

HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING

Tuesday, October 6, 2020, 6:00 p.m.

Zoom Meeting

Agenda

1. 6:00 p.m.	Call to Order
2. 6:01 p.m.	In Camera
3. 6:30 p.m.	Declaration of Conflict of Interest <i>Board members must declare any conflict of interest which relates to an item of discussion; arrears of a board member is a conflict of interest</i>
4.	Approval of Minutes of the Meeting of August 25, 2020
5.	Matters for Information
	A. Committee Updates
	i. Executive Committee a. Strategic Plan b. HFS 2020-2021 Committee Composition & Membership
	ii. Finance & Audit Committee a. HFS August 2020 Financials
	iii. Governance & Nomination Committee a. HFS Governance & Nominating Committee Update
	iv. Communications Update
	B. Board Action Items Update
	C. CEO Updates
	i. CEOs Report
	ii. HFS Client Placement Update
	iii. HFS Annual Resident Survey
	iv. HFS Marketing & Communications Report
	v. Anti-Racism Initiative a. Scholarship Program b. Anti-Racism Training for Directors & Management Team
	vi. Better Living Centre Winter Respite Risk Assessment
7:15 p.m.	vii. Organizational Review

6. 7:55 p.m.	Other Business A. Information Sharing
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Materials for this agenda:

- 4. - HFS Board August 25, 2020 Minutes
- 5.A.i.b. - HFS 2020-2021 Committee Composition & Membership
- 5.A.ii.a. - HFS August 2020 Financials
- 5.A.iii.a. - HFS Governance & Nominating Committee Update
- 5.B. - HFS Board Action Items Tracking Table
- 5.C.i. - HFS CEOs Report
- 5.C.ii. - HFS Client Placement Update
- 5.C.iii. - HFS Annual Resident Survey
- 5.C.iv. - HFS Marketing & Communications Report

HOMES FIRST SOCIETY BOARD MEETING Tuesday, August 25, 2020, 6:00 p.m. Zoom Meeting

Present:	Regrets:
Board Members	
Directors Jose Querubin (Chair)	Jeremy Roach
Mike Heinrich	Amie Tsang
Fran Perkins	Alexis Van Halen
Marc Pourvahidi	Carla Whillier
 Staff	
Patricia Mueller (Chief Executive Officer)	
Kim Mole (Recorder)	

1. Call to Order

- Jose Querubin, Chair, called the meeting to order at 6:00 p.m.
- Jose noted the following changes to the agenda:
 - Item 3.F., Approval of Scholarship Program to Support Anti-Racism, would be deferred to the next meeting;
 - Item 3.G., Approval of Budget for Equipment & Wi-Fi for Resident Directors, was removed as a different approach to this issue is being explored;
 - Item 3.H., Fundraising Strategy and Update, is not for decision and therefore will become of the last item under 4.A., Chief Executive Officer's updates; and
 - There is a typo on the agenda in the list as it appears under 4.A., Chief Executive Officer's Updates, as number "4.A.ii." was overlooked.

2. Declaration of Conflict of Interest

- None.

3. Matters for Approval or Acceptance

A. Approval of the Minutes of the Meeting held on June 23, 2020

MOTION: That the HFS Board June 23, 2020 Minutes be approved.

MOVED: Fran Perkins

SECONDED: Carla Whillier

CARRIED

i. Matters Arising from the Minutes

- It was noted that it is customary for Directors to indicate which Committee during the summer.

Action: Directors are to confirm their Committee Membership or to indicate their wish to serve on any of the Committees to the Chairs of the Committees during the next couple of weeks.

- Regarding Item 6.A., the discussion of what Homes First Society could do to support anti-oppression and personal dignity, it was decided that the following definition of systemic racism be adopted by Homes First:
 "When institutions or systems create or maintain racial inequity, often as a result of hidden institutional biases in policies, practices, and procedures that privilege some groups and disadvantage others.



- Institutional racism is an ecological form of discrimination.
- It refers to inequitable outcomes for different racialized groups.
- There is a lack of effective action by an organization or organizations to eradicate the inequitable outcomes.”

B. Acceptance of Board/Executive Work Plan

- The Board/Executive Work Plan was reviewed by Jose Querubin.
- Row 1: CEOs Compensation:
 - The Candido Consulting Group Inc. are currently reviewing comparable compensation packages; we expect to receive their findings within the next few weeks.
 - Jose added his recommendation that a comparable-type review take place every four years.
- Row 2: Anti-racism initiative:
 - Jose noted that there were three identified key priorities: (1) the short-term priority of the establishment of the scholarship; (2) the short-term priority of anti-bias training; and, (3) the mid- or long-term priority of ensuring that anti-racism becomes integrated into the organization’s strategic plan.
- Row 3: Organizational Review:
 - As Homes First has undergone significant growth in a very short period, the organizational review is meant to assist in the operation of the organization by identifying any potential gaps.
- Row 4: Fundraising Strategy:
 - The Fundraising Strategy will be further developed with the assistance of a consultant.
- Row 5: Strategic Planning:
 - As noted earlier, we will await the input of a consultant regarding the strategic planning of fundraising.
 - Also, a framework for property growth will be developed.
 - Strategic planning will be undertaken by an Executive Committee, subcommittee comprised of Jeremy Roach, Mike Heinrich, Marc Pourvahidi, together with management.
- The topics of Row 6, “COVID-19 Second Wave plan” and Row 7, “Risk Management incorporated in decision-making process” were discussed later during the meeting.
- Row 8: Provide equipment/Wi-Fi to Resident Directors
 - As noted during the review of the agenda, this item will be removed from the work plan.
- Row 9: CEO Performance Evaluation framework:
 - After Candido Consulting Group Inc. submits their report, they will assist in the preparation of a formal CEO performance evaluation template which will be used annually.
- Row 10: Leadership Development/Succession Planning:
 - A training program is to be developed for the CEO and direct reports to present to Executive before end of year.

MOTION: That the HFS 2020-21 Board & Executive Work Plan be approved.

MOVED: Jose Querubin

SECONDED: Fran Perkins

CARRIED



Action: Each Committee is to develop its own workplan, which will be added to the HFS 2020-21 Board & Executive Work Plan.

C. Approval of HFS Risk Management Addendum

- Jose Querubin reviewed the HFS Risk Management Addendum, explaining that the purpose is to provide clarity for staff as to when projects require Executive and/or Board approval.

MOTION: That the HFS Risk Management Addendum be approved.

MOVED: Carla Whillier **SECONDED:** Jeremy Roach **CARRIED**

D. Acceptance of the HFS June 2020 Financials

- Marc Pourvahidi briefly reviewed the HFS June 2020 Financials.
- It was noted that Homes First’s investment policy was discussed at the recent HFS Finance & Audit Committee meeting, and a more detailed update would be provided to the Board once Homes First receives and analysis the results of the Building Condition Audit.

MOTION: That the HFS June 2020 Financials be accepted.

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

E. Approval of HFS Bylaw Revisions

- Fran Perkins reviewed the proposed changes to the Bylaws.

MOTION: That the revised HFS Bylaws be approved.

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

F. Approval of Scholarship Program to Support Anti-Racism and Anti-Oppression

- Deferred to the October 6, 2020 Board of Directors meeting.

4. Matters for Information

A. Chief Executive Officer’s Updates

i. Chief Executive Officer’s Report

- Patricia Mueller briefly reviewed her report.
- Carla Whillier reported that she had visited the Delta site and was impressed with how well it is being managed.

ii. HFS Covid-19 Second Wave Plan

- Patricia Mueller reviewed her report; in summary, we are well positioned for the second wave.

iii. Chief Executive Officer’s Partnerships Update

- Patricia Mueller noted that this report is presented annually and included both formal and informal partnerships that enabled Homes First to provide significant resources for our residents.

iv. Organizational Review

- Patricia Mueller reported that the management team and consultants are working together to complete the report and hope to have it ready to present to the Executive Committee by the end of September and to the Board at the October 6th meeting.

v. **Training for Directors and Management regarding unconscious bias and systemic racism**

- o Patricia noted that the Director of Human Resources was exploring options for training such as those provided by the City of Toronto's, and invited suggestions.
- o One suggestion was that we narrow down the topic to issues that arise within our sector; another was that we explore options to measure outcomes similar to the evidence based scores used by the government of Ontario, however, it was noted that our financial resources might not allow for this approach.
- o Amie Tsang reported she had some first-hand knowledge of trainers and would be happy to share her suggestions.

Action: Amie Tsang will email Kim Mole the links to pass along to the Director of Human Resources.

vi. **Building Condition Audit Status**

- o The responses to the Request for Proposals for the Building Condition Audit were examined by the HFS Finance & Audit Committee and the contract was awarded to WalterFedy.
- o Patricia explained that the results of the Building Condition Audit will help us to establish our capital strategy.

vii. **Board Orientation Video**

- o Patricia reported that she had watched the first Board Orientation video prepared by Hania Ahmed, Communications & Community Engagement Coordinator, earlier that day and was impressed with the results.
- o There will be individual videos for the larger sites; there will also be a general video that will include an overview of the smaller properties.
- o It was noted that Mike Heinrich has experience with the creation of a very successful video; Mike offered his assistance with the creation of the Orientation videos.

viii. **HFS Marketing and Communications Report**

- o Patricia noted that there is an opportunity for people to vote for their favourite artists for this year's Wanda's Arts Awards on our Facebook page and encouraged everyone to participate.

ix. **Approval of Fundraising Strategy and Update**

- o Patricia reported that once the organizational review has been completed, we will engage a fundraising consultant and complete a more fleshed out fundraising strategy.

