

To: Homes First Society Board of Directors
From: Patricia Mueller, HFS Chief Executive Officer
Subject: HFS Board and CEO Decision Making Matrix
Date: October 29, 2019

Recommendation(s):

To approve the HFS Board and CEO Decision Making Matrix.

Background:

The HFS Board and CEO Decision Making Matrix was last approved in 2010. As part of our funding agreement with the City of Toronto, it has been requested that an updated version be approved by the Board of Directors. As the past version outlined the connection with the Foundation, this update assumed that the Society will be taking over fundraising.

Homes First Society Board and CEO Decision Making Matrix

Decision	Board Articulate Vision; Advise Strategy and Priorities; Monitor Results	Executive Committee Recommend to Board	Chief Executive Officer Collaborate and Strategy; Develop Business Plans; Manage Performance
1. HFS Mandate: <ul style="list-style-type: none"> • Governance • Strategy 	<ul style="list-style-type: none"> • Articulate the vision (goals) for the organization • Provide strategic direction • Articulate the performance measures required to ensure the financial health of the organization. • Monitor organization results (performance measures) to ensure effectiveness of policies, decisions, and strategies • Approve financial (budget) and business plans • Approve major organization changes and internal controls • Assess major risk and review mitigation options • Ensure activities conducted with highest standards of ethical conduct in compliance with all applicable laws and regulations 	<ul style="list-style-type: none"> • Assist CEO as required with succession planning ensuring the organization is protected in the event of loss of key personnel 	<ul style="list-style-type: none"> • Develop financial and business plans that align with articulated strategies & track outcomes for compliance • Research & recommend organizational design and controls • Develop management policies to support financial & business strategies and monitor for compliance • Develop human resources policies including succession planning and monitor for compliance • Identify and manage to mitigate major risk • Develop and implement the HFS Code of Conduct and monitor for compliance with all applicable laws and regulations • Develop and implement operational policies and procedures

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2. Relationship Management	<ul style="list-style-type: none"> • Provide input and insight to the Chief Executive Officer with respect to strategic alliance opportunities and communication strategy • Monitor execution of strategy 		<ul style="list-style-type: none"> • Develop and execute relationships with all stakeholders including but not limited to: <ul style="list-style-type: none"> ○ City ○ LHIN ○ Strategic alliances
3. Policies & Procedures	<p>Approve policies related to:</p> <ul style="list-style-type: none"> • Risk – approve risk management strategy • Legal – monitor legal risks and trends • Financial - Approve financial policies ensuring compliance with applicable reporting standards with focus on: <ul style="list-style-type: none"> ○ Cash Management ○ Insurance ○ Investments ○ Procurement & Capital Expenditures • Operations: <ul style="list-style-type: none"> ○ Image ○ Approve new shelter and housing opportunities ○ Approve changes to programs and services requiring funding in excess of 200K ○ Health and Safety 	<ul style="list-style-type: none"> • Select, evaluate, and compensate Chief Executive Officer • Approve labour negotiation mandate • Assist the Chief Executive Officer in matters that are outside CEO expertise 	<ul style="list-style-type: none"> • Develop criteria for use of legal services and act as liaison with lawyers and paralegal and report on potential legal risk • Develop policies and recommend to Board for approval • Develop organization procedures that when implemented will comply with Board approved policies • Implement organization procedures with required modifications ensuring such changes when implemented are in compliance with Board approved policies • Monitor shelter and housing opportunities and recommend course of action related to acquisition or divestiture • Recommend changes to programs and services requiring funding in excess of 200K • Develop financial procedures based on applicable reporting standards • Develop and implement risk assessment management procedures • Recommend any significant changes to salaries

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4. Fundraising	<ul style="list-style-type: none"> • Approves fundraising recommendations from CEO • Collaborates with CEO on fundraising priorities and strategy • Assists in implementation where required • Assist with identifying fundraising sources for CEO 		<ul style="list-style-type: none"> • Sets annual fundraising target • Strategy development and implementation of fundraising initiatives with focus on fundraising activities that: <ul style="list-style-type: none"> ○ Align with HFS approved image ○ Meet CRA charity fundraising guidelines ○ Raises profile of HFS