

HOMES FIRST SOCIETY BOARD OF DIRECTORS MEETING

Monday, May 16, 2022, 6:00 p.m.

Zoom Meeting

Agenda

1.	Call to Order Welcome and Introductions
2.	Declaration of Conflict of Interest <i>Board members must declare any conflict of interest which relates to an item of discussion; arrears of a board member is a conflict of interest</i>
3.	Approval of the Agenda
4.	Approval of Minutes A. Approval of Minutes of the Meeting of April 12, 2022
5.	Chief Executive Officer's Updates A. HFS Chief Executive Officer's Update B. HFS Community Development and Outreach Update C. HFS 2021-2022 Declaration of Compliance - Ontario Health Toronto (formally, LHIN)
6.	Executive Committee Update
7.	Communications & Fundraising Committee Update
8.	Finance & Audit Committee Update A. HFS March 2022 Financials
9.	Governance & Nomination Committee Update
10.	Portfolio Committee Update
11.	Board Action Items Update
12.	Other Business A. Information Sharing
13.	In Camera

Materials for this agenda:

- 4.A. - HFS Board April 12, 2022 Minutes
- 5.A. - HFS Chief Executive Officer's Update
- 5.B. - HFS Community Development and Outreach Update
- 5.C. - HFS 2021-2022 Declaration of Compliance - Ontario Health Toronto
- 8.A. - HFS March 2022 Financials
- 9. - HFS G&N Committee Update
- 11. - HFS Board Action Items Tracking Table

HOMES FIRST SOCIETY BOARD MEETING Tuesday, April 12, 2022, 6:15 p.m. Zoom Meeting
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Present:**Regrets:**

Directors Mike Heinrich (Vice Chair)
 Megan Mitchell
 Fran Perkins
 Carla Whillier
 Shawn Winsor
 Jordan Wong
 Jamie Yoon

Faisel Gulamhussein
 Cory O'Handley
 Jose Querubin
 Peter Soares
 Cynthia Stacey (on leave)

Guests: Dan Shereck, Partner, Akler Browning LLP
 Nikolas Ristich, Akler Browning LLP

Staff Patricia Mueller (Executive Director)
 Jamie Facciolo (Director of Development and Homelessness Initiatives)
 Ade Olubode (Director of Finance)
 Jessica Uthayakumaran (Acting Director of Housing & Shelters)
 Kim Mole (Recorder)

1. Call to Order

- In Jose Querubin's absence, Mike Heinrich chaired the meeting.
- Mike called the meeting to order at 6:15 p.m.

2. Declaration of Conflict of Interest

- None.

3. Approval of the Agenda

- Approved.

4. Approval of Minutes of the meeting held on March 1, 2022

MOTION: That the minutes be approved.

MOVED: Jamie Yoon

SECONDED: Shawn Winsor

CARRIED

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

- Patricia Mueller briefly reviewed her update.
- Patricia reported the Manager of Community Engagement and Client Programming, Ryan Evershed, has already received some interest in the Resident Council Pilot Program from individuals living in our hotel program.
 Ryan has developed a draft terms of reference for the Resident Council as a starting point for the residents; Ryan and his team will continue to work to promote this

initiative and will continue to work towards increasing the interest of our housing and shelter residents in this project.

- It was noted that Homes First will not be receiving funding from the United Way this year; Fran Perkins added that she has received information indicating the United Way is limiting funding to smaller agencies that rely heavily on the United Way for their ability to continue to operate.
- The City of Toronto has relocated refugee status residents from shelters across the city to a Costi-run shelter, resulting in additional shelter beds across the sector.
- Patricia also noted that the Better Living Centre Respite is now closed, and all residents have been relocated: 7 to housing, 90 to Homes First shelters, and the balance to other shelter providers.

B. HFS Responsive Programming Update

- Patricia Mueller introduced Jessica Uthayakumaran (Acting Director of Housing & Shelters); as this was Jessica's first time attending a Board of Directors' meeting, Jessica and the Directors introduced themselves.

C. HFS Resident Demographics for Portfolio Placement and Programming

- Patricia briefly reviewed the report, noting that one item that stood out was the number of the residents in the Delta and Esplanade Hotel programs identified as having acquired brain injuries.
- As noted in the circulated report, we will continue to collect information to determine the scope of acquired brain injuries in all Homes First programs prior to the development of program interventions and outcome metrics.
- Shawn Winsor mentioned a study he was familiar with indicated 37% of individuals in prison have been identified as having acquired brain injuries, and suggested that we explore that study, as well as exploring available resources that may be available through the Ministry of Health.
- In 2019, two of Homes First's shelters participated in a pilot program for a more comprehensive intake information collecting database, STARR (Situation, Task, Action, Result, and Reflection); this program is now slowly being implemented across the City of Toronto's Shelter system.
- Jessica added that while we will continue to use information collected during intake (including STARR), as well as from health care providers and our staff's observations, our residents are free to refuse to self-disclose, consequently, we may be underreporting.

D. HFS Opportunity to Purchase 490 Huron

- Patricia Mueller briefly reviewed the circulated documents, "5.D. – HFS Opportunity to Purchase 490 Huron" and "5.D.i. -HFS Project Risk Management Reporting Form - 490 Huron Purchase from TCH", provided additional background information about 490 Huron, and answered questions.
- Fran Perkins noted that she and Mike Heinrich were asked to sign on behalf of the agency (as Jose Querubin was unavailable); she and Mike had signed the agreement with the caveat that the agreement would also require Board ratification.

- Fran clarified that the timeline given for Homes First to sign or pass on the agreement was only two days; but it was sufficient time for it to be reviewed and approved by our lawyer.
- Ade Olubode reported that no money will exchange hands until the severance takes place; we are unable to predict how long that process could take but anticipate it could take as long as a year.
- Ade and Patricia explained that HFS has a mortgage for the pre-paid lease of Huron which will be applied towards the purchase price, as a result the longer the severance takes, the lower the purchase price will be.
- Patricia added that Homes First has been responsible for the maintenance of the property since we began operation in 1988 and the building is in good repair.

MOTION: That the HFS Board of Directors ratify the purchase of 490 Huron Street from Toronto Community Housing.

MOVED: Shawn Winsor **SECONDED:** Carla Whillier **CARRIED**

6. Executive Committee Update

A. Retreat Planning:

- Fran Perkins reported that due to the increase in Covid variants, our ability to hold the in-person Retreat on May 28th is uncertain.

Action: Patricia will enquire when the cut-off date for finalizing our booking at the Delta will be in order to hold the Retreat on Saturday, May 28th.

- The majority expressed their preference to reschedule for an in-person Retreat at a later date in the event that it cannot be held on the 28th; also, if circumstances dictate that a second, rescheduled Retreat cannot be held, all agreed that a modified Zoom Retreat would be held.

B. HFS Executive Committee Terms of Reference

- Fran noted that during the recent Board Member Survey, some responses indicated confusion regarding the role of the Executive Committee. In order to address this confusion, the Governance & Nominating Committee asked that the Executive Committee's Terms of Reference be shared with the Board.

MOTION: That the HFS Executive Committee Terms of Reference be approved.

