



STRATEGIC PLAN FOR 2026-2030

September 9, 2025

For Approval by the Board...

- This document presents for the Board's approval:
 - Draft mission, vision and values
 - Draft 5-year strategic priorities and goals
 - Draft key performance indicators (KPIs), that will be used by the Board to monitor performance against the plan.
- In addition, the following are provided to demonstrate how the plan will be actioned over the coming years:
 - Objectives and key results for 2026 and 2027
 - Draft 2026 targets for the KPIs.
- It is recommended that a comprehensive check-in by the Board and leadership take place annually (or every 18 months) to ensure the plan and its goals and objectives are still relevant and to identify course corrections or changes.
- Next Steps: 2026 targets will be finalized and presented to the Board at the next Board meeting. Department level Operational Plans will be updated once the Strategic Plan is approved and will be shared with the Board at the next meeting.

Performance Measurement Framework Components	
Governance	Operations
<ul style="list-style-type: none">• Strategic plan priorities and goals• Key performance indicators and targets	<ul style="list-style-type: none">• Strategic objectives and annual key results• Operational plans• Risk register and key risk indicators

Introduction to the Strategic Plan

- For more than 40 years, Homes First Society has been providing housing programs for Toronto's most vulnerable people. It operates 26 properties and offers a continuum of housing and service options from emergency shelters to long-term supportive housing.
- In January 2025, Homes First initiated a strategic planning process. Almost 170 individuals, including clients, partners, funders, staff and Board members, participated in the planning process and provided input to help inform the organization's new priorities.
- In June 2025, the Board of Directors and Senior Management, taking into consideration the internal and external environment, developed this strategic plan to guide the work of the organization over the coming five years, 2025 - 2030.
- This plan will help Homes First to strategically direct its resources so that it has the greatest impact possible for the people and communities it serves.



Introduction to the Strategic Plan

ENVIRONMENTAL SCAN

What We Heard

- We heard that Homes First is about the people we support. We listened to residents and tenants share their unique histories, experiences, needs and strengths. We heard stories about connection and community. This plan commits us to working with residents and tenants to create client centred programming that is responsive to needs.
- We heard that Homes First is a critical to the housing and homelessness service system. With this plan, we will work in collaboration with partners and use our voice and influence to address the growing pervasiveness of inequities faced by people living in poverty. We will champion...
- Homes First has a proud history of developing and operating deeply affordable and supportive housing. Today, we are well positioned to leverage our collective experience, resources and assets to create new housing that will increase the availability of affordable and supportive housing in Toronto and champion innovative housing models that foster safe and inclusive communities.
- With this strategic plan, we will establish an infrastructure that will enable us to grow our organization and be a place where people want to work.

Our Vision, Mission and Values

The strategic plan is grounded in our Vision, Mission and Values.

Mission Statement

- Homes First Society develops and provides affordable and stable housing and support services to help end homelessness for people who face the greatest barriers to quality housing.

Vision Statement

- Everyone has a home.

Values

- Compassion: We treat everyone with empathy, kindness and understanding.
- Respect. We put clients at the centre. We listen, respect choices and make sure everyone feels that they belong.
- Excellence: We pursue learning, continuous improvement and the highest quality in service delivery.

Our 5 Year Strategic Plan - "Everyone Has a Home"

Our new strategic plan, "Everyone Has a Home" charts a bold, impactful and forward-thinking path for Homes First. It is about working with our clients, staff and community to create excellent services and increase access to housing. It is about using our knowledge, expertise and voice to influence public policy and create welcoming communities where ***Everyone Has A Home***.

Exceptional Services

We will excel in the delivery of specialized services for diverse populations and be at the forefront of working with others to link people experiencing homelessness to services that meet their needs.

Housing

We will create new supportive and affordable housing, ensuring options are available for diverse clients. We will work with government, private sector and community partners to significantly reduce homelessness and help ensure that everyone has a home.