B. HFS Finance & Audit Committee Update

- None.

C. HFS Communications Committee Update

- Jeremy Roach reported that the Committee had not met; however, he would discuss the development of the Committee's workplan with Mike Heinrich.
- Jose Querubin suggested that the workplan include the integration of marketing be incorporated into the plan, as well as looking at methods of communication to the community at large.



D. HFS Governance & Nominating Committee Update

- Fran Perkins noted that an update on the preparation of videos for the Board Orientation had already been addressed earlier in the meeting.
- The annual review of the HFS Policies and Procedures Record had been completed.
- With the recent resignation of Mervyn Horn, the Governance & Nominating Committee will be recruiting for four new Directors.
- A discussion took place regarding holding formal exit interviews for Directors; Fran noted she had done with Mo Ettehadieh; Paulina Berru, and Barbara Haynes; Jose will speak with Mervyn Horn.
- The updated posting for new Directors is almost complete and will be circulated to all Directors.

Action: Kim Mole will circulate the posting for new Board Members to all Directors once it has been completed.

Action: All Directors are asked to look for potential Board candidates.

- Kim Mole reported that the

E. HFS Executive Committee Update

i. HFS Strategic Planning Session

- The update regarding the planning of the HFS Strategic Planning Session was discussed during Item 3.B.

ii. CEO Compensation Review & Performance Evaluation

- The update regarding the CEO's Compensation Review & Performance Evaluation was discussed during Item 3.B.

iii. HFS Board Action Items Tracking

- The items on the HFS Board Action Items Tracking table will continue to be deferred.

5. Other Business

A. Information Sharing

- None.

B. Next Board of Directors' Zoom Meeting

- October 6, 2020 at 6:00 p.m.

The meeting adjourned at 8:00 p.m.

Jose Querubin, Chair

Respectfully Submitted By:
Kim Mole, Recorder
On August 25, 2020

HFS 2020-2021 Committee Composition:

<p><u>Executive Committee:</u> Jose Querubin (Chair) Fran Perkins (Secretary) Marc Pourvahidi (Treasurer) Jeremy Roach (Past Chair)</p>	<p><u>Finance & Audit Committee:</u> Marc Pourvahidi (Chair) Jose Querubin* Jeremy Roach <i>Kitty Tsang</i> Alexis Van Halen <i>Michelle Wong</i></p>
<p><u>Governance & Nominating Committee:</u> Fran Perkins (Chair) Jose Querubin* Carla Whillier</p>	<p><u>Communications Committee:</u> Jose Querubin* <i>Shelagh O'Donnell</i> Mike Heinrich <i>Jason Kinnear</i> Jeremy Roach</p>
<p><u>Portfolio Committee:</u> TBD (Chair) <i>Mariana Balaban</i> Jose Querubin* Marc Pourvahidi Jeremy Roach</p>	

Notes:

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

	Prepaid Expenses	42,602	141,954	(99,352)	-70%	Decrease as prepaid invoices are drawn down.
	Total Current Assets	8,711,997	4,722,402	3,989,595	84%	
	Property and Equipment	5,322,099	5,697,034	(374,935)	-7%	Decreased by principal mortgage payments.
	Assets under Capital Lease	2,338,886	2,675,525	(336,639)	-13%	Decreased by principal mortgage payments.
	Restricted Investments	2,610,394	2,518,664	91,730	4%	
	TOTAL ASSETS	18,983,375	15,613,625	3,369,750	22%	
	Accounts Payable and Accrued Liabilities	2,991,748	3,683,911	(692,163)	-19%	This account will fluctuate monthly as invoices are entered and paid.
	Deferred Revenue	4,535,322	210,513	4,324,809	2054%	Consists of shelter payments, this account will be drawn down monthly as revenue is allocated.
	Total Current Liabilities	7,527,070	3,894,424	3,632,646	93%	
	Deferred Contributions Related to Property & Equipment	347,324	470,938	(123,614)	-26%	Decreased by deferred amortization contributions.
	Restricted Contribution	119,797	119,058	739	1%	
	Mortgages Payable	7,030,770	7,618,730	(587,960)	-8%	Decreasing balance.
	TOTAL LIABILITIES	15,024,960	12,103,150	2,921,810	24%	
	Externally Restricted Reserves	2,269,459	2,150,185	119,274	6%	
	Internally Restricted Reserves	250,969	249,421	1,548	1%	
	Unrestricted Net Assets	1,437,987	1,110,869	327,119	29%	Year-to-date surplus.
	Total Net Assets	3,958,415	3,510,475	447,941	13%	
	TOTAL LIABILITIES AND NET ASSETS	18,983,375	15,613,625	3,369,750	22%	
COMPARISON STATEMENT						
		ACTUAL	BUDGET	\$ Change	% Change	Explanation for changes +/- 5% or significant changes
	Government Funding:					
	City of Toronto	20,651,465	19,157,282	1,494,183	8%	1% increase in shelter and SDL funding and \$246k covid payment and hotel programs.
	Province of Ontario	235,484	235,480	4	0%	
	Total Government Funding	20,886,949	19,392,762	1,494,187	8%	
	Revenues from Operations	1,017,922	890,155	127,766	14%	
	Donation Revenue	35,000	11,333	23,667	209%	Food Program Donation.
	Unrestricted Donations	-	-	-	0%	
	Donations - Other	356	43,223	(42,867)	-99%	No donations allocated from HFF.
	Total Donation Revenues	35,356	54,557	(19,201)	-35%	
	Other Revenue	166,294	134,788	31,506	23%	Grant recd from United Way.
	Management Fees	77,393	77,393	-	0%	
	Program Funding	281,953	316,620	(34,667)	-11%	Final payment waiting to be recd.
	Deferred Amortization Contributions	123,613	123,613	(0)	0%	
	Total Other Revenues	649,253	652,414	(3,161)	0%	
	TOTAL REVENUE	22,589,479	20,989,888	1,599,592	8%	
	Property Maintenance	568,663	696,955	(128,291)	-18%	Lower Consumption.
	General Repairs and Maintenance	2,679,649	2,239,446	440,203	20%	Increase due to unit turnovers and offices at Srho.
	Building and Equipment	473,678	436,479	37,199	9%	Due to the new programs.
	Mechanical	345,359	251,259	94,100	37%	Increase due to electrical and heating issues at Shuter and St Clair.
	Security, Health & Safety	165,226	171,686	(6,459)	-4%	
	Mortgage & Rent Expense	855,724	848,087	7,637	1%	
	Municipal Taxes	151,322	175,420	(24,098)	-14%	Taxes defered by the gov for a couple of months.
	Insurance	129,094	109,046	20,048	18%	Addition of hotel programs and extended agreements.
	Reserve Allocations	124,562	122,359	2,203	2%	
	Amortization of Capital Assets	123,613	123,613	(0)	0%	
	Bad Debts (Recoveries)	18,899	11,967	6,932	58%	Increase was due to a retro rent assessment
	Total Property Management Expenses	5,635,790	5,186,317	449,474	9%	
	Human Resources	10,453,152	9,907,866	545,286	6%	Increase in staffing due to new hotel programs.
	Tenant Services	3,079,873	3,530,547	(450,673)	-13%	Reduced capacity.
	Office Administration	295,665	377,975	(82,310)	-22%	Reduced capacity.
	Total Tenant Support Expenses	13,828,690	13,816,387	12,303	0%	
	Expense Allocation	1,701,914	1,403,747	298,167	21%	Increase due to implementation of new processes e.g software and equipment.

