


# **HOMES FIRST** **STRATEGIC** **PLAN**

**2021-2023**



*Everyone needs a home*

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# Homes First's Strategic Directions

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Our direction is clear and our commitment is firm. Our goal is to build and sustain a strong, healthy, and cohesive organization. Homes First will focus on four areas – portfolio, programs, partnerships and sustainability.

## Our Mission

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Homes First develops and provides affordable, stable housing and support services to break the cycle of homelessness for the people with the fewest housing options.

## Who We Serve

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The populations Homes First serves include, but are not limited to:

- Those struggling with addictions and mental illness;
- Veterans and others impacted by war;
- People living with physical disabilities;
- Indigenous peoples;
- Individuals with hoarding behaviours;
- Residents aging in place;
- Individuals recently released from prison;
- Members of the LGBTQ community.

# Supporting our Core Population

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Homes First's priority is to maintain a "housing first" solution for people who have the most difficult time accessing housing. The core resident population we serve is single adults, which includes an increasingly aging population. Our residents are always at risk of becoming unstable, particularly when supports are inaccessible. Our work is, therefore, a long-term proposition. We know there is no quick fix or easy answer, but the likelihood of improved outcomes increases when individuals have a place to call home. In many instances, our residents live with multiple challenges that create complex housing needs.

The priority population groups for Homes First are the same for both shelters and long-term, stable housing. Although the population served through shelters is determined more by external factors and is often more diverse, Homes First strategically aims to direct its housing services to identified core populations that the organization is best equipped to serve.



**Supportive Housing Site  
in Kensington Market**

# We strive to:

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1. Provide residents with the tools and opportunities to control their own lives while respecting the rights of others.
2. Manage Homes First Society resources in an effective, efficient, sustainable manner.
3. Develop and maintain cooperative relationships with our community.
4. Ensure a workplace environment that encourages meaningful staff participation in strategic planning and program development.
5. Ensure residents have fair access to resources, equality of opportunity to contribute to decision-making at Homes First Society, and freedom from discrimination pursuant to the Human Rights Code of Ontario.
6. Continue to develop new approaches to ensure the right to decent, affordable housing, dignity, quality of life, and equal opportunities for individuals and families marginalized by poverty and homelessness.

## What is Homes First's Plan of Action for 2021-2023?



Truth and Reconciliation Day  
at Shuter, Supportive Housing



# High Quality Portfolio

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**To provide the best housing portfolio options for our residents we will:**

- Grow the number of housing units to support as many residents as possible.
- Ensure the portfolio of housing options serves the unique needs of diverse groups.
- Maintain or improve the existing housing portfolio to ensure Homes First standards of support for our residents in a cost-effective way.

**Our Commissioned Mural  
at Bellevue Supportive  
Housing Site**

**Sheila Miller  
Supportive Housing Site**

# Responsive Programming

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**To enhance residents' quality of life and stability through responsive programming we will:**

- Develop and improve programs that meet the identified needs of our residents.
- Build capacity for anti-discrimination and intercultural competency as part of overall service delivery.
- Expand our services to support people moving from shelter to housing.

## Strong Partnerships

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**To develop key partnerships and strategic alliances we will:**

- Rationalize the approach to partnerships to ensure alignment with the strategic plan.
- Develop partnerships and integration opportunities to increase and improve housing options and resident supports.
- Work collaboratively with diverse organizations to raise awareness and support for issues and needs of people experiencing homelessness.



# Sustainable Organization

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**To ensure best practices in a well-run organization we will:**

- Ensure a positive and fulfilling work environment.
- Ensure financial sustainability.
- Integrate strategic thinking into operating procedures.

**Street to Trail Hike:  
First Outdoor Program  
of 2021**



**Resident Community  
Clean-Up**



**Our Newest  
Location**




**Pride 2021  
at Homes First**





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