MOVED: Fran Perkins **SECONDED:** Jordan Wong **CARRIED**

C. Process for Appointment of Members of the Executive Committee

- Mike Heinrich noted that the process for the appointments and election of the Executive Committee members is currently unclear; in addition, Mike would like to see more transparency about the activities of the Executive Committee.

Action: Mike Heinrich, Fran Perkins, and Jamie Yoon will work together to create a process for the election of Executive Committee members.

7. Communication & Fundraising Committee Update

- Mike Heinrich, Committee Chair, reported that the Committee would be meeting on April 20th.



- Mike noted that Committee member Shelagh O'Donnell will be bringing back the branding tool which had been used in previous years for review by the Committee.
- Unfortunately, this year's Homes For Dinner will not be in person, but will be very similar to last year's event due to the uncertainty caused by Covid.

Action: Any Director interested in serving on the Homes For Dinner Subcommittee or learning more about the event is invited to contact Kim Mole.

8. Finance & Audit Committee Update

A. Review and approval of HFS Draft 2021 Audited Statements

- Dan Shereck, Partner, Akler Browning LLP, briefly reviewed the HFS Draft 2021 Audited Finance Statements and answered questions.
- To meet auditing requirements, Dan enquired of Patricia Mueller, Ade Olubode, and the Board of Directors whether "they were aware of any contingent liabilities that have not been properly reflected in the financial statements; if any events have occurred up until the meeting date which they feel I [Dan] should have been made aware of; or whether there have been any changes in events already reflected in the financial statements that occurred up to the date of the meeting?". Patricia, Ade, and Board Members present confirmed that this was not the case.

MOTION: That the HFS Draft 2021 Audited Financial Statements be approved by the HFS Board of Directors as presented and forwarded to the membership for acceptance.

MOVED: Carla Whillier

SECONDED: Jamie Yoon

CARRIED

- Dan thanked Patricia, as well as Ade and his team for their help during the audit process.
- Patricia thanked Dan and Nikolas Ristich, as well as Ade Olubode, Director of Finance, and his team for all of their hard work.
- The Board added their appreciation for the work of the Auditors, as well as Patricia, Ade, and the Finance Department.

9. Governance & Nominating Committee Update

- Jamie Yoon, Committee Chair, briefly reviewed the circulated report.

A. Board Survey Findings:

- Jamie thanked everyone for completing the survey and noted that while the results were overwhelmingly positive there is always room for improvement.
- A couple of areas were discussed during the Executive Committee's update (the Executive Committee's terms of reference, and the Executive Committee membership); however, the survey also identified that clarity regarding the roles of Directors, Committees, and Board meetings could be improved.

B. Succession Planning

- The interview the Committee hoped to hold has been deferred as the candidate has been unavailable to date.
- Molly Beckel has resigned her position as she has relocated to British Columbia.



10. Portfolio Committee

- Cory O’Handley was absent, however, Patricia reported that a meeting was being scheduled for the near future.

11. Board Action Items Update

- Item 1: Ongoing; Mike reported that he would be meeting with Patricia and her team to finalize the meaningful indicators of the goals identified by the HFS 3-Year Strategic Plan.

12. In Camera

- None.

12. Other Business

- Some Directors reported receipt of an email from a resident; Patricia reported that the matter was being handled by the location’s Site Manager.

The meeting adjourned at 8:15 p.m.

The next Homes First Society Board of Directors’ meeting is scheduled for 6:00 p.m. on Monday, May 16, 2022.

Mike Heinrich, Vice Chair

Respectfully Submitted By:
Kim Mole, Recorder
On April 12, 2022

To: Homes First Society Board of Directors
From: Patricia Mueller, Chief Executive Officer
Subject: HFS Chief Executive Officer's Report
Date: May 16, 2022

Recommendation:

That this report be received for information.

GENERAL:

- After an assessment conducted by the City of Toronto's Shelter staff, the Willowdale Shelter buildings have been reconfigured to allow for a total of 240 beds in both buildings A and B.
- Although Mayor John Tory announced the end of the City's Covid-19 Emergency Declaration, we are still requiring full PPE for our staff as per the City's directives.
- The recent decision by City Council to renew the leases of the shelter-hotels, coupled with the upcoming election, has resulted in an election fervor in which some neighbourhoods are mobilizing to make the shelter-hotels into an election issue. For example, letters have been sent to several City officials as well as the Mayor's office regarding broken storefront windows in the area with fingers being pointed at the Esplanade Hotel; however, an arrest has been made and the individual is not, nor has ever been, a resident of the Esplanade Hotel Program.
- Work is well underway in preparation of the upcoming Retreat and we are quite excited about our information presentation.
- Preparations are also well underway for the AGM, and we are looking forward to being able to hold this meeting in person at the Ryerson Student Centre.
- Work on the Resident Council is continuing. The draft terms of reference are being shared with the residents who have expressed an interest in this initiative, and they are being encouraged to share their feedback.

FINANCIAL SUMMARY:

- The financials as of March 31, 2022, show an operating surplus of \$44,658. All programs have a small surplus or are at break-even, with an exception to the CAMH program which had a small deficit of \$13,245, this is largely due to timing issues and is expected to break-even by the end of the year.
- The arrears and vacancies as of April 30, 2022, shows a total vacancy of 12 units and the total arrears of \$30,484, of which \$276 contributes to property damage arrears. The rent arrears are \$30,208; we currently have 7 payments plans in place to reduce this amount. In addition, there is one Landlord and Tenant Board Hearing currently adjourned for a tenant at Vaughan who is \$4,387 in arrears.

PROPERTY DEPARTMENT:

- The status of approved annual capital projects is as follows:
 - Bellevue window replacement:
As previously reported, this project has seen significant delays as a result of manufactures dropping out of the bidding process due to supply chain and staffing issues. As a result, we have had to re-submit the window RFP to new manufacturers twice; work is continuing with a new manufacturer who has expressed interest and we continue to work with them towards completing project pricing. Work is ongoing.
 - The RFP for the boiler replacement for the Huron building is ongoing.
 - The Sheila Miller building's balcony restoration design specifications and tendering documents are ongoing and scheduled to be completed the first week of July. The schedule is as follows: tendering in July; contract award in August; and site work to begin in September, with the goal of a completion of this project in November.
 - The investigation for the scope of work for the Shuter life-safety generator replacement is ongoing as we continue to work with Enbridge Gas and the City of Toronto to have natural gas brought to the building.
 - Work on the construction of the commercial kitchen at the Sheila Miller building is progressing on schedule, work on this project is reviewed by the HFS Director of Property Operations weekly.
- Please also see the Property Department's uploaded documents for more information.

PROGRAM/SERVICE DELIVERY:

- As reported at the April Board meeting, the Better Living Centre's Winter Respite program was decommissioned, and operations ceased on April 15th as part of City's COVID-19 Shelter Transition and Relocation Plan; all clients have been relocated.
- With the closure of the warming centres throughout the city, which as resulted in a reduction of available spaces in the shelter system, Homes First was asked to operate Willowdale's Building B, which was formerly operated as a Winter Respite, into a permanent part of the Shelter; bringing the total number of beds at the Willowdale Shelter to 240.

