	BUDGET	% OF BUDGET USED
REVENUE								
Government Funding:								
City of Toronto	3,955,100	2,848,341	1,106,759	34,858,628	25,635,065	9,223,563	36,406,849	95.7%
Province of Ontario	29,434	29,435	(1)	264,918	264,915	3	353,220	75.0%
<b>Total Government Funding</b>	<b>3,984,534</b>	<b>2,877,776</b>	<b>1,106,758</b>	<b>35,123,546</b>	<b>25,899,980</b>	<b>9,223,566</b>	<b>36,760,068</b>	<b>95.5%</b>
Revenue from Operations	116,013	118,096	(2,082)	1,103,954	1,062,862	41,092	1,417,149	77.9%
Donation Revenues:								
Restricted Donations	-	-	-	50,000	-	50,000	-	0.0%
Unrestricted Donations	-	-	-	-	-	-	-	0.0%
Donations - Other	-	-	-	16,000	-	16,000	-	0.0%
<b>Total Donation Revenues</b>				<b>66,000</b>	<b>-</b>	<b>66,000</b>	<b>-</b>	<b>0.0%</b>
Other Revenues:								
United Way Funding	15,051	16,849	(1,798)	140,476	151,637	(11,160)	202,182	69.5%
Management Fees	9,674	9,674	-	87,067	87,067	-	116,089	75.0%
Program Funding	22,250	22,250	-	208,885	200,250	8,635	267,000	78.2%
Deferred Amortization Contributions	15,452	15,452	(0)	139,065	139,065	(0)	185,420	75.0%
<b>Total Other Revenues</b>	<b>62,427</b>	<b>64,224</b>	<b>(1,798)</b>	<b>575,493</b>	<b>578,018</b>	<b>(2,525)</b>	<b>770,691</b>	<b>74.7%</b>
<b>TOTAL REVENUE</b>	<b>4,162,974</b>	<b>3,060,096</b>	<b>1,102,878</b>	<b>36,868,993</b>	<b>27,540,860</b>	<b>9,328,133</b>	<b>38,947,908</b>	<b>94.7%</b>
EXPENSES								
Property Management Expenses:								
Utilities	74,619	76,471	(1,852)	630,900	688,243	(57,343)	1,002,959	62.9%
General Repairs and Maintenance	362,485	291,379	71,106	4,057,434	2,622,413	1,435,021	3,677,762	110.3%
Building and Equipment	64,941	46,663	18,278	993,076	419,963	573,113	571,451	173.8%
Mechanical	58,736	28,916	29,820	336,674	260,242	76,431	381,659	88.2%
Security, Health & Safety	47,400	20,875	26,525	427,450	187,872	239,578	263,030	162.5%
Mortgage & Rent Expense	106,978	107,506	(528)	966,573	967,554	(981)	1,290,072	74.9%
Municipal Taxes	23,187	26,103	(2,916)	210,522	208,882	1,641	287,190	73.3%
Insurance	19,643	18,657	987	209,638	167,910	41,728	231,350	90.6%
Reserve Allocations	16,995	17,029	(34)	152,744	153,257	(513)	204,343	74.7%
Amortization of Capital Assets	15,452	15,452	(0)	139,065	139,065	(0)	185,420	75.0%
Bad Debts	717	1,750	(1,033)	(11,130)	15,750	(26,880)	21,000	-53.0%
<b>Total Property Management Expenses</b>	<b>791,153</b>	<b>629,917</b>	<b>161,236</b>	<b>8,112,946</b>	<b>5,831,151</b>	<b>2,281,795</b>	<b>8,116,236</b>	<b>100.0%</b>
Tenant Support Expenses:								
Salaries and Benefits	2,413,097	1,672,050	741,048	19,963,721	15,048,446	4,915,275	21,214,009	94.1%
Tenant Services	373,823	346,333	27,490	3,871,128	3,116,996	754,132	4,278,180	90.5%
Office Administration	66,458	32,681	33,778	691,554	294,127	397,427	425,669	162.5%
<b>Total Tenant Support Expenses</b>	<b>2,853,379</b>	<b>2,051,063</b>	<b>802,316</b>	<b>24,526,403</b>	<b>18,459,569</b>	<b>6,066,833</b>	<b>25,917,858</b>	<b>94.6%</b>
Expense Allocations:								
Central Admin Expense Allocation	318,502	243,772	74,730	2,662,906	2,193,951	468,956	3,324,168	80.1%
Property Management Expense Allocation	210,531	116,157	94,374	1,519,262	1,045,417	473,844	1,583,966	95.9%
<b>Total Expense Allocations</b>	<b>529,033</b>	<b>359,930</b>	<b>169,103</b>	<b>4,182,168</b>	<b>3,239,368</b>	<b>942,800</b>	<b>4,908,134</b>	<b>85.2%</b>
<b>TOTAL EXPENSES</b>	<b>4,173,565</b>	<b>3,040,910</b>	<b>1,132,655</b>	<b>36,821,517</b>	<b>27,530,089</b>	<b>9,291,429</b>	<b>38,942,227</b>	<b>94.6%</b>
<b>NET SURPLUS/(LOSS)</b>	<b>(10,591)</b>	<b>19,185</b>	<b>(29,776)</b>	<b>47,476</b>	<b>10,771</b>	<b>36,704</b>	<b>5,681</b>	<b>835.7%</b>