Leading through Learning

We will be united in our focus on learning, quality and impact. We will leverage our expertise and networks to promote public dialogue and influence policy and service level changes to improve livelihoods for people who experience homelessness.

Inspiring Work Experience

Homes First will be the employer of choice for people who want to make a difference. We will have exceptional leadership and talent at all levels, unified by a culture that fosters engagement, learning, collaboration and wellbeing.

Investing in Our Future

We will diversify our revenues and mobilize our resources to drive our innovation, scale our operations and sustain our growth.

Exceptional Services

Today

Homes First provides exceptional services, however, client needs are changing and becoming more complex, requiring higher levels of specialization and collaboration.

Within 5 Years

Homes First will excel in the delivery of specialized services for diverse populations and be at the forefront of working with others to link people experiencing homelessness to services that meet their needs.

Our 5-Year Goals

- Improve service planning and quality to address the complex and unique needs of our diverse clients
- Develop and deliver tailored and specialized services to enhance the flow of clients from shelter to housing
- Enhance client access to comprehensive services by building, strengthening and cultivating partnerships and networks

Indicators of Success (KPIs)

- % of housing clients who agree or strongly agree with "The services and supports are relevant to my needs"
- % of housing clients who agree or strongly agree with "Staff were sensitive to my cultural needs"
- # of residents leaving shelter for housing
- % of shelter residents matched to housing that meets their assessment needs
- % of clients who remain housed for 6 mo./1 yr.
- % of housing clients who agree or strongly agree with "My living situation is contributing to my overall well-being"
- # of formal partners in the health, mental health, addiction, refugee and senior support sectors that meet identified gaps in services for clients

Housing Access and Quality

Today

Homes First provides emergency shelter and supportive housing options for people who have experienced homelessness. However, the shelter system is at capacity, the number of people waiting for supportive housing in Toronto has long outpaced supply and housing affordably is increasingly out of reach for many.

Within 5 Years

Homes First will create new supportive and affordable housing, ensuring options are available for our diverse clients. We will work with government, private sector and community partners to significantly reduce homelessness and help ensure that everyone has a home.

Our 5-Year Goals

- Increase the number of supportive and affordable housing units in our portfolio by a minimum 300 units by 2030 on route to our achieving our longer-term development goals
- Improve and protect the quality of our existing shelter and housing portfolio

Indicators of Success (KPIs)

- # of new properties owned/operated
- # of new supportive housing units owned/operated
- # of new units, shelter or housing, developed for specific populations
- % of capital repairs completed within approved timeframe/standard
- % scheduled preventative repairs completed within the year as planned
- % of planned accessibility targets met
- % of planned of energy efficiency targets met

Leading through Learning

Today

Ending homelessness is complex difficult problems that can't be addressed by Homes First alone. Effective collaboration and leadership is needed to dismantle systemic barriers, redesign services system and ensure that everyone has a genuine opportunity to access stable housing.

Within 5 Years

Homes First will be united in our focus on learning, quality and impact. We will leverage our expertise and networks to promote public dialogue and influence policy and service level changes to improve livelihoods for people who experience homelessness.

Our 5-Year Goals

- Influence public support for issues that impact our clients through strategic communications, community engagement and public policy work
- Share our knowledge and expertise to help inform service system planning and the delivery of homelessness and housing programs across the GTA
- Embed a practice of continuous quality improvement into the culture of the organization

Indicators of Success (KPIs)

- # of systems planning and public policy tables where we play a lead role
- # of knowledge translation outputs, such as presentations, reports, etc.
- # of social media hits/interactions/impressions
- # of departmental with quality improvement plans and targets

Inspiring Work Experience

Today

There is intense competition for employees who share a commitment to our vision, mission and values. Our employees work in high stress settings and require support and competencies to meet the needs of ever changing and complex client needs.