HUMAN RESOURCES:

Grievances:

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

Health & Safety:

April:

- A staff person at the Kennedy Shelter reported they had injured their arm, back, and shoulder while carrying the evacuation backpack twice in one day; staff did not lose time from work.
- While on duty at Placer Court, a staff stated they felt faint and expressed symptoms of chest pain, dry mouth, nauseous, and numbness in their hands; staff were transported to the hospital on May 29th and have not yet returned to work.
- During a wellness check at the Esplanade, a staff person was poked by a needle on their ankle; the staff did not lose time from work.

DEVELOPMENT TEAM UPDATE:

- Please also see the uploaded documents provided by the Development Team, including that of the Community Engagement and Volunteer Program, and that of the Communications and Marketing and Program Development Departments' updates for more information.

Fundraising:

- We are continuing to work with the Finance department on the integration of Raiser's Edge NXT (RENXT) and Financial Edge NXT (FENXT) software; we have renegotiated our contract with the software provider to ensure we have the capacity to utilize all aspects of these programs.
- Sixty letters including a preliminary case for support were sent to selected donors requesting feedback/input interviews for the senior campaign launch.

Program Development:

- In March, planning began for the roll-out of the Centralized Food Program; funds had been received through the "Good Food Access Fund", a federal funding stream.
- Also in March, we began preparation of our response to the City's open call opportunity through the Toronto Grants and Rebates Initiatives Portal; we are being asked to re-apply for all annually funded programs, in addition to opportunities for additional funding for new programs under different funding streams.
- As part of a collaborative effort between three different partners to develop a program/proposal for the Trillium Resiliency Funding stream, we were awarded with project funding for a small pilot program that will be running out of our Esplanade Hotel Shelter. Partnering with Toronto North Support Services and Inner City Health Associates to deliver a peer program that focuses on delivering mental health focused peer supports to our shelter hotel population. The program will start in June of this year.

Community Engagement and Volunteer Program:

- On March 31st, the Esplanade hotel program celebrated its one-year anniversary. Celebrations included an ice cream truck, games, a jellybean counting competition with prizes, and numerous awards for residents, staff, and stakeholders.
- Starting in April, community engagement staff from Homes First, Dixon Hall, and Parkdale Queen West Community Health Centre established monthly, zoom-based presentations on homelessness, mental health, de-escalation, and harm reduction. The workshops, developed in partnership with the Toronto Shelter Network, will be held each month.
- In April, we hosted two Community Liaison Committee meetings for both the Esplanade and Metro-Strachan.
- Homes First participated in a neighbourhood safety walk in the Queens Quay-Lake Shore area hosted by Councillor Cressy's and MPP Chris Glover's offices, along with the Bathurst Queens Quay Neighbourhood Association.
- Please see "5.B. - HFS Community Development and Outreach Update" as well as the uploaded documents.

To: Homes First Society Board of Directors
From: Patricia Mueller, HFS Chief Executive Officer
Subject: HFS Community Development and Outreach Update
Date: May 16, 2022

Recommendation:

That this report be received for information.

Background:

Our past practice has been to review the Community Development and Outreach for the past year and to provide an update and plans for the upcoming year.

The plans have been developed by the Manager of Community Engagement and the Community Engagement Supervisor, and are based on input from the Intensive Case Management-Community Engagement Coordinators and the supervisors specific to each site. Because these individuals connect with our neighbourhoods and communities, it was felt that the most effective way moving forward is coordinating efforts to ensure maximum impact. As a given, we have planned activities that enhance neighbourhood connectivity with the goals of improved image, potential volunteers, and opportunities for our residents in the community.

Comments:

The COVID-19 Pandemic placed severe and unforeseen constraints on the Community Engagement Team's ability to foster in-person community engagement at Homes First sites. We we're still able to continue virtual programming. Nearly all volunteer programming had to be frozen for long periods of time due to Covid in accordance with health precautions aimed to limit the spread of the virus. In response to this unprecedented situation, priority was placed on developing community wellness programming and expanding each site's capacity to host virtual programming.

An amazing example of virtual programming is the expansion of our volunteer pool to include people from across the globe including Adeodato Mucungura. Adeodato found Homes First online and wanted to volunteer with us from his home in Uganda. The educator and conservationist recently hopped on a Zoom call with his students to talk to our residents about Ugandan history, culture, and politics, and how his organization, URJDO, is addressing the impacts of climate change.

COMMUNITY DEVELOPMENT AND OUTREACH ANNUAL REVIEW:

Pride Toronto:

Pride was virtual again this year as was the parade, but as we have in the past, we are still able to celebrate and offer several LBTQ2S+, events, support networks, activities, and webinars during Pride Month. Many of the initiatives and activities are through the Pride Toronto Newsletter and webpage. Our Community Engagement team purchased Pride Flags for every Homes First site and asked them to keep the flags displayed for the entire month of June. Clients and staff were then encouraged to sign the flags and reflect on what Pride meant to them. Photographs of all the signed flags were shared on our social media, as well as in our weekly communications

newsletter. Thanks to our Partnership with TIFF, we were also able to offer TIFF Pride: Queer Becoming Virtual Programme to all of our sites with virtual capabilities.

The Arts Market:

From mid-March 2020 to March 2021, the Arts Market was closed due to health precautions related to the COVID-19 pandemic. The Communications and Community Engagement team maintained contact with Arts Market staff throughout this time and are now looking forward to resuming our partnership. The Community Engagement and Communications teams are looking into replace existing art with fresh new art from our residents.

Big On Bloor:

The Big On Bloor event will not be held in 2022.

Dufferin Park BBQ:

Our annual, agency-wide Dufferin Park BBQ has been cancelled due to COVID-19 gathering restrictions.

Gardening Program:

Starting in early February, two volunteers began organizing a gardening program for the grounds of the Vaughan building that is including residents in the planting and caretaking of various herbs and plants.

Street to Trail:

This program continues to be popular with our residents. However, the program required some modification to ensure safety measures were in place.

Of special note, a new program run by an Indigenous educator, Carolynne Crawley, has hosted urban park walks and shared Indigenous teachings on nature, environmental preservation, and the histories of the area. Elements of one of the walks – as well as interviews with Carolynne and Streets to Trail’s Kim Sedore – were recorded for later use in podcast and social media programmes.

Another special event was a Photovoice program facilitated by photographer Paige White. Residents attended a picnic lunch in High Park and participated in a photography lesson where Paige taught residents about how to use the photo medium to develop self-expression skills, as well as how to share experiences.

Toy Drive/Holiday Celebrations (North Face Rally):

This year, The North Face Rally team parked an entire trailer-truck of donated Toys R Us merchandise outside of Meegwetch and distributed Christmas gifts to all the children living there. Several families from other Homes First sites –Vaughan and Sheila Miller – were also in attendance.

Community Engagement with Neighbourhood and Community Liaison Committee’s (CLC):

In 2021, a number of Community Liaison Committee’s were established, including the Esplanade, Lawrence Shelter, Placer Court, and the Strathcona/Victoria Community. Each CLC has meetings on a monthly or bi-monthly basis.