HFS SEGMENTED STATEMENT OF OPERATIONS - ACTUALS
FOR MONTH ENDING AUGUST 31, 2020

	SHELTERS & RESPITE										INITIATIVES				SEC95	MGD	SDI	TOTAL
	Savards	Strachan	Scarborough	Kennedy	Lakeshore	WWC	WWC-B	BBLT	Delta	FUSS	CAMH	Social Housing Units	90 Shuter	Managed Properties				
Units/Beds REVENUE	30	88	90	90	200	250	45	50	275	0	15	174	77	48	275			
Government Funding:																		
City of Toronto	609,588	1,134,160	1,200,154	1,906,790	4,966,137	5,106,228	834,715	1,727,572	528,964	136,686	-	1,661,280	261,945	-	577,246	20,651,465		
Province of Ontario	235,484	-	-	-	-	-	-	-	-	-	-	-	-	-	-	235,484		
Total Government Funding	845,072	1,134,160	1,200,154	1,906,790	4,966,137	5,106,228	834,715	1,727,572	528,964	136,686	-	1,661,280	261,945	-	577,246	20,886,949		
Revenue from Operations	2,681	342,008	2,681	2,681	-	-	-	-	-	-	-	441,632	178,950	47,289	-	1,017,922		
Donation Revenues:																		
Restricted Donations	-	35,000	-	-	-	-	-	-	-	-	-	-	-	-	-	35,000		
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Donations - Other	15	215	126	-	-	-	-	-	-	-	-	-	-	-	-	356		
Total Donation Revenues	15	35,215	126	-	-	-	-	-	-	-	-	-	-	-	-	35,356		
Other Revenues:																		
United Way Funding	40,369	53,929	39,929	-	-	-	-	-	-	-	-	-	-	-	32,067	166,294		
Management Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	77,393	-	77,393		
Program Funding	-	-	-	-	-	-	-	-	-	-	184,894	-	-	-	97,059	281,953		
Deferred Amortization Contributions	13,064	110,549	-	-	-	-	-	-	-	-	-	-	-	-	-	123,613		
Total Other Revenues	53,433	164,478	39,929	-	-	-	-	-	-	-	184,894	-	-	77,393	649,253			
TOTAL REVENUE	901,201	1,675,860	1,242,892	1,909,471	4,966,137	5,106,228	834,715	1,727,572	528,964	136,686	184,894	2,102,912	440,895	124,681	706,372	22,589,479		
EXPENSES																		
Property Management Expenses:																		
Utilities	14,264	93,467	73,783	83,506	-	-	-	-	-	-	-	198,314	95,236	10,094	-	568,663		
General Repairs and Maintenance	32,551	245,639	91,002	167,660	675,411	654,232	292,022	273,853	25,900	594	594	141,284	51,089	28,513	-	2,679,649		
Building and Equipment	5,526	98,407	23,660	92,414	25,484	23,893	7,144	5,634	-	-	-	101,084	68,680	21,753	-	473,678		
Mechanical	5,310	44,001	28,257	76,394	12,970	3,300	29,401	307	6,245	-	-	81,127	55,470	2,578	-	345,359		
Security, Health & Safety	7,225	24,296	14,453	9,735	15,619	9,046	2,212	864	3,281	-	-	44,305	31,883	2,308	-	165,226		
Mortgage & Rent Expense	-	-	52,905	19,956	-	-	-	-	-	-	-	781,339	-	1,524	-	855,724		
Municipal Taxes	-	-	-	-	-	-	-	-	-	-	-	151,322	27	-	-	151,322		
Insurance	4,188	9,841	3,873	5,629	28,095	23,635	-	9,365	2,264	-	-	26,724	10,230	5,250	-	129,094		
Reserve Allocations	-	14,400	-	-	-	-	-	-	-	-	-	95,162	15,000	-	-	124,562		
Amortization of Capital Assets	13,064	110,549	-	-	-	-	-	-	-	-	-	-	-	-	-	123,613		
Bad Debts	-	2,106	-	-	-	-	-	-	-	-	-	13,569	3,223	-	-	18,899		
Total Property Management Expenses	82,127	642,606	287,932	455,294	757,578	714,106	330,779	290,024	37,690	594	594	1,634,202	330,838	72,020	-	5,635,790		
Tenant Support Expenses:																		
Salaries and Benefits	653,853	890,797	752,324	1,176,460	2,754,344	1,813,687	310,302	668,442	435,105	138,315	156,278	-	-	42,229	66,1018	10,453,152		
Tenant Services	65,048	97,148	59,468	109,417	1,120,306	1,100,945	184,357	286,015	30,660	255	4,551	578	-	491	20,633	3,079,873		
Office Administration	22,983	25,261	16,436	32,246	63,523	33,557	9,061	5,001	25,508	1,119	296	30,974	2,347	2,633	24,721	295,665		
Total Tenant Support Expenses	741,884	1,013,205	828,227	1,318,123	3,938,173	2,948,189	503,719	959,458	491,274	139,689	161,125	31,552	2,347	45,353	706,372	13,828,690		
Expense Allocations:																		
Central Admin Expense Allocation	44,105	8,849	33,250	83,879	175,407	878,188	-	282,516	-	-	8,510	153,094	34,117	-	-	1,701,914		
Property Management Expense Allocation	33,085	6,585	29,105	50,218	91,949	565,519	-	193,469	-	-	5,480	98,637	21,919	-	-	1,095,967		
Total Expense Allocations	77,190	15,435	62,355	134,097	267,357	1,443,707	-	475,986	-	-	13,989	251,731	56,036	-	-	2,797,882		
TOTAL EXPENSES	901,201	1,671,246	1,178,515	1,907,513	4,963,108	5,106,001	834,499	1,725,468	528,964	139,689	175,708	1,917,485	389,221	117,373	706,372	22,262,362		
NET SURPLUS/(LOSS)	0	4,614	64,377	1,958	3,029	227	216	2,104	0	(3,003)	9,186	185,427	51,674	7,308	0	327,117		

HFS SEGMENTED STATEMENT OF OPERATIONS - BUDGET
FOR MONTH ENDING AUGUST 31, 2020

		SHELTERS & RESPITE											
		Strachan	St Clair	Kennedy	WWC	Lakeshore	BBLT	FUSS	CAMH	SEC78 Social Housing Units	SEC95 90 Shuter	MGD Managed Properties	SDL Support for Daily Living
8	Savards	88	90	90	250	200	50	0	15	174	77	48	275
	Units/Beds												
	REVENUE												
	Government Funding:												
	City of Toronto	1,217,587	1,171,947	1,929,881	4,453,696	5,064,137	2,088,230	131,686	-	1,683,440	286,168	-	586,835
	Province of Ontario	-	-	-	-	-	-	-	-	-	-	-	-
	Total Government Funding	1,217,587	1,171,947	1,929,881	4,453,696	5,064,137	2,088,230	131,686	-	1,683,440	286,168	-	586,835
	Revenue from Operations	287,984	667	-	-	-	-	-	-	383,920	170,811	45,441	-
	Donation Revenues:												
	Restricted Donations	667	-	-	-	-	-	-	-	-	-	-	-
	Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-
	Donations - Other	6,667	7,557	-	-	-	-	-	-	-	6,667	9,000	-
	Total Donation Revenues	7,333	7,557	-	-	-	-	-	-	-	6,667	9,000	-
	Other Revenues:												
	United Way Funding	53,929	39,929	-	-	-	-	-	-	-	-	-	-
	Management Fees	-	-	-	-	-	-	-	-	-	-	77,393	-
	Program Funding	-	9,208	-	-	-	-	178,000	-	-	-	-	129,412
	Deferred Amortization Contributions	13,064	110,549	-	-	-	-	-	-	-	-	-	-
	Total Other Revenues	53,993	164,479	49,138	-	-	-	178,000	-	-	-	77,393	129,412
	TOTAL REVENUE	1,677,383	1,229,308	1,929,881	4,453,696	5,064,137	2,088,230	131,686	178,000	2,067,360	463,645	131,833	716,247
	EXPENSES												
	Property Management Expenses:												
	Utilities	110,407	67,849	88,980	-	-	-	-	-	264,919	130,329	10,090	-
	General Repairs and Maintenance	140,125	76,351	160,656	563,000	520,746	520,746	-	-	142,147	44,875	23,936	-
	Building and Equipment	75,757	45,033	34,730	14,000	50,793	-	-	-	101,499	85,333	15,000	-
	Mechanical	45,550	42,667	56,905	-	19,333	-	-	-	51,255	20,550	5,667	-
	Security, Health & Safety	28,813	20,927	13,527	4,000	4,667	-	-	-	50,297	31,866	4,917	-
	Mortgage & Rent Expense	2	42,436	19,956	2	-	-	-	-	783,057	-	2,633	-
	Municipal Taxes	-	-	-	-	-	-	-	-	175,360	60	-	-
	Insurance	11,521	4,566	6,640	8,000	13,280	13,280	-	-	31,179	11,933	6,117	-
	Reserve Allocations	14,400	-	-	-	-	-	-	-	92,959	15,000	-	-
	Amortization of Capital Assets	13,064	110,549	-	-	-	-	-	-	-	-	-	-
	Bad Debts	1,667	-	-	-	-	-	-	-	6,300	3,333	667	-
	Total Property Management Expenses	538,791	299,829	381,393	589,002	608,819	534,026	-	-	1,698,970	343,278	69,027	-
	Tenant Support Expenses:												
	Salaries and Benefits	815,292	666,021	1,204,526	1,972,456	2,709,267	1,069,205	116,532	155,983	-	-	41,912	585,959
	Tenant Services	89,127	96,000	143,881	1,428,900	1,287,333	418,000	1,000	-	3,040	-	1,733	14,616
	Office Administration	19,257	28,820	27,000	107,000	67,000	67,000	3,838	1,383	2,000	-	2,167	38,000
	Total Tenant Support Expenses	923,675	790,841	1,375,407	3,508,356	4,063,600	1,554,205	121,370	157,366	5,040	-	45,812	638,575
	Expense Allocations:												
	Central Admin Expense Allocation	154,825	99,088	123,860	247,720	282,195	-	7,431	14,864	247,721	86,702	12,385	52,641
	Property Management Expense Allocation	60,092	38,458	48,071	96,142	109,523	-	2,885	5,769	96,145	33,651	4,807	20,431
	Total Expense Allocations	214,917	137,546	171,931	343,862	391,717	-	10,316	20,633	343,865	120,353	17,193	73,071
	TOTAL EXPENSES	1,677,384	1,228,216	1,928,731	4,441,220	5,064,137	2,088,231	131,686	178,000	2,047,875	463,631	132,031	711,646
	NET SURPLUS/(LOSS)	0	(1)	1,092	1,150	0	(1)	0	0	19,485	14	(198)	4,601