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

	YTD 30-Sep-21	<i>Audited</i> 2020	Net Change
<b>ASSETS</b>			
Current:			
Cash and cash equivalents	4,682,679	3,799,121	883,558
Accounts Receivable	2,975,283	3,127,118	(151,835)
Prepaid Expenses	364,492	212,121	152,371
<b>Total Current Assets</b>	<b>8,022,454</b>	<b>7,138,359</b>	<b>884,094</b>
Property and Equipment	4,693,283	5,131,865	(438,582)
Assets under capital lease	1,783,186	2,169,114	(385,928)
Restricted Investments	2,773,886	2,740,041	33,845
<b>TOTAL ASSETS</b>	<b>17,272,808</b>	<b>17,179,379</b>	<b>93,428</b>
<b>LIABILITIES</b>			
Accounts Payable and accrued liabilities	4,557,051	5,497,952	(940,901)
Deferred Revenue	2,821,341	668,284	2,153,057
<b>Total Current Liabilities</b>	<b>7,378,392</b>	<b>6,166,236</b>	<b>1,212,156</b>
Deferred contributions related to property & equipment	146,452	285,517	(139,065)
Restricted Contribution	120,393	120,393	0
Mortgages payable	6,047,125	6,732,571	(685,446)
<b>Total Liabilities</b>	<b>13,692,363</b>	<b>13,304,718</b>	<b>387,646</b>
<b>NET ASSETS</b>			
Externally Restricted Reserves	2,104,831	2,446,524	(341,693)
Internally Restricted Reserves	309,819	309,819	(0)
Unrestricted Net Assets	1,165,795	1,118,319	47,476
<b>Total Net Assets</b>	<b>3,580,445</b>	<b>3,874,662</b>	<b>(294,217)</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>17,272,808</b>	<b>17,179,379</b>	<b>93,428</b>