Within 5 Years

Homes First will be the employer of choice for people who want to make a difference. We will have exceptional leadership and talent at all levels, unified by a culture that fosters engagement, learning, collaboration and wellbeing.

Our 5-Year Goals

- Attract and retain the best talent by ensuring that all roles are developed, supported, recognized and equitably compensated
- Promote engagement, communication and collaboration so that all staff are inspired to do their best work in pursuit of our shared mission
- Enhance organizational safety and staff wellbeing

Indicators of Success (KPIs)

- Employee Net Promoter score using question: "How likely is it that you would you recommend Homes First to a colleague or friend?"
- Retention rate

Investing in Our Future

Today

Homes First has grown significantly over the past five years, however, 98% of our revenue come from the City of Toronto. Access to alternative funding sources can enhance our resilience, strengthen our ability to whether economic shifts and enable sustainable service delivery.

Within 5 Years

Homes First will diversify its revenues and mobilize its resources to drive our innovation, scale our operations and sustain our growth.

Our 5-Year Goals

- Diversify and create sustainable and predictable revenue streams
- Automate and modernize organizational structures, systems and processes to ensure that staff have the tools and resources they need to do their best work

Indicators of Success (KPIs)

- # of new fundraising sources introduced each year
- # of new revenue sources introduced each year
- % of fundraising sources maintained from year to year
- % of revenue sources maintained from year to year
- No deficit

APPENDICES

Draft 2026 Targets

Objectives and Key Results (2026 – 2027)

Priority 1. Service Excellence - KPIs and Draft 2026 Targets

Goals <ul style="list-style-type: none"> Improve service planning and quality to address the complex and unique needs of our diverse clients Develop and deliver tailored and specialized services to enhance the flow of clients from shelter to housing Enhance client access to comprehensive services by building, strengthening and cultivating partnerships and networks 					
KPIs	Actual 2023	Actual 2024	Target 2025	Target 2026	Reporting Dept.
% of housing clients who agree or strongly agree with "The services and supports are relevant to my needs"	88%	96%	96%	TBD	Housing
% of clients who agree or strongly agree with "Staff were sensitive to my cultural needs"	76%	79%	80%	TBD	Housing
# of residents leaving shelter for housing	530	560	500	550	Client Services
% of shelter residents matched to housing that meets their assessment needs	65%	72%	72%	75%	Client Services
% of clients who agree or strongly agree with "My living situation is contributing to my overall well-being"	88%	95%	95%	TBD	Housing
% of clients who remain housed for 6 mo.	99%	99%	99%	99%	Client Services
% of clients who remain housed for 1 yr.	99%	100%	99%	99%	Client Services
# of formal partners in the health, mental health, addiction, refugee and senior support sectors that meet identified gaps in services for clients	15	18	16	20	All Depts.

Priority 2. Housing Access and Quality - KPIs and Draft 2026 Targets

Goals <ul style="list-style-type: none"> • Increase the number of supportive and affordable housing units in our portfolio by a minimum of 300 units by 2030, on route to our achieving our longer-term development goals • Protect and improve the quality of our existing shelter and housing portfolio 					
KPIs	Actual 2023	Actual 2024	Target 2025	Target 2026	Reporting Dept.
# of new units developed for specific populations (total)*	0	0	0	0	Development
# of new properties (total) owned/operated*	2	1	1	1	Development
# of new supportive housing units (total) owned/operated*	140	77	36	30	Development
% of capital repairs completed within approved timeframe/standard	100%	100%	100%	100%	Property
% scheduled preventative repairs completed within the year as planned	100%	100%	95%	95%	Property
% of planned accessibility targets met*	n/a	n/a	n/a	TBD	Property
% of planned energy efficiency targets met*	n/a	n/a	n/a	TBD	Property

* Targets to be refined or determined following the development of the Housing Development Plan, Accessibility Plan and Energy Efficiency Plan in Year One (2026)