Community Engagement efforts are also in collaboration with our outreach teams such as One Community Solutions, SSHA-City of Toronto, Streets to Homes, Agincourt Community Services, The Works, Toronto Police, and local councillors' offices. Along with maintaining the CLCs, community engagement also entails responding and collaborating with stakeholders around the shelters to address concerns, answer questions, and provide referrals.

A significant part of our efforts is providing community education through CLC presentations in conjunction with service providers and various partners. These efforts go a long way towards building bridges, defusing anger, reducing stigma, and ultimately of getting everyone to a place of understanding.

IN DEVELOPMENT FOR 2022:

Arts Programs/Wellness Programs:

Under the guidance of the Assistant Director of Community Partnerships and Client Services, wellness programming (relationship programming, art therapy, etc.) will be standardized as a priority volunteer and student placement program across the agency starting in Spring 2022. Given the continued urgency of mental health supports related to the COVID-19 pandemic, the goal is to ensure that residents of all sites receive a consistent level of mental health supports.

Due to ongoing COVID restrictions, the volunteer arts programming will mostly be limited to virtual programmes.

2SLGBTQ+ Adult Shelter Service at 1322 Bloor Street West:

With funding from the city secured, there is great excitement in developing Toronto's very first shelter program dedicated to adult 2SLGBTQ+ community members. Working closely with senior staff of the 519 (who will manage extensive consultations within their own community and with key stakeholders), the 519 are providing consulting services in the development of this program. The Homes First Community Engagement Team, in concert with the Assistant Director of Community Partnerships and Client Services, will ensure that shelter residents receive needed and culturally appropriate supports.

WomenatthecentrE:

WomenatthecentrE will be providing free supports to women, women-identified, gender queer, 2-spirit and trans-identified residents who had experienced gender-based violence at the Kennedy Shelter. Plans are underway to focus the engagement efforts, specifically with regards to WomenatthecentrE's free peer counselling program.

Council Fire:

As a cultural agency that involves and serves the diverse Indigenous communities of Toronto/Tkaronto, Council Fire is an organization that offers unique supports to many of our First Nations and Metis clients. Since late 2021, community engagement staff have helped to coordinate Council Fire-facilitated cedar bundle workshops and have regularly attended meetings with their Restoring Relations Working Group, a group of faith groups and NGOS aimed at working towards truth and reconciliation.

Educational/Skill-Based Programs:

- Microgreens garden project at Meegwetch.
- Tax clinics at all shelters.
- Ambassador Peer Pilot Project at Esplanade and Strathcona Hotel Programs.

2021 PARTNERSHIPS:

Arts Market:

We will continue to work with the Arts Market to provide gallery space for our resident artists to promote.

North York Arts:

In August, the Community Engagement Team began developing a partnership with North York Arts, while applying with the Toronto Arts Council for a Community Arts' grant, in partnership with architect Reza Nik. North York Arts offers financial support, as well as facilitation expertise, in the creation of a Mobile Architectural Structure that could enhance community engagement at several Homes First sites. Now that the Mobile Architectural Structure has been created and is ready for deployment, future North York Arts-Homes First collaborations, involving the staging of arts and cultural events are now being planned, beginning in May 2022.

Queen West Community Health Centre:

Queen West Community Health Centre (Queen West) has worked closely with Homes First since 2015. Queen West has delivered monthly harm reduction workshops at several of our shelters for the writing program. Currently, a resident of Metro-Strachan is a peer-leader in Queen West's Harm Reduction Program. We will continue this partnership with the harm reduction peer and look for more opportunities to provide our residents with opportunities.

Robin Hood Army:

Since early 2020, the Robin Hood Army has been providing free pick-up and transportation of supplies by drawing on their team of volunteer drivers. Since the onset of the pandemic, this has included numerous deliveries of large personal protection equipment donations. In addition, during the lead up to Christmas, the Robin Hood Army team organized a major donation of winter boots to the Kennedy Shelter.

Small World:

The Small World Music Society is a charitable organization dedicated to programming culturally-diverse music from across the world. Initially in 2020, attempts were made to program Small World events for the Willowdale Welcome Centre community of immigrants, refugees, and asylum seekers. However, the first collaboration is a Small World concert is tentatively scheduled for May 28, 2022 at the Meridian Arts Centre as part of Doors Open Toronto.

Street to Trail:

Street to Trail is a non-profit organization that provides hiking day trips and overnight camping trips to those facing poverty, homelessness, and housing instability. Homes First partnered with Street to Trail in April 2018, and to date, 16 hiking trips have been held. Homes First will continue working with Street to Trail over the warmer months to plan more trips and opportunities for residents.

Toronto International Film Festival (TIFF) Mental Health Outreach:

In early 2020, the Community Engagement team began the development of a partnership with TIFF's Mental Health Outreach team. While initial plans to host on-site screenings and facilitated discussions had to be scrapped due to the pandemic, a pilot screening over Zoom did proceed in November of 2020 at the Delta Hotel featuring a short film called "Prince's Tale". The screening was followed by a discussion panel featuring the Director and principal subject. Plans are in progress to host further screenings in the Fort York neighbourhood in summer 2022, bringing residents of the Bathurst-Lake Shore shelter together with the surrounding community. The TIFF team leads have also been provided Homes First with free tickets to select virtual screenings on an ongoing basis.

Uplift Ontario:

Uplift Ontario is a youth-led volunteer network that strives to alleviate the negative effects and hardships encountered by those experiencing homelessness. Since 2020, Homes First's community engagement and development team has partnered on several talks and events aimed at including young voices and perspectives in the fight for housing for all. Simultaneously, Uplift volunteers have supported numerous HF donation drives and initiatives. Beginning in the Summer of 2022, Uplift members will be invited to join a youth working group and inaugurate a new youth-informed community engagement strategy within the organization.

The Works:

Home's First's Harm Reduction Program partnered with The Works to provide all harm reduction supplies for the program, which includes literature, condoms, drug kits, and more. Homes First will continue to work with The Works to provide harm reduction supports to peer leaders in the program as well as to resident participants.

SCHEDULE F – DECLARATION OF COMPLIANCE**DECLARATION OF COMPLIANCE**

Issued pursuant to the MSAA effective April 1, 2021

To: **The Board of Directors** of the Ontario Health Toronto Region.
Attn: Board Chair.

From: **The Board of Directors** (the “Board”) of Homes First Society (the “HSP”)

Date: Monday, May 16, 2022

Re: April 1, 2021 – March 31, 2022 (the “Applicable Period”)

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the MSAA between the Ontario Health Region and the HSP effective April 1, 2021.

The Board has authorized me, by resolution dated Monday, May 16, 2022, to declare to you as follows:

After making inquiries of the Chief Executive Officer and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board’s knowledge and belief, the HSP has fulfilled, its obligations under the service accountability agreement (the “MSAA”) in effect during the Applicable Period.