**Balance Sheet****Assets**

Current:	
Cash and cash equivalents	<b>4,682,679.24</b>
Bank Accts	356,386.83
Petty Cash	36,041.37
Guaranteed Investment certificates	4,413,027.04
Owing to/(from) operations	(122,776.00)
Accounts Receivable	<b>2,975,282.78</b>
Government funding	2,551,952.50
HST	443,477.31
Rent, net allowance	(12,205.03)
Management fee	(7,942.00)
Prepaid Expenses	<b>364,491.53</b>
<b>Total Current Assets</b>	<b>8,022,453.55</b>
Property and Equipment	<b>4,693,282.61</b>
Assets under capital lease	<b>1,783,185.64</b>
Restricted Investments:	<b>2,773,886.48</b>
Bond Funds	1,181,724.54
Equity Funds	483,420.43
Gen Op GIC	252,219.01
Strachan Reserve GIC	431,652.51
TREB Funds GIC	120,393.24
Scarborough GIC	181,700.75
Owing to/(from) restricted investments	122,776.00
<b>TOTAL ASSETS</b>	<b>17,272,808.28</b>

**LIABILITIES**

Accounts Payable and accrued liabilities	<b>4,557,050.65</b>
Accounts payable and accrued liabilities	4,536,259.63
Provision for repayment of subsidies	(5.50)
Accrued mortgage interest	20,796.52
Deferred Revenue	<b>2,821,341.28</b>
SCPI BCA Repairs	-
Miscellaneous	2,821,341.28
Total Current Liabilities	<b>7,378,391.93</b>
Deferred contributions related to property & equipmer	<b>146,452.43</b>
Restricted Contribution	120,393.24
Mortgages payable	6,047,125.20
<b>TOTAL LIABILITIES</b>	<b>13,692,362.80</b>

**NET ASSETS**

Externally Restricted net assets	2,104,831.41
Internally Restricted net assets	309,818.84
Unrestricted Net Assets	1,118,319.23
<b>Total Net Assets</b>	<b>3,532,969.48</b>
CURRENT YEAR SURPLUS	47,476.00
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>17,272,808.28</b>