Priority 3. Leading through Learning - KPIs and Draft 2026 Targets

Goals <ul style="list-style-type: none"> • Influence public support for issues that impact our clients through strategic communications, community engagement and public policy work • Share our knowledge and expertise to help inform service system planning and the delivery of homelessness and housing programs across the GTA • Embed a practice of continuous quality improvement into the culture of the organization 					
KPIs	Actual 2023	Actual 2024	Target 2025	Target 2026	Reporting Dept.
# of service planning and public policy tables where we play a lead role	4	4	5	7	All Depts.
# of knowledge translation outputs, such as presentations, reports, etc.	n/a	n/a	n/a	TBD	All Depts.
# of social media hits/interactions/impressions	n/a	629,017	TBD	700,000	Fundraising
# of departments with quality improvement plans and targets	n/a	n/a	n/a	All	All Depts.

Priority 4. Inspiring Work Experience - KPIs and Draft 2026 Targets

Goals <ul style="list-style-type: none"> • Attract and retain the best talent by ensuring that all roles are developed, supported, recognized and equitably compensated • Promote engagement, communication and collaboration so that all staff are inspired to do their best work in pursuit of our shared mission • Enhance organizational safety and staff wellbeing 					
KPIs	Actual 2023	Actual 2024	Target 2025	2026 Target	Reporting Dept.
Employee Net Promoter score using question: "How likely is it that you would you recommend Homes First to a colleague or friend?"	20 (U) 21 (NU)	23 (U) 24 (NU)	15 (U) 38 (NU)	24 (U) 40 (NU)	Human Resources
Retention rate	n/a	n/a	n/a	90%	Human Resources

Priority 5. Investing in our Future - KPIs and Draft 2026 Targets

Goals <ul style="list-style-type: none"> Diversify and create sustainable and predictable revenue streams Automate and modernize organizational structures, systems and processes to ensure that staff have the tools and resources they need to do their best work 					
KPIs	Actual 2023	Actual 2024	Target 2025	Target 2026	Reporting Dept.
# of new fundraising sources introduced each year	141	170	TBD	200	Fundraising
# of new revenue sources introduced each year	X (G) X (O)	X (G) X (O)	TBD (G) TBD (O)	TBD (G) TBD (O)	Finance
% of fundraising sources maintained from year to year	85% (M) 25% (OT) 35% (C)	90% (M) 35% (OT) 50% (C)	TBD (M) TBD (OT) TBD (C)	95% (M) 45% (OT) 55% (C)	Fundraising
% of revenue sources maintained from year to year	n/a	n/a	TBD (G) TBD (O)	TBD (G) TBD (O)	Finance
No deficit	> +5%	> +5%	> +5%	> +5%	Finance

Legend:

F = fundraising revenue

G - government revenue (all grants/programs; all levels of government)

O = other revenue

M = monthly

OT = one time

C= corporate

1. Exceptional Services – Objectives and Key Results

Goal	Objectives	Year 1 Key Result (2026)	Year 2 Key Result (2027)
1.a. Improve service planning and quality to address the complex and unique needs of our diverse clients	Strengthen organizational approaches for the annual collection and analysis of client data and client feedback	<ul style="list-style-type: none"> Annual Client Socio Demographic and Service Needs Report completed Technologies/strategies for increasing client engagement/feedback identified and plan for implementing new technologies/strategies developed 	<ul style="list-style-type: none"> Annual Client Socio Demographic and Service Needs Report completed Client Engagement and Feedback technologies implemented and assessed
	Improve our use of best practices and evidence (community evidence) in service planning and service delivery	<ul style="list-style-type: none"> Service Action Plan developed Organizational competencies and capacity strengthened/secured to implement Action Plan Services implemented as planned 	<ul style="list-style-type: none"> Service Action Plan updated Service Action Plan reflects/references best practice/evidence Services implemented as planned
1.b. Enhance the flow of clients from shelter to housing by delivering tailored and specialized services	Enhance client access to housing by implementing case management interventions designed for populations with complex needs	Implementation of case management programs completed with a baseline score developed	Implementation scores increased by 10%
	Expand follow - up supports for clients	Business case/fund development case for additional follow up workers prepared	5% more clients have access to follow up supports
1.c. Enhance client access to comprehensive services by building, strengthening and cultivating partnerships and networks	Strengthen collaborative service planning and delivery to respond to current, emerging and changing client needs	Work starts in Year 2	Partnerships strengthened or secured based on Action Plan priorities
	Pursue integration opportunities as they arise in order to sustain and enhance services	Work starts in Year 2	Scan/assessment of opportunities completed and opportunities pursued if viable