HFS STATEMENT OF OPERATIONS
FOR MONTH ENDED AUGUST 31, 2020

	CURRENT MONTH			YEAR-TO-DATE			2020 BUDGET	
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	BUDGET	% OF BUDGET USED
REVENUE								
Government Funding:								
City of Toronto	1,841,318	2,394,660	(553,342)	20,651,465	19,157,282	1,494,183	22,193,997	93.0%
Province of Ontario	29,434	29,435	(1)	235,484	235,480	4	353,220	66.7%
Total Government Funding	1,870,752	2,424,095	(553,343)	20,886,949	19,392,762	1,494,187	22,547,216	92.6%
Revenue from Operations	120,682	111,269	9,413	1,017,922	890,155	127,766	1,335,233	76.2%
Donation Revenues:								
Restricted Donations	35,000	1,417	33,583	35,000	11,333	23,667	17,000	205.9%
Unrestricted Donations	-	-	-	-	-	-	-	0.0%
Donations - Other	-	5,403	(5,403)	356	43,223	(42,867)	64,835	0.5%
Total Donation Revenues	35,000	6,820	28,180	35,356	54,557	(19,201)	81,835	43.2%
Other Revenues:								
United Way Funding	33,790	16,849	16,942	166,294	134,788	31,506	202,182	82.2%
Management Fees	9,674	9,674	(0)	77,393	77,393	-	116,089	66.7%
Program Funding	22,250	39,578	(17,328)	281,953	316,620	(34,667)	474,930	59.4%
Deferred Amortization Contributions	15,452	15,452	(0)	123,613	123,613	(0)	185,420	66.7%
Total Other Revenues	81,166	81,552	(386)	649,253	652,414	(3,161)	978,621	66.3%
TOTAL REVENUE	2,107,600	2,623,736	(516,135)	22,589,479	20,989,888	1,599,592	24,942,906	90.6%
EXPENSES								
Property Management Expenses:								
Utilities	53,217	87,119	(33,903)	568,663	696,955	(128,291)	1,045,432	54.4%
General Repairs and Maintenance	365,302	279,931	85,371	2,679,649	2,239,446	440,203	2,275,423	117.8%
Building and Equipment	136,658	54,560	82,098	473,678	436,479	37,199	640,719	73.9%
Mechanical	78,513	31,407	47,105	345,359	251,259	94,100	376,889	91.6%
Security, Health & Safety	34,918	21,461	13,457	165,226	171,686	(6,459)	253,529	65.2%
Mortgage & Rent Expense	107,151	106,010	1,141	855,724	848,087	7,637	1,272,128	67.3%
Municipal Taxes	32,693	29,227	3,466	151,322	175,420	(24,098)	292,327	51.8%
Insurance	15,596	13,631	1,965	129,094	109,046	20,048	142,289	90.7%
Reserve Allocations	15,570	15,295	275	124,562	122,359	2,203	183,538	67.9%
Amortization of Capital Assets	15,452	15,452	(0)	123,613	123,613	(0)	185,420	66.7%
Bad Debts	4,630	1,496	3,134	18,899	11,967	6,932	17,950	105.3%
Total Property Management Expenses	859,698	655,588	204,110	5,635,790	5,186,317	449,474	6,685,644	84.3%
Tenant Support Expenses:								
Salaries and Benefits	1,511,758	1,238,483	273,274	10,453,152	9,907,866	545,286	11,820,138	88.4%
Tenant Services	300,065	441,318	(141,254)	3,079,873	3,530,547	(450,673)	3,448,920	89.3%
Office Administration	48,793	47,247	1,546	295,665	377,975	(82,310)	392,962	75.2%
Total Tenant Support Expenses	1,860,615	1,727,048	133,567	13,828,690	13,816,387	12,303	15,662,020	88.3%
Expense Allocations:								
Central Admin Expense Allocation	187,762	175,468	12,294	1,701,914	1,403,747	298,167	1,857,901	91.6%
Property Management Expense Allocation	88,181	68,102	20,079	1,095,967	544,816	551,151	721,082	152.0%
Total Expense Allocations	275,943	243,570	32,373	2,797,882	1,948,563	849,318	2,578,983	108.5%
TOTAL EXPENSES	2,996,257	2,626,207	370,050	22,262,362	20,951,267	1,311,095	24,926,647	89.3%
NET SURPLUS/(LOSS)	(888,656)	(2,471)	(886,185)	327,117	38,621	288,497	16,259	2012.0%

HOMES FIRST SOCIETY
STATEMENT OF FINANCIAL POSITION
AS OF AUGUST 31, 2020

	YTD 31-Aug-20	<i>Audited</i> 2019	Net Change
ASSETS			
Current:			
Cash and cash equivalents	4,734,607	2,019,804	2,714,803
Accounts Receivable	3,934,789	2,560,644	1,374,145
Prepaid Expenses	42,602	141,954	(99,352)
Total Current Assets	8,711,997	4,722,402	3,989,595
Property and Equipment	5,322,099	5,697,034	(374,935)
Assets under capital lease	2,338,886	2,675,525	(336,639)
Restricted Investments	2,610,394	2,518,664	91,730
TOTAL ASSETS	18,983,375	15,613,625	3,369,750
LIABILITIES			
Accounts Payable and accrued liabilities	2,991,748	3,683,911	(692,163)
Deferred Revenue	4,535,322	210,513	4,324,809
Total Current Liabilities	7,527,070	3,894,424	3,632,646
Deferred contributions related to property & equipment	347,324	470,938	(123,614)
Restricted Contribution	119,797	119,058	739
Mortgages payable	7,030,770	7,618,730	(587,960)
Total Liabilities	15,024,960	12,103,150	2,921,810
NET ASSETS			
Externally Restricted Reserves	2,269,459	2,150,185	119,274
Internally Restricted Reserves	250,969	249,421	1,548
Unrestricted Net Assets	1,437,987	1,110,869	327,118
Total Net Assets	3,958,415	3,510,475	447,940
TOTAL LIABILITIES AND NET ASSETS	18,983,375	15,613,625	3,369,749

Balance Sheet	
Assets	
Current:	
Cash and cash equivalents	4,734,606.59
Bank Accts	318,951.62
Petty Cash	27,189.97
Guaranteed Investment certificates	4,513,027.00
Owing to/(from) operations	(124,562.00)
Accounts Receivable	3,934,789.05
Government funding	3,029,270.88
HST	897,658.07
Rent, net allowance	(3,546.04)
Management fee	11,406.14
Prepaid Expenses	42,601.53
Total Current Assets	8,711,997.17
Property and Equipment	5,322,098.78
Assets under capital lease	2,338,885.68
Restricted Investments:	2,610,393.64
Bond Funds	1,200,071.21
Equity Funds	370,759.79
Gen Op GIC	250,965.64
Strachan Reserve GIC	408,020.23
TREB Funds GIC	119,796.55
Scarborough GIC	180,800.22
Owing to/(from) restricted investments	79,980.00
TOTAL ASSETS	18,983,375.27
LIABILITIES	
Accounts Payable and accrued liabilities	2,991,747.78
Accounts payable and accrued liabilities	2,706,442.57
Provision for repayment of subsidies	261,609.00
Accrued mortgage interest	23,696.21
Deferred Revenue	4,535,321.75
SCPI BCA Repairs	-
Miscellaneous	4,535,321.75
Total Current Liabilities	7,527,069.53
Deferred contributions related to property & equipment	347,324.01
Restricted Contribution	119,796.55
Mortgages payable	7,030,769.83
TOTAL LIABILITIES	15,024,959.92
NET ASSETS	
Externally Restricted net assets	2,269,459.43
Internally Restricted net assets	250,968.99
Unrestricted Net Assets	1,110,869.93
Total Net Assets	3,631,298.35
CURRENT YEAR SURPLUS	327,117.00
TOTAL LIABILITIES AND NET ASSETS	18,983,375.27

To: Homes First Society Board of Directors
From: Fran Perkins, HFS Governance & Nominating Committee Chair
Subject: HFS Governance & Nominating Committee Update
Date: October 6, 2020

Recommendation:

That the HFS Governance & Nominating Committee 2020-2021 Work Plan as it appears in section (2) below be approved.

Meeting date: August 26, 2020.

Present: Fran Perkins (Committee Chair), Carla Whillier, and Kim Mole.

(1) HFS BOARD RECRUITMENT:

- The Board recruitment posting was discussed and further edits were made.
- As previously noted, we will be recruiting individuals with a portfolio-related skillset, finance, as well as two individuals with social, community, or health services backgrounds.
- The finalized posting is to be circulated to current Directors for them to share with their networks; in addition, it will be posted on the Homes First, Charity Village, and Volunteer Toronto websites; we will also reach out to various community organizations and continue to investigate other options such as Ryerson and University of Toronto.
- As we have always had a panel of three people to interview candidates; it was decided that a Recruitment Subcommittee would be created and Jeremy Roach would be invited to join. (Subsequent to the meeting, Jeremy agreed to serve on this Subcommittee.)
- The Recruitment Subcommittee had a meeting at 10 a.m. on Tuesday, September 22nd where they reviewed the 19 resumé's we had received.
- The Subcommittee selected 9 candidates; one declined to be interviewed; eight candidates' are scheduled for zoom interviews on October 1st, 2nd, and 8th.

(2) HFS GOVERNANCE & NOMINATING COMMITTEE 2020-2021 WORK PLAN:

- Ensure that new member orientation, as well as training of current Board members takes place.
- Conduct an annual policy review to ensure there is no systemic biases.
- The recruitment of suitable candidates to fill the vacancies on the Board.
- Review upcoming Board vacancies with an eye to succession planning.
- The review of the HFS Policies and Procedures Record in 2021.

(3) OTHER:

- The suggestion of former Director exit interviews was discussed.
- The videos for Board orientation and refresher training are currently under development; most, if not all, are expected to be completed before the October 6th Board of Directors' meeting.

5.B.