Without limiting the generality of the foregoing, the HSP has complied with:

- (i) Article 4.8 of the MSAA concerning applicable procurement practices;
- (ii) The *Public Sector Compensation Restraint to Protect Public Services Act, 2010*, and
- (iii) The *Connecting Care Act, 2019*

Jose Querubin, Chair

Appendix 1 - Exceptions

[Please identify each obligation under the MSAA that the HSP did not meet during the Applicable Period, together with an explanation as to why the obligation was not met and an estimated date by which the HSP expects to be in compliance.]

HOMES FIRST SOCIETY - FINANCIAL DASHBOARD

BALANCE SHEET		YTD	Audited			
		31-Mar-22	2021	\$ Change	% Change	Explanation for changes +/- 5% or significant changes
ASSETS	Current:					
	Cash and cash equivalents	5,631,298	8,941,886	(3,310,588)	-37%	This account will fluctuate monthly as invoices/payroll are entered and paid
	Accounts Receivable	6,615,072	1,746,070	4,869,002	279%	Outstanding payments for HST, Hotel programs
	Prepaid Expenses	206,912	356,358	(149,446)	-42%	Insurance - this account will be drawn down monthly as revenue is allocated
	Total Current Assets	12,453,282	11,044,314	1,408,968	13%	
	Property and Equipment	4,397,428	4,543,503	(146,075)	-3%	
	Assets under capital lease	1,574,980	1,663,955	(88,975)	-5%	Decreased by principal mortgage payments
	Restricted Investments	2,735,852	2,537,554	198,298	8%	
TOTAL ASSETS		21,161,542	19,789,326	1,372,216	7%	
LIABILITIES	Accounts Payable and accrued liabilities	6,104,520	5,453,359	651,161	12%	This account will fluctuate monthly as invoices/payroll are entered and paid
	Deferred Revenue	5,600,851	4,736,753	864,098	18%	Consist of Q2 shelter payments and deferred donation income - this account will be drawn down monthly as revenue is allocated
	Total Current Liabilities	11,705,371	10,190,112	1,515,259	15%	
	Deferred contributions related to property & equipment	110,765	110,765	(0)	0%	
	Restricted Contribution	120,875	120,875	(0)	0%	
	Mortgages payable	5,578,761	5,813,810	(235,049)	-4%	
TOTAL LIABILITIES		17,515,771	16,235,562	1,280,209	8%	
NET ASSETS	Externally Restricted Reserves	2,153,202	2,105,852	47,350	2%	
	Internally Restricted Reserves	310,828	310,827	1	0%	
	Unrestricted Net Assets	1,181,740	1,137,085	44,656	4%	Year-to-date surplus
	Total Net Assets	3,645,770	3,553,764	92,007	3%	
TOTAL LIABILITIES AND NET ASSETS		21,161,542	19,789,326	1,372,216	7%	
INCOME STATEMENT						
YEAR-TO-DATE						
		ACTUAL	BUDGET	\$ Change	% Change	Explanation for changes +/- 5% or significant changes
Government Funding:						
	City of Toronto	14,621,773	13,902,370	719,403	5%	Increase in funding for WWC & Delta programs due to capacity extension
	Province of Ontario	88,302	88,305	(3)	0%	
Total Government Funding		14,710,075	13,990,675	719,400	5%	
Revenues from Operations		302,564	271,772	30,791	11%	
Donation Revenues:	Restricted Donations	103,845	450,000	(346,155)	-77%	Donations allocated as work is completed
	Unrestricted Donations	-	-	-	0%	
	Donations - Other	-	-	-	0%	
Total Donation Revenues		103,845	450,000	(346,155)	-77%	
Other Revenues:	United Way Funding	45,154	45,153	1	0%	
	Management Fees	29,022	29,022	-	0%	
	Program Funding	91,250	126,365	(35,115)	-28%	Timing issue - funds will be allocated as program is carried out
	Deferred Amortization Contributions	-	-	-	0%	
Total Other Revenues	Total Other Revenues	165,426	200,540	(35,114)	-18%	
TOTAL REVENUES		15,281,910	14,912,987	368,923	2%	
Property Management Expenses:	Utilities	260,620	204,197	56,423	28%	Higher consumption in the winter months
	General Repairs and Maintenance	1,396,454	1,154,976	241,478	21%	Higher than budgeted cleaning services at BLC/WWC, and the relocation of Strachan
	Building and Equipment	275,031	603,251	(328,219)	-54%	Timing - Wellington project still in pre-construction stage and commercial kitchen was delayed
	Mechanical	79,680	73,824	5,857	8%	Timing - replaced breakers at Sheila Miller
	Security, Health & Safety	121,552	276,794	(155,242)	-56%	Large budget for security at Strachan due to relocation
	Mortgage & Rent Expense	322,319	322,102	217	0%	
	Municipal Taxes	55,988	57,433	(1,445)	-3%	
	Insurance	67,374	80,244	(12,870)	-16%	Due to new site and awaiting refund for Strachan
	Reserve Allocations	47,351	47,510	(159)	0%	
	Amortization of Capital Assets	-	-	-	0%	
	Bad Debts (Recoveries)	(8,524)	3,250	(11,774)	-362%	
Total Property Management Expenses		2,617,845	2,823,580	(205,736)	-7%	
Tenant Support Expenses:	Salaries and Benefits	9,399,215	8,672,712	726,503	8%	Increase in staffing of warming centre & extension of WWC
	Tenant Services	1,690,299	1,391,956	298,343	21%	Increase due to warming centre & extension of WWC
	Office Administration	216,129	234,841	(18,712)	-8%	Timing
Total Tenant Support Expenses		11,305,643	10,299,509	1,006,134	10%	
Expense Allocations:	Central Admin Expense Allocation	806,092	1,166,489	(360,397)	-31%	Timing - dues to gapping
	Property Management Expense Allocation	507,673	608,513	(100,840)	-17%	Timing
Total Expense Allocations		1,313,765	1,775,002	(461,237)	-26%	
TOTAL EXPENSES		15,237,252	14,898,091	339,161	2%	
NET SURPLUS/(LOSS)		44,658	14,896	29,762	200%	

HFS SEGMENTED STATEMENT OF OPERATIONS - ACTUALS
For the Month Ending March 31, 2022