Evidence based services = services informed by socio-demographic data, client feedback best practices

2. Housing Access and Quality - Objectives and Key Results

Goal	Objectives	Year 1 Key Result	Year 2 Key Result
2.a. Increase the number of supportive and affordable housing units in our portfolio by a minimum of 300 units by 2030 on route to achieving our longer-term development goals	Develop and test housing models to expand housing availability for diverse populations	<ul style="list-style-type: none"> Housing Development Plan updated Annual/projected targets/milestones achieved 	<ul style="list-style-type: none"> Housing Development Plan updated and projected targets/milestones achieved
	Provide our expertise, innovations and support to increase the availability of affordable and supportive housing in new geographies	<ul style="list-style-type: none"> Work starts in Year 2 	<ul style="list-style-type: none"> Feasibility study for expanding into a geography beyond Toronto initiated
	Bolster the sustainability of the affordable and supportive housing sector by acquiring housing and shelter through innovative integrations with housing and shelter providers	<ul style="list-style-type: none"> Work starts in Year 2 	<ul style="list-style-type: none"> One new integration with a shelter/housing provider initiated
2.b. Improve and protect the quality of our existing shelter and housing portfolio	Enhance the accessibility of properties for clients	<ul style="list-style-type: none"> Accessibility Improvement Plan developed, annual targets and action plans in place 	<ul style="list-style-type: none"> Annual targets achieved
	Enhance the energy efficiency of properties, including the availability of AC for clients	<ul style="list-style-type: none"> Plan for phasing in energy efficiency developed, with targets and action plans 	<ul style="list-style-type: none"> Annual targets achieved
	Maximize the use of innovation/ technology in roll out of capital and preventative repairs	<ul style="list-style-type: none"> Targets for capital and preventative repairs achieved 	<ul style="list-style-type: none"> Targets for capital and preventative repairs achieved

3. Leading through Learning - Objectives and Key Results

Goal	Objectives	Year 1 Key Result	Year 2 Key Result
2.a. Influence public support for issues that impact our clients through community engagement and public policy work	Enhance the quality and impact of our community engagement and community relations work	<ul style="list-style-type: none"> Community engagement and relations plan 	<ul style="list-style-type: none"> Increase in # of community events attended Consistent delivery of key messages at all events and community interactions
	Increase visibility and influence at public policy tables and with public policy makers	<ul style="list-style-type: none"> Key policy tables and our role at these tables identified 	<ul style="list-style-type: none"> Public Policy and Government Relations Role implemented Public policy priorities and key messages articulated Public policy plan developed HF sits on one new board focused on provincial policy and one new board focused on municipal policy
2.b. Share our knowledge and expertise to help inform service system planning and the delivery of homelessness and housing programs across the GTA	Increase our leadership role in research that can help to influence public support for affordable/supportive housing	<ul style="list-style-type: none"> Work starts in Year 2 	<ul style="list-style-type: none"> Research priorities identified
	Champion issues for vulnerable homelessness clients at service planning tables	<ul style="list-style-type: none"> HF has a seat at key service planning tables 	<ul style="list-style-type: none"> Consistent delivery of key messages at all planning tables
2.c. Embed a practice of continuous quality improvement into the culture of the organization	Implement an organization wide quality improvement program	<ul style="list-style-type: none"> All department identify quality improvement indicators, targets and plans 	<ul style="list-style-type: none"> All department achieve annual targets
	Improve organization wide competencies related to continuous quality improvement	<ul style="list-style-type: none"> All managers trained on continuous quality improvement practices 	<ul style="list-style-type: none"> All staff trained in continuous quality improvement practices