HOMES FIRST SOCIETY STATEMENT OF OPERATIONS BUDGET PLAN FOR 2022

	Shelters							Hotel Programs			Respite	INITIATIVES		SEC78	SEC95	MGD	SDL	2022	2021	
	Strachan	St Clair	Kennedy	Lawrence	101 Placer	WWC	Lake Shore	Delta	ESPL	Strathcona	BLC	FUSS	CAMH	Social Housing Units	Shuter	Managed Properties	Support for Daily Living			
Units/Beds	88	38	60	55	55	125 + 50	173	12 months	4 months	4 months	3 months	0	15	174	77	48	275			
<b>REVENUE</b>																				
<b>Government Funding:</b>																				
City of Toronto	9,215,242	1,791,939	2,942,349	3,084,249	3,084,249	5,947,511	7,596,206	7,060,652	2,309,535	673,766	1,988,704	273,524	-	2,533,199	416,676	56,600	857,470	49,831,871	36,406,849	
Province of Ontario	353,220	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	353,220	353,220	
<b>Total Government Funding</b>	<b>9,568,462</b>	<b>1,791,939</b>	<b>2,942,349</b>	<b>3,084,249</b>	<b>3,084,249</b>	<b>5,947,511</b>	<b>7,596,206</b>	<b>7,060,652</b>	<b>2,309,535</b>	<b>673,766</b>	<b>1,988,704</b>	<b>273,524</b>	<b>-</b>	<b>2,533,199</b>	<b>416,676</b>	<b>56,600</b>	<b>857,470</b>	<b>50,185,091</b>	<b>36,760,068</b>	
Revenue from Operations	-	1,000	1,000	-	-	-	-	-	-	-	-	-	-	683,045	293,788	70,368	-	1,049,201	1,417,149	
<b>Donation Revenues:</b>																				
Restricted Donations	500,000	-	-	-	-	-	-	-	-	-	-	-	-	1,300,000	-	-	-	1,800,000	-	
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Donations - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Donation Revenues</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,800,000</b>	<b>-</b>	
<b>Other Revenues:</b>																				
United Way Funding	115,000	75,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	190,000	202,182	
Management Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	116,089	-	116,089	116,089	
Program Funding	-	-	28,461	-	-	-	-	-	-	-	-	-	267,000	-	-	-	110,000	405,461	267,000	
Deferred Amortization Contributions	165,824	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	165,824	185,420	
<b>Total Other Revenues</b>	<b>280,824</b>	<b>75,000</b>	<b>28,461</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>267,000</b>	<b>-</b>	<b>-</b>	<b>116,089</b>	<b>110,000</b>	<b>877,374</b>	<b>770,691</b>	
<b>TOTAL REVENUE</b>	<b>10,349,286</b>	<b>1,867,939</b>	<b>2,971,810</b>	<b>3,084,249</b>	<b>3,084,249</b>	<b>5,947,511</b>	<b>7,596,206</b>	<b>7,060,652</b>	<b>2,309,535</b>	<b>673,766</b>	<b>1,988,704</b>	<b>273,524</b>	<b>267,000</b>	<b>4,516,244</b>	<b>710,464</b>	<b>243,057</b>	<b>967,470</b>	<b>53,911,666</b>	<b>38,947,908</b>	
<b>EXPENSES</b>																				
<b>Property Management Expenses:</b>																				
Utilities	150,000	136,349	118,729	7,200	7,200	-	-	-	-	-	-	-	-	347,204	153,850	15,905	-	936,437	1,002,959	
General Repairs and Maintenance	414,742	143,928	268,071	282,250	282,250	1,149,055	868,000	95,000	31,667	1,333	263,830	-	-	227,929	79,583	44,519	-	4,152,157	3,677,762	
Building and Equipment	618,950	62,090	74,845	40,000	40,000	-	54,000	-	-	-	10,800	-	-	1,451,249	118,618	20,000	-	2,490,552	571,451	
Mechanical	109,700	49,000	65,042	-	-	-	9,000	-	-	-	-	-	-	110,290	46,860	11,102	-	400,994	381,659	
Security, Health & Safety	312,207	34,906	25,090	40,000	40,000	66,000	30,000	24,000	-	11,667	17,940	-	-	95,392	59,499	7,130	-	763,831	263,030	
Mortgage & Rent Expense	4,631,850	81,600	29,935	-	-	-	-	-	-	-	-	-	-	1,174,585	-	2,287	-	5,920,257	1,290,072	
Municipal Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	287,130	30	-	-	287,160	287,190	
Insurance	17,480	6,800	9,838	5,120	5,120	55,970	54,336	10,915	11,196	3,185	12,331	-	-	47,736	18,284	9,391	-	267,702	231,350	
Reserve Allocations	21,600	-	-	-	-	-	-	-	-	-	-	-	-	148,039	42,000	-	-	211,639	204,343	
Amortization of Capital Assets	165,824	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	165,824	185,420	
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	8,000	5,000	-	-	13,000	21,000	
<b>Total Property Mgmt. Expenses</b>	<b>6,442,353</b>	<b>514,673</b>	<b>591,550</b>	<b>374,570</b>	<b>374,570</b>	<b>1,271,025</b>	<b>1,015,336</b>	<b>129,915</b>	<b>42,863</b>	<b>16,185</b>	<b>304,901</b>	<b>-</b>	<b>-</b>	<b>3,897,554</b>	<b>523,724</b>	<b>110,334</b>	<b>-</b>	<b>15,609,552</b>	<b>8,116,236</b>	
<b>Tenant Support Expenses:</b>																				
Salaries and Benefits	2,998,806	850,546	1,568,353	2,145,091	2,182,405	2,800,116	5,067,572	5,976,745	1,885,551	508,369	868,511	253,016	242,987	-	-	65,787	677,997	28,091,851	21,214,009	
Tenant Services	332,210	107,505	167,435	175,800	170,800	1,364,483	1,083,250	111,908	33,667	25,000	518,453	4,283	500	4,560	-	2,280	28,809	4,130,943	4,278,180	
Office Administration	77,943	42,406	52,500	77,554	65,100	76,159	104,000	64,000	23,771	10,094	16,728	10,000	4,839	22,786	-	2,409	42,800	693,900	425,669	
<b>Total Tenant Support Expenses</b>	<b>3,408,959</b>	<b>1,000,457</b>	<b>1,788,288</b>	<b>2,398,445</b>	<b>2,418,305</b>	<b>4,240,758</b>	<b>6,254,822</b>	<b>6,152,653</b>	<b>1,942,989</b>	<b>543,463</b>	<b>1,403,692</b>	<b>267,299</b>	<b>248,326</b>	<b>27,346</b>	<b>-</b>	<b>70,476</b>	<b>749,606</b>	<b>32,915,883</b>	<b>25,917,858</b>	
<b>Expense Allocations:</b>																				
Central Admin Expense Allocation	326,411	244,808	387,613	204,007	183,606	285,610	218,606	510,017	212,167	74,803	183,606	4,080	12,240	387,613	122,404	40,801	142,805	3,541,199	3,324,168	
Property Mgmt. Expense Allocation	171,563	107,227	203,731	107,227	107,227	150,118	107,227	268,067	111,516	39,317	96,504	2,145	6,434	203,731	64,336	21,445	75,059	1,842,874	1,583,966	
<b>Total Expense Allocations</b>	<b>497,974</b>	<b>352,035</b>	<b>591,344</b>	<b>311,234</b>	<b>290,833</b>	<b>435,727</b>	<b>325,833</b>	<b>778,085</b>	<b>323,683</b>	<b>114,119</b>	<b>280,110</b>	<b>6,225</b>	<b>18,674</b>	<b>591,344</b>	<b>186,740</b>	<b>62,247</b>	<b>217,864</b>	<b>5,384,072</b>	<b>4,908,134</b>	
<b>TOTAL EXPENSES</b>	<b>10,349,286</b>	<b>1,867,165</b>	<b>2,971,182</b>	<b>3,084,249</b>	<b>3,083,708</b>	<b>5,947,511</b>	<b>7,595,991</b>	<b>7,060,652</b>	<b>2,309,535</b>	<b>673,767</b>	<b>1,988,704</b>	<b>273,524</b>	<b>267,000</b>	<b>4,516,244</b>	<b>710,464</b>	<b>243,057</b>	<b>967,470</b>	<b>53,909,508</b>	<b>38,942,227</b>	
<b>NET SURPLUS/(LOSS)</b>	<b>(0)</b>	<b>774</b>	<b>628</b>	<b>0</b>	<b>541</b>	<b>0</b>	<b>215</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,158</b>	<b>5,681</b>	