HFS BOARD OF DIRECTORS' ACTION ITEM TRACKING

Updated prior to the October 6, 2020 Board of Directors' Meeting

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1.	October 6, 2020	Directors are to confirm their Committee Membership or to indicate their wish to serve on any of the Committees to the Chairs of the Committees.	All Directors	August 25, 2020	
2.	October 6, 2020	CEO's Compensation Review.	Board of Directors	August 25, 2020	Wait for Candido Consultant's report to Executive in September; once done, review current CEO's compensation, compare, and close gap.
3.	TBD	Strategic planning.	Strategic Planning Subcommittee (Jeremy Roach, Mike Heinrich, Marc Pourvahidi, together with management)	August 27, 2020	We will await the input of a consultant regarding the strategic planning of fundraising. A framework for property growth will be developed.
4.	TBD	Each Committee is to develop its own workplan, which will be added to the HFS 2020-21 Board & Executive Work Plan.	All Committees	August 27, 2020	
5.	TBD	Options for online training and orientations for new Members will be explored.	Governance & Nominating Committee	August 27, 2020	

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
6.	TBD	Community Director vacancies will be filled.	Governance & Nominating Committee	August 27, 2020	Recruiting will focus on individuals with a portfolio-related skillset, finance, as well as two individuals with social, community, or health services backgrounds.
7.	Defer (see notes)	The portfolio dashboard will be updated to include an additional column to for the building's square footage in preparation of the Committee's review.	HFS Management & HFS Portfolio Committee	September 24, 2019	Work on the dashboard will be deferred until the Covid-19 crisis has passed.
8.	Defer (see notes)	The HFS Portfolio Committee will perform a post-mortem analysis of the purchase and sale of the Lawrence property (lessons learned, as well as recommendations to avoid any similar situation moving forward) which may be used to improve the Risk Management Policy.	HFS Portfolio Committee	August 27, 2019	To be deferred until the Covid-19 crisis has passed.

To: Homes First Society Board of Directors
 From: Patricia Mueller, Chief Executive Officer
 Subject: HFS Chief Executive Officer's Report
 Date: October 6, 2020

Recommendation:

That this report be received for information.

Background:

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

1. Financial sustainability:

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

	Number of Units	Total cost as of Aug 31, 2020	Year-To-Date Cost per Unit	Current Monthly Cost per Unit	Average Monthly Cost	Average Monthly Cost per Unit
Savards	30	901,201	30,040	3,838	112,650	3,755
Strachan	88	1,671,246	18,991	3,084	208,906	2,374
St. Clair	90	1,178,515	13,095	1,171	147,314	1,637
Kennedy	90	1,907,513	21,195	2,765	238,439	2,649
CAMH	15	175,708	11,714	1,388	21,963	1,464
City SHU	174	1,917,485	11,020	1,473	236,686	1,378
Shuter	77	389,221	5,055	848	48,653	632
Managed Properties	48	117,373	2,445	484	14,672	306
SDL	275	706,372	2,569	273	88,296	321
Bathurst-Lake Shore	200	4,963,108	24,816	2,944	620,388	3,102
Bathurst-Lake Shore Respite	50	1,72,468	34,509	4,051	215,683	4,314
Willowdale	250	5,106,001	20,424	2,097	638,250	2,553
Willowdale B	45	834,499	18,544	3,512	104,312	2,318
Delta Hotel	275	528,964	1,924	1,183	66,120	240
Note: The City has not established a unit cost for beds or units.						
Column:	A	B	C	D	E	F
Calculation formulas:			$B \div A = C$	Current Month B – Previous Month B ÷ A = D	$B \div (\text{Number of Months}) = E$	$E \div A = F$

- *The financial report at year end shows that there is no deficit.*
- There was an operating surplus as of August 31st of \$327,117. This surplus was contributed by Strachan, \$4,614; Kennedy, \$1,958; St. Clair, \$64,377; Sec78, \$185,427; Willowdale, \$443; and Bathurst-Lake Shore, \$5,133 in both the shelter and respite program. There is a deficit in the FUSS of \$3,003; CAMH, \$9,186; and MGD, \$7,308.
- As of April, clients from Savards were transferred to the Strathcona Hotel Program and there are a total of 97 rooms for our clients. The funding at Savard's has been redirected to the Strathcona Hotel Program.
- The Delta Hotel Program began in July and has a capacity of 276 beds.
- **Monthly accounts receivable by site as of August 31, 2020 (Monthly arrears, vacancies, LTB applications, evictions):**

Site	Units	# of Units Occupied	Total Accounts Receivable	Maintenance & Other Arrears	Monthly Rent Arrears	Repayment Agreements on File	Month's N4s	Month's L1	Total YTD Evictions	Move In	Move Out	Vacancies
Bellevue	28	28	766	488	278							
Brandon*	5	4	N/A		N/A							
Huron	10	9	145	145						1	1	1
Jarvis*	24	24	N/A		N/A							
Meegwetch	64	64	7,971	735	7,236	3	3					
Northcote*	6	5	N/A		N/A							
Pleasant Manor	16	16	550	250	300							
Sheila Miller	22	22	598		598							
Shuter	77	74	1,066	155	911	1	1			1	1	3
140 Spadina	7	6								1	1	
164 Spadina	6	6										
Strachan	83	79	3,551	1,156	2,395							4
Vaughan	29	28	10,930		10,930	2	2	1				1
Wales	5	5	1,092		1,092	1						
TOTALS	382	373	26,669	2,929	23,740	7	6	1	0	3	3	9

Account Receivable Notes:

- Arrangements for repayment agreements with residents in arrears for the amount of \$5,855 have been made.
- *All rent collected from Brandon, Jarvis, and Northcote residents goes directly to TCHC; increasingly, tenants are paying their rent directly to TCHC.

2. Safe and comfortable buildings:

- *All projects identified as top priority projects in building condition audits and included in the approved capital budget are completed within 2 years of budget approval.*
- *90% or better of authorised work orders are completed within the following timeframes:*
 - *The highest priorities, including broken pipes, broken down doors, broken locks, etc., are completed within 24 hours.*

- *Broken windows, plugged toilets, appliance breakdowns, for example, are completed within one workday.*
- *Regular maintenance (such as replacing light bulbs, drywall repairs in common areas) are completed within five working days.*
- *Unit turnovers are completed within 30 days within housing, and 5 working days at Strachan House.*
- *Pest control work orders are scheduled as negotiated with client.*
- *In addition to the above, planned inspections are conducted on the planned date, or on the next business date in the case of staff illness.*
- *Contracted work is completed as negotiated with contractor.*

Priority Repair Record:

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

We continue to look for alternate solutions for supply delays or product unavailability. As we often need items on short notice, our completion rates have been negatively impacted. When necessary, we have implemented some short-term solutions to ensure safe environments for residents and staff.

Priority 1 Calls:

For example, lock replacements, doors broken into, and temperature control issues, electrical, lighting, floods from burst pipes, unit fires, and window problems at Strachan House.

- August:
 - Of the 20 Priority 1 calls, all were completed within the same business day representing a 100% completion rate for this priority.

Priority 2 Calls:

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

- August:
 - Of the 40 Priority 2 calls, all were completed within the same business day representing a 100% completion rate for this priority.

Priority 3 Calls:

For example, patching of drywall, minor plumbing, and kitchen cabinet repairs, bulb replacement, and appliances repair.

- August:
 - Of the 271 Priority 3 calls logged, all but 13 were completed within four weeks for a 95% completion rate; the remaining orders were the result of back-ordered parts.

Priority 4 Calls:

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

- August:
 - Out of 27 preventative maintenance events, all were completed for a 100% completion rate.

Unit Rollovers:

- August:
 - Of the two units rolled over, all were completed for a 100% completion rate.

Pest Control and Hoarding:

- August:
 - During the month, the only units entered were those we had reason to believe the situation was extreme; and only with precautionary measures in place to ensure the safety of both residents and staff.
 - 61 unit inspections took place that resulted in no clutter interventions and 23 bedbug treatments.
 - 39 shelter bed bug treatments were completed.

Capital Projects:

- **Building Conditions Audits:**
 - The project commencement meeting was held via Zoom where teams were introduced and points of contacts established, as well as the agreement of ground rules and clarifications of expectations.
 - Draft schedules, the prioritization of steps, and information was shared.
- **Journey Homes:**
 - The renovation of the second half of the 6th floor of Shuter for the Journey Homes Hospice renovation commenced.
 - This project is being managed by Hilditch Architects, and DASD Construction are the selected contractors.
 - The HFS Property Department's role is to work with the Hilditch project manager to provide residents with notice when required, arrange for building access, oversee the fire safety systems daily, and to ensure all safety protocols are being followed.

3. Effective program/service delivery:

- *Number of referrals by month to outside agencies etc. that can help residents.*
- *Number of ongoing supports.*
- *Number of group activities and number of participants in each.*

Some health care providers and harm reduction locations continue to be closed and some treatment centers are not taking any new referrals, as a result, fewer clients are able to go into treatment for the foreseeable future.

Non-24 Hour Housing Service Delivery:

- August:
 - There were a total of 249 active case management files and 105 referrals to outside agencies.
 - No events or group activities took place as per Toronto Public Health and City of Toronto directives, with the exception of Second Harvest (food bank), which took place weekly, with 130 residents partaking.
 - There were 6 eviction prevention interventions (i.e., rent arrears, unit clean up, and pest control assistance).
 - 20 stabilization supports were provided (i.e., pest control assistance and facilitating mediation between residents).