	SHELTERS & RESPITE												INITIATIVES		SEC78	SEC95	MGD	SDL	TOTAL	
	Strathcona	Savards	4117 Lawerance	101 Placer	Strachan	Scarborough	Kennedy	Lakeshore	Willowdale	Delta Hotel Program	Better Living Centre	Esplande Hotel Program	FUSS	CAMH	Social Housing Units	90 Shuter	Managed Properties	Support for Daily Living		
Units/ Beds	107	0	55	55	88	37	50	120	240	300	184 + 70	264	0	15	174	77	48	275		
REVENUE																				
Government Funding:																				
City of Toronto	503,732	14,029	771,062	833,569	718,445	447,985	735,587	1,899,052	1,790,293	2,046,813	1,993,181	1,865,482	68,381	-	625,755	86,971	14,150	207,285	14,621,773	
Province of Ontario	-	-	-	-	88,302	-	-	-	-	-	-	-	-	-	-	-	-	-	-	88,302
Total Government Funding	503,732	14,029	771,062	833,569	806,747	447,985	735,587	1,899,052	1,790,293	2,046,813	1,993,181	1,865,482	68,381	-	625,755	86,971	14,150	207,285	14,710,075	
Revenue from Operations	-	-	-	-	37,632	-	-	-	-	-	-	-	-	-	185,440	60,649	18,843	-	302,564	
Donation Revenues:																				
Restricted Donations	-	-	-	-	38,136	-	-	-	-	-	-	-	-	-	65,710	-	-	-	103,845	
Unrestricted Donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Donations - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Donation Revenues	-	-	-	-	38,136	-	-	-	-	-	-	-	-	-	65,710	-	-	-	103,845	
Other Revenues:																				
United Way Funding	13,551	-	-	-	18,052	13,551	-	-	-	-	-	-	-	-	-	-	-	-	45,154	
Management Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	29,022	-	29,022	
Program Funding	-	-	-	-	24,500	-	-	-	-	-	-	-	-	66,750	-	-	-	-	91,250	
Deferred Amortization Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Other Revenues	13,551	-	-	-	42,552	13,551	-	-	-	-	-	-	-	66,750	-	-	29,022	-	165,426	
TOTAL REVENUE	517,283	14,029	771,062	833,569	925,067	461,536	735,587	1,899,052	1,790,293	2,046,813	1,993,181	1,865,482	68,381	66,750	876,904	147,620	62,015	207,285	15,281,910	
EXPENSES																				
Property Management Expenses:																				
Utilities	-	6,039	9,748	-	33,668	28,452	29,588	-	-	-	-	-	-	-	103,160	44,389	5,576	-	260,620	
General Repairs and Maintenance	2,677	1,480	67,102	39,407	88,250	30,344	75,746	224,971	330,332	16,901	375,790	33,806	-	-	65,595	17,457	26,312	284	1,396,454	
Building and Equipment	2,357	1,244	3,257	4,374	55,281	4,831	10,674	2,803	1,691	374	1,540	-	-	-	165,726	16,371	4,507	-	275,031	
Mechanical	-	208	-	855	5,268	2,744	11,435	317	572	-	317	-	-	-	50,667	6,481	817	-	79,680	
Security, Health & Safety	62	2,236	974	4,701	61,130	783	3,402	5,198	2,482	7,152	2,953	5,777	-	-	11,731	11,536	1,411	24	121,552	
Mortgage & Rent Expense	-	-	-	-	-	20,400	7,484	-	-	-	-	-	-	-	293,864	-	572	-	322,319	
Municipal Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	55,975	13	-	-	55,988	
Insurance	796	918	1,279	1,348	3,832	1,700	2,460	13,584	13,993	2,729	3,083	2,799	-	-	11,934	4,571	2,350	-	67,374	
Reserve Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	36,851	10,500	-	-	47,351	
Amortization of Capital Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bad Debts	-	-	-	-	11,591	-	-	-	-	-	-	-	-	-	4,599	1,533	-	-	(8,524)	
Total Property Management Expenses	5,892	12,124	82,362	50,684	235,838	89,254	140,789	246,873	349,069	27,156	383,683	42,382	-	-	800,102	109,785	41,543	308	2,617,845	
Tenant Support Expenses:																				
Salaries and Benefits	444,761	-	521,458	429,240	587,129	235,617	422,503	999,306	886,921	1,929,598	979,085	1,662,424	39,415	79,314	-	-	17,374	165,069	9,399,215	
Tenant Services	9,237	731	49,653	166,050	27,364	22,532	30,056	303,338	470,793	17,561	554,595	39,164	-	-	4,186	-	464	2,945	1,690,299	
Office Administration	5,966	1,173	11,040	31,768	25,425	5,797	10,623	23,661	12,782	19,948	10,129	42,102	849	682	1,859	-	-	12,325	216,129	
Total Tenant Support Expenses	459,964	1,905	582,151	627,058	639,919	263,947	463,182	1,326,306	1,370,495	1,967,106	1,543,809	1,743,690	40,264	79,995	(2,327)	-	17,838	180,339	11,305,643	
Expense Allocations:																				
Central Admin Expense Allocation	30,631	-	64,487	92,701	28,213	64,487	79,803	191,044	40,305	32,244	40,305	48,366	12,897	-	44,335	20,152	-	16,122	806,092	
Property Management Expense Allocation	19,292	-	40,614	58,382	17,769	40,614	50,260	120,318	25,384	20,307	25,384	30,460	8,123	-	27,922	12,692	-	10,153	507,673	
Total Expense Allocations	49,923	-	105,101	151,083	45,982	105,101	130,063	311,362	65,688	52,551	65,688	78,826	21,020	-	72,257	32,844	-	26,275	1,313,765	
TOTAL EXPENSES	515,780	14,029	769,614	828,826	921,738	458,303	734,034	1,884,541	1,785,253	2,046,813	1,993,181	1,864,898	61,284	79,995	870,032	142,629	59,381	206,922	15,237,252	
NET SURPLUS/(LOSS)	1,504	-	1,449	4,743	3,329	3,233	1,553	14,511	5,040	0	0	584	7,097	(13,245)	6,871	4,991	2,634	363	44,658	