### HFS 2022 Budget Assumptions

The first step in developing the 2022 budget is forecasting changes in the current year. The forecast for 2022 is an estimate based on year-to-date September 2021 actual plus anticipated revenue and expense adjustments. Here are several assumptions and adjustments made that are reflected in the forecasted 2022 figures:

- a) At present Savard's is suspended but there are plans to reopen the Shelter in 2022 with a reduced capacity. As there is no clear indication what this will look like yet, it has been omitted from this budget.
- b) The City has notified us that as of April 2022, some of the hotel programs will be closing. The City has yet to inform us of which specific programs will be discontinued. HFS currently has three hotel programs therefore, to be prudent the budget assumption is that two programs will operate until April 31<sup>st</sup>; with the remain open until the end of 2022.
- c) 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 March 2022 with a revenue of \$2million to operate this site.
- d) HFS will be relocating the Strachan house clients to a hotel. The hotel being considered can serve up to 141 clients and holds a 24-month lease. Once the relocation is complete, we will lose \$430k in rent revenue however we have submitted a budget to operate this program for \$9.8 million to City of Toronto which is pending approval.
- e) 101 Placer is a new site is expected to open in January 2022. We are anticipating the budgets to operate similarly to the 4117 Lawrence site with operating revenue of approximately \$3million.
- f) We are projecting an increase program fundings for the 2022 budget; this is due to two new programs which were implemented in 2021. The programs are as follows:
  - Scarborough Addiction Service Partnership (SASP)
  - Here to Help (H2H) Mobile Team
- g) United Way has informed us that the funding stream will be decreased for 2022. The amount has yet to be determined, however in the budget we have decrease it by 6.4%.