Shelters – Service Delivery:

Bathurst-Lake Shore Shelter:

- August:
 - The total beds (including the respite) have been reduced from 229 to 146 to provide the clients with greater amounts of physical and social distancing.
 - The Intensive Case Management team made 277 referrals to external agencies and performed 20 “Service, Triage, Support, and Screening Tool” interviews. Some of the month’s referrals and supports include:
 - Housing referrals, 39;
 - Assistance with Toronto Transitional Housing Allowance Program, 4;
 - Furniture Bank referrals, 2;
 - Financial assistance/income supports, 17;
 - Assistance in obtaining or recovering identification, 19;
 - Medical health referrals, 47;
 - Tax assistance, 9;
 - Mental health, addiction, recovery, and substance use, 26;
 - Housing search assistance, 62;
 - Employment supports, 3;
 - Volunteering supports, 7;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 1;
 - Legal referrals, 10;
 - Clothing bank referrals, 0;
 - Education referrals, 3;
 - Obtained housing, 8;
 - Referrals to other community services, 15;
 - Life skills training, 1; and
 - LGBTQ2S+ referrals, 4.
 - The Community Engagement Department had the following events and participants during the month:
 - Sharps pick-up, 32;
 - Bingo, 47;
 - Karaoke, 28;
 - Arts and crafts programs, 26;

- Emotional Support Counselling, 4; and,
 - Knitting, 7.
- **Delta Hotel Program:**
 - August:
 - The Delta Hotel Program had a total of 307 clients and had a capacity of 263 beds.
 - A total of 352 referrals were made to community agencies and programs during the month, including:
 - Housing referrals, 6;
 - Furniture Bank referrals, 1;
 - Financial assistance/income supports, 27;
 - Assistance in obtaining or recovering identification, 33;
 - Medical health referrals, 21;
 - Tax assistance, 8;
 - Mental health, addiction, recovery, and substance use, 78;
 - Housing search assistance, 4;
 - Employment supports, 31;
 - Volunteering supports, 17;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 7;
 - Legal referrals, 11;
 - Clothing bank referrals, 46;
 - Education referrals, 4;
 - Obtained housing, 3;
 - Referrals to other community services, 26;
 - Life skills training, 53; and
 - LGBTQ2S+ referrals, 3.
- **Kennedy:**
 - August:
 - The Kennedy Shelter had a total of 89 clients and had a capacity of 47 beds.
 - The Intensive Case Management Team continues to conduct assessments and made 86 referrals to external agencies during the month, including:
 - Housing referrals, 1;
 - Furniture Bank referrals, 1;
 - Financial assistance/income supports, 6;
 - Assistance in obtaining or recovering identification: 2;
 - Medical health referrals, 12;
 - Tax assistance, 3;
 - Mental health, addiction, recovery, and substance use, 9;
 - Housing search assistance, 7;
 - Employment supports, 6;
 - Volunteering supports, 6;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 2;
 - Legal referrals, 1;
 - Clothing bank referrals, 2;
 - Education referrals, 6;

- Obtained housing, 4;
 - Referrals to other community services, 8;
 - Life skills training, 5; and
 - LGBTQ2S+ referrals, 5.
- Through our Community Engagement and Programming Coordinator, 13 programs and activities took place with a total of 180 participants.
- **St. Clair Shelter:**
 - August:
 - The St. Clair Shelter had a total of 45 clients and had a capacity of 31 beds.
 - A total of 42 referrals to community agencies, and programs were made during the month, including:
 - Housing referrals, 1;
 - Furniture Bank referrals, 1;
 - Financial assistance/income supports, 6;
 - Assistance in obtaining or recovering identification, 7;
 - Medical health referrals, 4;
 - Mental Health, addiction, recovery, and substance use, 2;
 - Housing search assistance, 2;
 - Employment supports, 6;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 7;
 - Legal referrals, 5;
 - Clothing bank referrals, 3;
 - Obtained housing, 1; and
 - Life skills training, 5.
 - The position of the Housing Help Worker was vacant during the month.
 - While many activities are on hold, the Life Skills Worker has been conducting baking activities, with 10 residents participating.
- **Strachan House:**
 - August:
 - At Strachan, 84 clients were served with a current capacity of 88 for the month.
 - The Intensive Case Management Workers, Personal Support Worker, and Life Skills Team assisted residents 434 times and made a total of 407 referrals to community agencies and programs during the month, including:
 - Housing referrals, 28;
 - Financial assistance/income supports, 30;
 - Assistance in obtaining or recovering identification, 11;
 - Medical health referrals, 37;
 - Mental health, addiction, recovery, and substance use, 61;
 - Housing search assistance, 17;
 - Employment supports, 2;
 - Assistance with immigration, refugee claims, and Citizenship Canada, 2;
 - Legal referrals, 6;
 - Obtained housing, 1;
 - Referrals to other community services, 4;
 - Life skills training, 53;
 - LGBTQ2S+ referrals, 1; and

- Numbers of meals served, 4706.
 - In addition, 10 programming events took place.
- **Strathcona Hotel Program:**
 - In addition to offering preventative measures, the Strathcona Hotel Program provides environmental benefits for clients such as increased safety, immediate access to resources (i.e. phones), and the opportunity for clients to successfully maintain a self-contained unit.
 - As previously reported, the staff and most residents of Savards had been relocated to the Strathcona Hotel Program.
 - To ensure social distancing, clients have their own hotel rooms, which includes a private bathroom; Homes First operates 6 floors, totaling 100 rooms.
 - August:
 - The Strathcona Hotel Program had a total of 112 clients and had a capacity of 106 beds (in six cases, beds have been added to accommodate partners in the same rooms).
 - Staff made 61 referrals to community agencies and programs during the month, including:
 - Housing referrals, 2;
 - Assistance with Toronto Transitional Housing Allowance Program, 2;
 - Financial assistance/income supports, 7;
 - Assistance in obtaining or recovering identification, 1;
 - Medical health referrals, 31;
 - Mental health, addiction, recovery, and substance use, 2;
 - Housing search assistance, 4;
 - Employment supports, 5;
 - Volunteering supports, 2;
 - Clothing bank referrals, 1;
 - Obtained housing, 2; and
 - LGBTQ2S+ referrals, 2.
- **Willowdale Welcome Centre:**
 - As noted in the past update, Canada is not receiving new refugees; as Building A is only authorized by the City of Toronto as a shelter for registered refugees, the number of intakes continues to decline.
 - August:
 - The Willowdale Welcome Centre Building A had a total of 66 residents; the Shelter's capacity was 66 beds.
 - The Willowdale Welcome Centre Building B had a total of 100 residents; the Shelter's capacity was 79 beds.
 - A total of 190 referrals to community agencies, and programs were made during the month, including:
 - Housing referrals, 18;
 - Assistance with Toronto Transitional Housing Allowance Program, 18;
 - Furniture Bank referrals, 18;
 - Financial assistance/income supports, 18;
 - Assistance in obtaining or recovering identification, 12;

- Medical health referrals, 22;
- Tax assistance, 9;
- Housing search assistance, 30;
- Employment supports, 10;
- Assistance with immigration, refugee claims, and Citizenship Canada, 15;
- Obtained housing, 18; and,
- Referrals to other community services, 20.
- **Assertive Follow-Up Support Services Pilot Project (External Services):**
 - Due to the pandemic, the Follow-Up Supports team continued to mostly work from home and connect with our clients through email and phone to provide as many supports as possible.
 - The team members made trips to the community to meet clients in urgent circumstances (for example, when clients received eviction notices or there were financial issues that impacted tenancies).
 - The team utilized appropriate PPE to meet clients or contacts of clients and maintained social distance guidelines.
 - The team has a full caseload of 60 clients.
- **Addiction and Life-Skills Program (Delta Hotel Program):**
 - To complete the final year of required outcomes for this program, it was relocated to our Delta Hotel site. While the proposal was aimed at the Scarborough-area, when both the St. Clair and Kennedy Shelters occupancies were reduced, it became apparent that substance-use counselling at the larger Delta Hotel was needed.
 - Our funders agreed to this transfer of services to the new site.
 - The Addiction and Life-Skills Worker spent the month of August settling into the new site, familiarizing themselves with new offices, staff, and clients. The counsellor will begin regular office hours in the beginning of September to provide residents with one-on-one substance use counselling supports, in addition will be running a group focused on self-care weekly.
- **Harm Reduction in Supportive Housing (Strathcona Hotel Program):**
 - As noted in my last update, to complete the required outcomes of this program the timeline for completion was extended until December 31, 2020 and the program was moved to our Strathcona Hotel Program.
 - Homes First proposed the idea and Harm Reduction needs at this site and the Toronto Urban Health Fund approved its relocation. The transition of the program and all planning took place in the months of June and July.
 - With the support of the Harm Reduction Coordinator, eight residents at the hotel registered to become peer workers and the month was spent orienting them to program outcomes and administering trainings unique to peer workers (maintaining boundaries/administering naloxone). The peers each work a total of 4.5 hours a week – delivering harm reduction supports to their hotel floor residents. The goal of the program is to have each peer worker delivering harm reduction workshops to the residents at the hotel by the end of December 2020.