HFS SEGMENTED STATEMENT OF OPERATIONS - BUDGET
For Month Ending March 31, 2022

	SHELTERS & RESPITE								INITIATIVES		SEC78	SEC95	MGD	SDL						
	Savards	Strachan	St Clair	Kennedy	4117 Lawrence	101 Placer	Lake Shore	WWC	Strathcona Hotel Program	Delta Hotel Program	Esplande Hotel Program	Better Living Centre 184 + 70	FUSS	CAMH	Social Housing Units	Shuter	Managed Properties	Support for Daily Living	TOTAL	
Units/Beds	0	88	37	50	55	55	120	240	107	300	264		0	15	174	77	48	275		
REVENUE																				
Government Funding:																				
City of Toronto		765,034	447,985	735,587	771,062	771,062	1,899,052	1,486,878	505,325	1,765,163	1,732,151	1,988,704	68,381	-	633,300	104,169	14,150	214,368	13,902,370	
Province of Ontario		88,305	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	88,305	
Total Government Funding		853,339	447,985	735,587	771,062	771,062	1,899,052	1,486,878	505,325	1,765,163	1,732,151	1,988,704	68,381	-	633,300	104,169	14,150	214,368	13,990,675	
Revenue from Operations		9,472	250	250	-	-	-	-	-	-	-	-	-	-	170,761	73,447	17,592	-	271,772	
Donation Revenues:																				
Restricted Donations		125,000	-	-	-	-	-	-	-	-	-	-	-	-	325,000	-	-	-	450,000	
Unrestricted Donations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Donations - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Donation Revenues		125,000	-	-	-	-	-	-	-	-	-	-	-	-	325,000	-	-	-	450,000	
Other Revenues:																				
United Way Funding		26,403	18,750	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	45,153	
Management Fees		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	29,022	-	29,022	
Program Funding		25,000	-	7,115	-	-	-	-	-	-	-	-	-	66,750	-	-	-	27,500	126,365	
Deferred Amortization Contributions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Other Revenues		51,403	18,750	7,115	-	-	-	-	-	-	-	-	-	66,750	-	-	29,022	27,500	200,540	
TOTAL REVENUE		1,039,214	466,985	742,953	771,062	771,062	1,899,052	1,486,878	505,325	1,765,163	1,732,151	1,988,704	68,381	66,750	1,129,061	177,616	60,764	241,868	14,912,987	
EXPENSES																				
Property Management Expenses:																				
Utilities		7,588	34,087	29,682	1,800	1,800	-	-	-	-	-	-	-	-	86,801	38,463	3,976	-	204,197	
General Repairs and Maintenance		6,250	35,982	67,018	70,563	70,563	217,000	287,264	1,000	23,750	23,750	263,830	-	-	56,982	19,896	11,130	-	1,154,976	
Building and Equipment		127,250	15,523	18,711	10,000	10,000	13,500	-	-	-	-	10,800	-	-	362,812	29,655	5,000	-	603,251	
Mechanical		1,000	12,250	16,261	-	-	2,250	-	-	-	-	-	-	-	27,573	11,715	2,776	-	73,824	
Security, Health & Safety		144,600	8,727	6,272	10,000	10,000	7,500	16,500	8,750	6,000	-	17,940	-	-	23,848	14,875	1,783	-	276,794	
Mortgage & Rent Expense		-	20,400	7,484	-	-	-	-	-	-	-	-	-	-	293,646	-	572	-	322,102	
Municipal Taxes		-	-	-	-	-	-	-	-	-	-	-	-	-	57,426	8	-	-	57,433	
Insurance		1,250	1,700	2,460	1,280	1,280	13,584	13,993	2,389	2,729	8,397	12,331	-	-	11,934	4,571	2,348	-	80,244	
Reserve Allocations		-	-	-	-	-	-	-	-	-	-	-	-	-	37,010	10,500	-	-	47,510	
Amortization of Capital Assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bad Debts		-	-	-	-	-	-	-	-	-	-	-	-	-	2,000	1,250	-	-	3,250	
Total Property Management Expenses		287,938	128,668	147,887	93,643	93,643	253,834	317,756	12,139	32,479	32,147	304,901	-	-	960,032	130,931	27,584	-	2,823,580	
Tenant Support Expenses:																				
Salaries and Benefits		551,108	212,636	392,088	536,273	545,601	1,266,893	700,029	381,277	1,494,186	1,414,163	868,511	63,254	60,747	-	-	16,447	169,499	8,672,712	
Tenant Services		24,100	26,876	41,859	43,950	42,700	270,813	341,121	18,750	27,977	25,250	518,453	1,071	125	1,140	-	570	7,202	1,391,956	
Office Administration		51,575	10,602	13,125	19,389	16,275	26,000	19,040	7,571	16,000	17,829	16,728	2,500	1,210	5,697	-	602	10,700	234,841	
Total Tenant Support Expenses		626,783	250,114	447,072	599,611	604,576	1,563,706	1,060,190	407,597	1,538,163	1,457,242	1,403,692	66,825	62,081	6,837	-	17,619	187,401	10,299,509	
Expense Allocations:																				
Central Admin Expense Allocation		81,603	61,202	96,903	51,002	45,902	54,652	71,402	56,102	127,504	159,125	183,606	1,020	3,060	96,903	30,601	10,200	35,701	1,166,489	
Property Mgmt Expense Allocation		42,891	26,807	50,933	26,807	26,807	26,807	37,529	29,487	67,017	83,637	96,504	536	1,608	50,933	16,084	5,361	18,765	608,513	
Total Expense Allocations		124,494	88,009	147,836	77,808	72,708	81,458	108,932	85,589	194,521	242,762	280,110	1,556	4,669	147,836	46,685	15,562	54,466	1,775,002	
TOTAL EXPENSES		1,039,214	466,791	742,795	771,062	770,927	1,898,998	1,486,878	505,325	1,765,163	1,732,151	1,988,704	68,381	66,750	1,114,705	177,616	60,764	241,867	14,898,091	
NET SURPLUS/(LOSS)		0	193	157	0	135	54	0	(0)	(0)	0	(0)	(0)	0	14,356	0	0	0	14,896	

HFS STATEMENT OF OPERATIONS
For Month Ended March 31, 2022

	CURRENT MONTH			YEAR-TO-DATE			2022 BUDGET	
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	BUDGET	% OF BUDGET USED
REVENUE								
Government Funding:								
City of Toronto	5,059,462	6,622,909	(1,563,447)	14,621,773	13,902,370	719,403	43,676,764	33.5%
Province of Ontario	29,434	29,435	(1)	88,302	88,305	(3)	353,220	25.0%
Total Government Funding	5,088,896	6,652,344	(1,563,448)	14,710,075	13,990,675	719,400	44,029,984	33.4%
Revenue from Operations	76,412	90,591	(14,179)	302,564	271,772	30,791	1,087,089	27.8%
Donation Revenues:								
Restricted Donations	103,845	150,000	(46,155)	103,845	450,000	(346,155)	1,800,000	5.8%
Unrestricted Donations	-	-	-	-	-	-	-	0.0%
Donations - Other	-	-	-	-	-	-	-	0.0%
Total Donation Revenues	103,845	150,000	(46,155)	103,845	450,000	(346,155)	1,800,000	5.8%
Other Revenues:								
United Way Funding	15,052	15,051	1	45,154	45,153	1	180,612	25.0%
Management Fees	9,674	9,674	-	29,022	29,022	-	116,089	25.0%
Program Funding	46,750	42,122	4,628	91,250	126,365	(35,115)	505,461	18.1%
Deferred Amortization Contributions	-	-	-	-	-	-	-	0.0%
Total Other Revenues	71,476	66,847	4,629	165,426	200,540	(35,114)	802,162	20.6%
TOTAL REVENUE	5,340,630	6,959,781	(1,619,152)	15,281,910	14,912,987	368,923	47,719,235	32.0%
EXPENSES								
Property Management Expenses:								
Utilities	62,225	68,066	(5,841)	260,620	204,197	56,423	816,787	31.9%
General Repairs and Maintenance	391,583	527,907	(136,324)	1,396,454	1,154,976	241,478	3,762,415	37.1%
Building and Equipment	58,063	206,484	(148,420)	275,031	603,251	(328,219)	2,380,602	11.6%
Mechanical	17,626	24,608	(6,982)	79,680	73,824	5,857	295,294	27.0%
Security, Health & Safety	55,428	105,124	(49,696)	121,552	276,794	(155,242)	1,030,024	11.8%
Mortgage & Rent Expense	108,774	107,367	1,407	322,319	322,102	217	1,288,407	25.0%
Municipal Taxes	27,986	23,930	4,056	55,988	57,433	(1,445)	287,160	19.5%
Insurance	22,368	37,707	(15,339)	67,374	80,244	(12,870)	255,222	26.4%
Reserve Allocations	15,784	15,837	(53)	47,351	47,510	(159)	190,039	24.9%
Amortization of Capital Assets	-	-	-	-	-	-	-	0.0%
Bad Debts	(10,720)	1,083	(11,804)	(8,524)	3,250	(11,774)	13,000	-65.6%
Total Property Management Expenses	749,116	1,118,112	(368,996)	2,617,845	2,823,580	(205,736)	10,318,949	25.4%
Tenant Support Expenses:								
Salaries and Benefits	3,059,105	4,123,133	(1,064,028)	9,399,215	8,672,712	726,503	27,297,476	34.4%
Tenant Services	525,834	742,768	(216,934)	1,690,299	1,391,956	298,343	3,895,133	43.4%
Office Administration	(78,718)	97,933	(176,651)	216,129	234,841	(18,712)	821,447	26.3%
Total Tenant Support Expenses	3,506,220	4,963,833	(1,457,613)	11,305,643	10,299,509	1,006,134	32,014,055	35.3%
Expense Allocations:								
Central Admin Expense Allocation	269,882	576,289	(306,407)	806,092	1,166,489	(360,397)	3,541,199	22.8%
Property Management Expense Allocation	178,218	301,367	(123,150)	507,673	608,513	(100,840)	1,842,874	27.5%
Total Expense Allocations	448,100	877,657	(429,557)	1,313,765	1,775,002	(461,237)	5,384,072	24.4%
TOTAL EXPENSES	4,703,436	6,959,602	(2,256,166)	15,237,252	14,898,091	339,161	47,717,076	31.9%
NET SURPLUS/(LOSS)	637,194	180	637,014	44,658	14,896	29,762	2,159	2068.6%