### **Revenues**

1. Besides changes in the shelter allocations, all other government funding revenues for 2021 are based on approved funding applications from 2021. 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.
2. Revenue from Operations is estimated based on 2021 rent projections and the city of Toronto 2022 forecast. These revenues include rent-g geared-to-income rent plus other non-rental revenues.
3. There is an increase in the donation and grant revenue allocated this year and there are plans to start the pre-construction works for the Wellington project. There are also plans to finalise the commercial kitchen at 50 Earl Street in 2022. In addition to this, HFS has submitted multiple grant proposals which we are on the final stages of proposal but have been omitted from the 2022 budget.
4. All other revenues will remain consistent with 2021 revenues.

### **Property Management Expenses**

5. We anticipate utility expenses will be slightly lower due to the cost savings and lower consumptions we have had on hydro in the last couple of years.
6. Maintenance expenses were collaboratively estimated with the Property Manager estimates for 2021.
7. Mortgages are based on mortgage amortization schedules. Rent expense is as per lease. Insurance expenses for all programs were based on the invoice received for November 1, 2021, to November 1, 2022. For Section 78 properties, Strachan house and Shuter bad debts are estimated based on prior years.
8. The fire safety contract was renewed in 2021, there was an increase in the overall cost.
9. 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**

10. We anticipate an increase in staff due to the addition of the new shelter and hotel relocation, therefore salaries and benefits are due to increase.
11. Tenant services will decrease in 2022 due to the closure of the downtown hotel program and winter respite. 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**

12. There is an increase in central administrative expenses particularly in salaries & benefits and professional fees. The increase in salaries is due to several new positions in each department i.e., HR & Development. Professional fees were also increased based on 2021 year to date actuals and extrapolated to the increase in growth. Most general administrative contracts or memberships were also increased by 3% and some were estimated based on prior year's occurrences.

<b>Central Administrative Expenses</b>	
Salaries & Benefits	\$2,851,645
Professional Fees (including audit fees)	\$355,764
General Administrative Expenses	\$333,790
<b>Total Central Administrative Expenses:</b>	<b>\$3,541,199</b>

13. There is also an increase in Property Department expenses due to several additional roles being added to help with the increase in demands. There are also increases in the general property department expenses to allow for protective measures and PPE materials to be readily available when needed.

<b>Property Department Expenses</b>	
Salaries and Benefits	\$1,371,323
General Property Department Expenses	\$471,551
<b>Total Property Department Expenses:</b>	<b>\$1,842,874</b>

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

## HFS BOARD OF DIRECTORS' ACTION ITEM TRACKING

Updated subsequent to the October 5, 2021, Board of Directors' Meeting

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1.	End of year 2021	The Communications' Committee will update its terms of reference to encompass fundraising in time for the Board to review at its May 18th meeting.	Communications Committee	April 20, 2021	
2.	Ongoing	That key performance indicators that facilitate the process of Board oversight be incorporated in the CEOs Business Plan.	Executive Committee	May 18, 2021; June 29, 2021	
3.	Ongoing	Patricia Mueller to develop recommendations for an outside facilitator who will assist the Board in the development of a roadmap for next steps for Anti-Racism and Anti-Oppression training.	The CEO and the Board	June 2, 2021	Cory O'Handley has assisted Patricia Mueller with the initial steps; Patricia to discuss budget of this initiative with the Ade Olubode, Director of Finance
4.	TBD	The Board will discuss the future of the Access to Education Scholarship.	The CEO and the Board	October 5, 2021	