4. Increased staff productivity:

- *Training plans are developed for all employees and are carried out over the year; all employees pass the tests following in-house training.*
- In response to the Covid-19 pandemic, the Human Resources Department has moved employee training courses online where possible. Training courses that are not available in an online format have been postponed.
- August:
The following list includes the title of the training, followed by the number of employees who have completed it:
 - Homes First New Hire Orientation Training Package, 17;
 - New Relief Shelters Training, 10;
 - Accessibility for Ontarians with Disabilities Act (AODA), 1;
 - WHMIS 2015 – Standard, 1;
 - Ministry of Labour Worker Health and Safety Awareness in 4 Steps, 21;
 - Back Safety and Injury Prevention, 1;
 - Bloodborne Pathogens, 1;
 - Fire Extinguisher Basics, 1;
 - Fire Safety, 1;
 - Office Safety, 1;
 - Hand Safety, 1;
 - Hazardous Waste Management, 1;
 - Anti-racism/Anti-oppression Training, 9;
 - CPI Online and HR Download Training, 6;
 - Case Management Training, 9;
 - Customer Service Excellence Training, 1;
 - More Than Just a Ramp Working with People who Have Disabilities Training, 4;
 - Shiftlink and Pirouette Evaluations, 1;
 - SMIS Training, 30; and,
 - Shift link and Pirouette Evaluation Training, 8.
- *Staff turnover rates (number of resignations, vacancies, and new hires) and absenteeism are monitored to ensure appropriate policies are in place to encourage productivity.*
- Due to Covid-19, we have moved our interviews online. We are still able to maintain the same criteria for interviews utilizing Zoom. Furthermore, we have also utilized Zoom for our new staff orientation sessions. The Assistant Manager of Human Resources provides a full day of online e-learning to new staff in place of our previous in-person sessions.
- August:
 - Staff Turnover: 1.
 - Vacancies: 41 weekend contracts; 34 Community Shelter Workers; 2 Housing Help Workers; 5 Intensive Case Management Workers; and, 1 Intensive Case Management-Community Development Worker.
 - New Hires: 17 Community Shelter Workers; 1 Human Resources Assistant; 11 Relief Community Shelter Workers; 2 Intensive Case Management Workers; and 1 Life Skills Worker.
 - One part-time staff is currently on a leave of absence.

Staff Absenteeism – Average Number of Sick Days per Individual			
Employees	August Average	2020 Year-to-date	12 Month Average for 2019
Unionized Employees (121)	1.00	1.07	0.83
Non-Unionized Employees (17)	0.17	0.17	0.69
Management (48)	0.74	0.67	0.66
All Staff (185)	0.85	0.91	0.78

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

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

5. Community Engagement and Volunteer Program:

- As noted in my last update, in mid-July, we began to receive non-PPE donations, and have been receiving both monetary and in-kind donations from individuals and community groups.
- We continue to receive PPE donations, including, disposable and washable masks, face shields, gloves, sanitizer, disinfecting wipes, and goggles.
- The Communications Team has continued to send out weekly updates to staff titled “Heroes Among Us”; each week highlights a staff member or resident who went above and beyond to help a resident, or features updates on events taking place throughout the organization.
- The Willowdale Welcome Centre hosted an in-person career workshop for clients, hosted by an experienced Financial Controller and Homes First volunteer.
- In August, we welcomed a new volunteer to our Bathurst-Lakeshore shelter, where she assisted with the weekly arts programming.
- The Kennedy Shelter hosted a virtual financial literacy and budgeting seminar for the residents; the seminar was run by a volunteer with a background in banking and finance.
- The Canada Revenue Agency hosted a free virtual information session for the staff at Bathurst-Lake Shore Shelter; topics included the CERB, tax returns, ODSP payments, benefits, and qualifications.
- In August, the Kennedy Shelter initiated a new program called “Trips in the Community”; during the month, a small group of staff and residents visited the AGA Khan Museum and attended two movies.
- During the month, we also on-boarded a new volunteer to restart the Relationship Coaching sessions at the Bathurst-Lake Shore Shelter; the program takes place for approximately 2-3 hours weekly.
- The Kennedy Shelter’s Community Engagement Coordinator has initiated a weekly walking group.
- Homes First, Kennedy House, and Eva’s participated in virtual information sessions with the community in the area of the Delta Hotel; the information session was hosted by the (now former) Councillor Jim Karygiannis and the City of Toronto.

- Homes First and Dixon Hall participated in another information session for the community around the Strathcona Hotel; this information session was cohosted with the City of Toronto.

6. Toronto Community Housing Rooming House Project (August):

- Homes First Society's participation with the project has ended; this program's managers are now with Dixon Hall.

7. Health & Safety:

- *Homes First Society is required by the Ministry of Labour to conduct monthly inspections of every building that is a workplace for more than six people. This means that inspections are required at our three shelters and Shuter. Although not required by legislation, an annual inspection is conducted at all our other buildings as well. The legislation also prescribes that inspections be carried out by both Supervisors and a Health and Safety Worker Representative. From time-to-time, the Worker Representative does not complete their inspections; management's remedy is to work with the union to ensure this is done, although this is not always effective or timely.*
- A cook working at the Kennedy Shelter stubbed their toe while serving dinner and lost one day of time; they returned to full duties after the one day of rest.
- WSIB forms were completed and the Supervisor and Human Resources Assistant Manager followed up with the staff after the incident.

8. Covid-19 Testing:

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

Location	Date(s)	# of Tests Completed Onsite	# of Positive Results (Residents)	# of Positive Results (Staff)
Willowdale Welcome Centre	March 20	280	170	21 ^a
Strachan House	April 26 – 28	162	0	0
Bathurst-Lake Shore	June 4-5; August 4	181	13	4 ^b
Strathcona Hotel	July 21	48	0	0
St. Clair Shelter	July 27	11	0	2 ^c
Kennedy Women's Shelter	July 27	21	0	1 ^d

Notes:

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

^aOne member of the Management Team tested positive but was tested elsewhere.

^bFour staff members tested positive but were tested elsewhere.

^cTwo staff members tested positive but were tested elsewhere.

^dOne staff members tested positive but was tested elsewhere.

To: Homes First Society Board of Directors
From: Patricia Mueller, HFS Chief Executive Officer
Subject: HFS Client Placement Update
Date: October 6, 2020

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.

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 Blvd 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. Most of the new referrals are from Central Intake. Most residents have either addiction or mental

health issues, along with a sizable number of refugees. 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. With the arrival of Covid, however, 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 it is at Kennedy, this model provides a structure for housing including focused case management and health service integration. A Community Engagement and Client Program Coordinator has also been hired for the entire site, with the goal 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.

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 will soon be in place to focus on building 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.

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.

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 has been a great success operating at capacity serving individuals who are living on the streets or in Shelters who require palliative care. The 4-unit transitional program hospice is currently being expanded to a full 10 unit hospice program.

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, Chief Executive Officer
Subject: HFS Annual Resident Survey
Date: October 6, 2020

Recommendation:

That this report be received for information.

Background:

My past practice has been to oversee an annual client survey to determine potential services, client satisfaction, areas of focus, potential areas for improvement, and key support opportunities.

Comments:

This year, 123 surveys were received from 18 properties, including the newest programs, the Willowdale Welcome Centre and the Strathcona Hotel Program. This was a decrease of 80 compared to last year's 203. Due to Covid, staff had to change how the surveys were distributed and collected, which we believe is the reason for the lower response rate.

For purposes of continuity, the same survey was used as in past years. In general, the responses from residents were very good. Some issues that came up throughout the portfolio related to bathroom maintenance and window washing. Problems with bathroom maintenance and conditions may be related to residents using in bathrooms. Window washing remains problematic, as it is a result of acid rain affecting some of our older buildings.

SHELTERS

ST. CLAIR SHELTER:

We received six responses out of 31 this year, a decrease from 25 out of 90 last year. Beds at the St. Clair Shelter were reduced to facilitate physical distancing due to Covid.

Overall, respondents indicated they are satisfied with the Intensive Case Management Workers, and are "completely satisfied" with the Intensive Case Management staff problem resolving assistance, as well as their willingness to respond to residents' needs and willingness to do what they said to assist.

This year, respondents are "overall satisfied" with the overall condition of the building and maintenance and cleanliness of common areas, which has been increased due to Covid, but as in previous years, are only "partly satisfied" with the bathrooms. With overall maintenance of heating, plumbing and pest control, respondents are only "partly satisfied", but are "overall satisfied" with general maintenance.

With regards to programming and meals, most are mostly or "completely satisfied", likely due to the efforts of the Life Skills Worker on-site, who creates weekly engaging programming for shelter residents. Residents have commented on the need for on-site computers, as Covid has made accessing public computers more difficult.

STRACHAN HOUSE:

This year, we received a total of four responses out of a possible 88; a decrease from last year's 15. Across the board, Strachan House residents are "very satisfied" with the work of the Intensive Case Management Workers, noting specifically that Intensive Case Management Workers treat residents with respect and are willing to work with them to resolve problems.

Similarly to last year, residents are only "partly satisfied" with the building maintenance and overall appearance, though reported that they are "overall satisfied" with the maintenance of common areas, an improvement compared to last year. With regards to maintenance, respondents are only "partly satisfied", with the areas of plumbing and pest control needing particular improvement.

Residents are "overall satisfied" with meals and on-site recreational opportunities led by staff, but as with other Homes First locations, off-site programming and third-party events have been suspended due to Covid.

SAVARDS:

Due to Covid, Savards Women's Shelter has been closed and all residents relocated to the Strathcona Hotel Program or other Homes First shelters to facilitate physical distancing.

KENNEDY ROAD:

There were a total of 20 surveys out of a possible 47, the same number of returned surveys as last year.

Overall, respondents noted they are pleased with the care they receive from Intensive Case Management Workers. Respondents noted they have a good relationship with Intensive Case Management Workers and that staff are able to assist them in resolving problems. However, they are only "partly satisfied" with staff's ability to resolve problems.

With regards to maintenance and the building, responses show residents are "overall satisfied" with the condition and maintenance of the building, and are "completely satisfied" with the landscaping and the maintenance of outdoor walkways in winter. Respondents are also "overall satisfied" with maintenance provided by the property department.