HOMES FIRST SOCIETY
STATEMENT OF FINANCIAL POSITION
AS OF MARCH 31, 2022

	YTD 31-Mar-22	<i>Audited</i> 2021	Net Change
ASSETS			
Current:			
Cash and cash equivalents	5,631,298	8,941,886	(3,310,588)
Accounts Receivable	6,615,072	1,746,070	4,869,002
Prepaid Expenses	206,912	356,358	(149,446)
Total Current Assets	12,453,282	11,044,314	1,408,968
Property and Equipment	4,397,428	4,543,503	(146,075)
Assets under capital lease	1,574,980	1,663,955	(88,975)
Restricted Investments	2,735,852	2,537,554	198,298
TOTAL ASSETS	21,161,542	19,789,326	1,372,216
LIABILITIES			
Accounts Payable and accrued liabilities	6,104,520	5,453,359	651,161
Deferred Revenue	5,600,851	4,736,753	864,098
Total Current Liabilities	11,705,371	10,190,112	1,515,259
Deferred contributions related to property & equipment	110,765	110,765	(0)
Restricted Contribution	120,875	120,875	(0)
Mortgages payable	5,578,761	5,813,810	(235,049)
Total Liabilities	17,515,771	16,235,562	1,280,209
NET ASSETS			
Externally Restricted Reserves	2,153,202	2,105,852	47,350
Internally Restricted Reserves	310,828	310,827	1
Unrestricted Net Assets	1,181,740	1,137,085	44,655
Total Net Assets	3,645,770	3,553,764	92,006
TOTAL LIABILITIES AND NET ASSETS	21,161,542	19,789,326	1,372,215

Balance Sheet

Assets

Current:	
Cash and Cash Equivalents	5,631,298.00
Bank Accounts	2,648,576.65
Petty Cash	17,044.81
Guaranteed Investment Certificates	3,013,027.04
Owing to/(from) Operations	(47,350.50)
Accounts Receivable	6,615,072.16
Government Funding	5,069,818.37
HST	1,546,984.87
Rent, Net Allowance	(3,463.15)
Management Fee	1,732.07
Prepaid Expenses	206,911.83
Total Current Assets	12,453,281.99
Property and Equipment	4,397,427.97
Assets Under Capital Lease	1,574,979.93
Restricted Investments:	2,735,851.68
Bond Funds	1,184,384.57
Equity Funds	514,207.24
Gen Op GIC	253,227.89
Strachan Reserve GIC	433,379.12
TREB Funds GIC	120,874.81
Scarborough GIC	182,427.55
Owing to/(from) Restricted Investments	47,350.50
TOTAL ASSETS	21,161,541.57
LIABILITIES	
Accounts Payable and Accrued Liabilities	6,104,520.14
Accounts Payable and Accrued Liabilities	5,992,881.42
Provision for Repayment of Subsidies	91,836.00
Accrued Mortgage Interest	19,802.72
Deferred Revenue	5,600,851.04
SCPI BCA Repairs	-
Miscellaneous	5,600,851.04
Total Current Liabilities	11,705,371.18
Deferred Contributions Related to Property & Equipment	110,764.60
Restricted Contribution	120,874.81
Mortgages Payable	5,578,760.84
TOTAL LIABILITIES	17,515,771.43
NET ASSETS	
Externally Restricted Net Assets	2,153,202.13
Internally Restricted Net Assets	310,827.72
Unrestricted Net Assets	1,137,082.22
Total Net Assets	3,601,112.07
CURRENT YEAR SURPLUS	44,658.07
TOTAL LIABILITIES AND NET ASSETS	21,161,541.57

To: Homes First Society Board of Directors
From: Jamie Yoon, HFS Governance & Nominating Committee Chair
Subject: HFS Governance & Nominating Committee Update
Date: May 16, 2022

Recommendation:

To be received for information.

Meeting date: Monday, May 2, 2022

Present: Jamie Yoon (Committee Chair), Carla Whillier, and Kim Mole

Regrets: Fran Perkins, Cynthia Stacey

(1) SUCCESSION PLANNING & RECRUITMENT:

- Jamie will reach out to all members to assess interest in serving on the Executive Committee.
- Jamie will also share the description of the roles of Executive Committee members from our Bylaws, to ensure clarity.
- Jamie is continuing to work with Mike Heinrich and Fran Perkins to create a process for the election of Executive Committee members.
- The Governance & Nominating Committee will ask the Committee Chairs to identify needed skillsets for recruitment purposes; not necessarily just for the recruitment of new Directors, but for additional Committee members as well.
- As reported at the last Board meeting, the Committee is planning to conduct recruitment for members for the Communications and Portfolio Committees.

(2) ONGOING:

- Kim reported she has been regularly communicating with our corporate lawyers about the updating of our bylaws to bring them into compliance with ONCA and anticipates that the first draft will be ready for the Committee early this summer.
- In addition to the scheduled review of policies, the Committee will resume the review of Homes First Code of Conduct.

HFS BOARD OF DIRECTORS' ACTION ITEM TRACKING

Updated subsequent to the April 12, 2022, Board of Directors' Meeting

	DATE DUE	ITEM/TASK	RESPONSIBLE FOR ACTION	DATE ASSIGNED	NOTES
1.	Ongoing	That a draft for Board review of the key performance indicators that facilitate the process of Board oversight be incorporated in the CEO's Business Plan.	Executive Committee	May 18, 2021; June 29, 2021	
2.	Ongoing	Mike Heinrich, Fran Perkins, and Jamie Yoon will work together to create a process for the election of Executive Committee members.	Mike Heinrich, Fran Perkins, and Jamie Yoon	April 12, 2022	