In programming, community meals, and third-party programs, responses show residents are also "overall satisfied", with room for improvement in the area of community meals. Thanks to the efforts of an on-site programming coordinator, respondents are satisfied with the recreational and engagement opportunities provided.

BATHURST-LAKE SHORE SHELTER:

There were 24 surveys returned from Bathurst-Lake Shore Shelter, out of a possible 147, which includes all three floors of the Shelter.

On the Co-ed Floor, respondents mostly satisfied in contacting the Intensive Case Management Workers when problems arise, as well as how the Intensive Case Management Workers communicate clearly, and noted how they felt they are being treated with respect and courtesy. Areas for improvement include Intensive Case Management Workers' willingness to assist in solving problems.

Regarding building appearance and maintenance, overall, respondents are "mostly satisfied" to "partly satisfied", noting they are "mostly satisfied" with the maintenance of common areas and high touch surfaces. Areas for improvement included washrooms and lighting in sleeping areas, with one person

reporting that lights randomly come on and off during the night. Regarding general maintenance, respondents are “mostly satisfied”, with pest control being marked as “mostly satisfied” to “completely-satisfied”.

On the Couples Floor, respondents are “mostly satisfied” to “completely satisfied” with the Intensive Case Management Workers, respondents noting in particular that they have good relationships with staff and that staff are willing to do what they said. Areas for improvement included their ability to contact staff when problems arise.

Responses relating to building maintenance and appearance are “partly satisfied” to “mostly satisfied”, with bathrooms and cleanliness of building exterior marked as areas for improvement. With general maintenance issues, respondents are again “partly satisfied” to “mostly satisfied”, with specific comments made about the cleanliness of shower areas.

On the Lower Level program, respondents are “partly satisfied” to “mostly satisfied” when it came to Intensive Case Management Workers. Responses show that respondents are “completely satisfied” with Intensive Case Management Workers staff’s knowledge of services in the area, as well as the frequency of communication with staff, and are also “completely satisfied” that staff treated them with respect. However, staff’s authority to do what is required to solve issues and scheduled hours received a “partly satisfactory” score.

Building appearance and maintenance responses are “completely satisfied” with the overall appearance, condition and maintenance of the building, but areas such as bathrooms and maintenance of outdoor walkways received a “not satisfied” response.

On all three levels of the Bathurst-Lake Shore Shelter, a single Community Engagement and Programming staff person organizes programming and recreational opportunities. As with other sites, third-party programs and volunteer-led programming remain suspended, but respondents remain “partly satisfied” to “mostly satisfied” with on-site programming such as meals, tenant meetings, and workshops operated by the on-site staff.

WILLOWDALE WELCOME CENTRE:

In November 2019, Homes First opened the Willowdale Welcome Centre, a 200-bed shelter in the North York area. In total there were 28 surveys returned out of a possible 146, as beds have been reduced due to the reduction of incoming refugees.

Overall, respondents at the Willowdale Welcome Centre are “mostly satisfied” or “completely satisfied” with staff, particularly with the frequency and availability of contact and communication, as well as with how staff are clear in their communication with them. Respondents are also pleased with how staff treat them with courtesy and respect, and how easy staff are to contact if questions or problems arise.

With regards to the appearance and condition of the building, overall, response are “mostly satisfied” or “completely satisfied”, with the areas of the maintenance of outdoor walkways in winter and the visual appearance of the building receiving particularly good praise. Regarding general maintenance, respondents are again “overall satisfied”, with the only suggestion regarding improvements was to improve the heating.

Regarding programming, respondents are again “overall satisfied”, though one negative comment was made about the community meals. Respondents also commented on the need for more volunteer-led activities, which as noted elsewhere, were suspended due to Covid.

STRATHCONA HOTEL PROGRAM:

In response to the Covid pandemic, Homes First opened the Strathcona Hotel program in April of 2020, a total of 107 beds; 22 surveys were returned.

Responses about the Intensive Case Management Workers are “overall satisfied”, noting how respondents are treated with respect, have a good relationship with their worker, and find that staff are willing to do what they said they would do to help assist. Respondents are “partly satisfied” to “mostly satisfied” with staff’s authority required to resolve problems.

Unfortunately, due to a scanning error, responses on the appearance and maintenance of the building were not distributed. However, housekeeping services go through rooms on a weekly basis, and there is regular cleaning of high touch areas and any common spaces. Regarding general maintenance and areas such as pest control and plumbing, respondents are “completely satisfied”.

As with other locations, programming has been suspended due to Covid. That, combined with a lack of a community room at the Strathcona Hotel, explains why respondents are only “partly satisfied” with recreational and third-party opportunities.

HOUSING

As in previous years, the number of surveys returned varied from site-to-site. In total, 41 surveys were received from housing properties, an increase from last year’s 34. The response rates for the survey also varied dramatically from building-to-building as it has in previous years.

EAST SIDE HOUSING:

Responses from our east side housing properties came from a number of sites; in total, 16 surveys were returned from a possible 127.

Responses indicated satisfaction with the Intensive Case Management Workers teams, noting they are “completely satisfied” with the overall quality of the support they are receiving, that they have good relationships with Intensive Case Management Workers, and it is easy to contact Intensive Case Management Workers when problems arise. One area identified for improvement is the lack of satisfaction of the hours Intensive Case Management Workers are available, which was impacted due to Covid.

Regarding the overall appearance and condition of the buildings, respondents are “mostly satisfied” with maintenance of common areas, and mailbox areas receiving high scores, while window washing received only a “partly satisfied” score as it has in previous years. With general maintenance such as plumbing and pest control, respondents are again “mostly satisfied”.

Responses about programming are “partly satisfied” to “mostly satisfied” with community meals and tenant meetings. Scores showed that third-party programs such as hiking trips received a lower score as a result of the cancellations of such programs due to Covid.

WEST SIDE HOUSING:

Responses for the west side housing came mostly from Meegwetch, Bellevue, and Vaughan; in total, 25 surveys were returned out of a possible 150.

Overall, respondents are satisfied with the Intensive Case Management Teams. In particular, respondents reported they feel they are treated with respect and courtesy, and that Intensive Case

Management Workers are willing to do what they say to assist residents. Areas for improvement included the availability of staff in office, and the frequency at which staff connect and communicate with residents, which has been impacted by Covid. Respondents are "overall satisfied" with the visual appearance, condition and cleanliness of their buildings, but only "partly satisfied" with landscaping and window washing. It has been noted in previous reports that window washing is a challenge due to damage from acid rain. Respondents are "overall satisfied" with maintenance provided by the property department.

Due to Covid, all community engagement programming has been suspended, which is why respondents are only "partly satisfied" with community meals, recreational programming, and third-party events.

Homes First Marketing and Communications Report

Updates:

- In August, Homes First held its annual Wanda’s Arts Awards, where resident artists are nominated for their use of art as a tool of healing. This year, 10 artists were nominated, and their stories and art shared on social media channels (Facebook, Twitter, Instagram), with Homes First followers voting on their favourite artists.
- Also in August, the Communications and Marketing Supervisor worked with Site Managers and Shelter Supervisors to create virtual tours of Homes First sites, as a way to orient new Board Members to Homes First sites. Videos were made for three housing buildings and six shelters, including the two new hotel programs.
- As in previous reports, the Communications and Marketing Supervisor continues to provide weekly updates to staff about agency updates and heroic staff moments.

Twitter Stats August 2020

- 13 tweets in total
- 10.6K impressions
- 135 profile visits
- 29 mentions
- New followers: 9

 <p>Homes First @Homes_First Thank to @Stitch4Corona for a donation of over 1,000 hand-sewn masks. We are grateful to all our friends and community members who have continued to support us through the COVID-19 pandemic. Learn how you can help by visiting our website https://homesfirst.on.ca/ #torontotogether pic.twitter.com/hxCiZe5moq</p>	<table border="0"> <tr> <td>Impressions</td> <td style="text-align: right;">682</td> </tr> <tr> <td>Total engagements</td> <td style="text-align: right;">20</td> </tr> <tr> <td>Detail expands</td> <td style="text-align: right;">7</td> </tr> <tr> <td>Likes</td> <td style="text-align: right;">5</td> </tr> <tr> <td>Media engagements</td> <td style="text-align: right;">4</td> </tr> <tr> <td>Profile clicks</td> <td style="text-align: right;">3</td> </tr> <tr> <td>Retweets</td> <td style="text-align: right;">1</td> </tr> </table>	Impressions	682	Total engagements	20	Detail expands	7	Likes	5	Media engagements	4	Profile clicks	3	Retweets	1
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Total engagements	20														
Detail expands	7														
Likes	5														
Media engagements	4														
Profile clicks	3														
Retweets	1														

Facebook Stats August 2020


- 13 posts in total
- 12 new page followers
- 407 page views
- 1,892 reached via posts
- 284 post engagements

Homes First
Published by Hootsuite [?] · August 17 · 🌐

Every year, Homes First hosts the Wanda's Arts Awards, an event that highlights the many talents in Homes First and honours Wanda, one of Strachan's most memorable residents.



A talented artist, Wanda, also known as Sherry, came to Strachan House after nearly four decades of moving between shelters, rooming houses and hospitals. Thanks to the support she received from Strachan staff, she was able to reconnect with her family and spend one last Christmas together with them.

Wan... [See More](#)



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Reported stats may be delayed from what appears on posts

Instagram Stats August 2020

- 11 posts in total
- 1,367 impressions
- 164 interactions