4. Inspiring Work Experience - Objectives and Key Results

Goal	Objectives	Year 1 Key Result	Year 2 Key Result
4.a. Attract and retain the best talent by ensuring that all roles are developed, recognized and equitably compensated	Modernize recruitment and performance management practices and align them with organizational competencies	<ul style="list-style-type: none"> Recruitment practices reviewed 	<ul style="list-style-type: none"> Improvement plan for recruitment developed Organizational competencies reviewed and updated Performance management processes assessed
	Enhance monetary and non-monetary compensation to align more closely with the City's compensation model	<ul style="list-style-type: none"> Work starts in Year 2 	<ul style="list-style-type: none"> Closer parity to the City's compensation model
	Develop every role in the organization to promote HF values of learning, leadership and advancement	<ul style="list-style-type: none"> Current learning/development approach reviewed 	<ul style="list-style-type: none"> Organizational learning needs assessed and learning priorities identified
4.b. Promote engagement, communication and collaboration so that all staff are inspired to do their best work in pursuit of our shared mission	Implement a staff appreciation plan/framework	<ul style="list-style-type: none"> Work starts in Year 2 	<ul style="list-style-type: none"> Current state review completed Development of Staff Appreciation Framework initiated
	Implement a consistent approach for department and cross departmental engagement, collaboration and team building	<ul style="list-style-type: none"> Work starts in Year 2 	<ul style="list-style-type: none"> Team building needs (by department and by site) reviewed and improvement opportunities identified
4.c. Enhance organisational safety staff wellbeing	Ensure that all staff are following Standard Operating Procedures (SOPs)	<ul style="list-style-type: none"> Work starts in Year 2 	<ul style="list-style-type: none"> Current SOPs audited and gaps identified
	Increase organizational supports that prevent and address violence and trauma in the workplace	<ul style="list-style-type: none"> Work starts in Year 2 	<ul style="list-style-type: none"> Current prevention and response strategies audited and gaps and opportunities identified
	Implement a robust wellness framework	<ul style="list-style-type: none"> Current wellness program reviewed and opportunities for improvement identified 	<ul style="list-style-type: none"> Wellness Framework developed and implementation initiated

5. Investing in Our Future - Objectives and Key Results

Goal	Objectives	Year 1 Key Result	Year 2 Key Result
5. a. Diversify and create sustainable and predictable revenue streams	Create a culture of philanthropy, embedding responsibility for fundraising among all of our Board and staff, to create a predictable and flexible fundraising revenue stream by 2030	<ul style="list-style-type: none"> Board/Staff Fundraising Committee established Fundraising plan with annual targets Board position reviewed and updated to include a fundraising function Board member with fundraising expertise recruited 	<ul style="list-style-type: none"> Community fundraiser with staff involvement Annual targets achieved
	Advance at least one viable mixed income/revenue generating housing development in order to strengthen the long-term financial sustainability of our housing operations	<ul style="list-style-type: none"> Feasibility study for at least one mixed income property/project initiated 	<ul style="list-style-type: none"> Implementation of mixed income project initiated if feasible
5.b. Automate and modernize organizational structures, systems and processes to ensure that staff have the tools and resources they need to do their best work	Invest in and leverage data and technology's potential to drive operations	<ul style="list-style-type: none"> AI policy and strategy developed to guide efficiency and effectiveness across departments HRIS systems reviewed with recommendations for improvement identified Payroll project implemented 	<ul style="list-style-type: none"> All staff oriented to the policy and consistent and appropriate use of AI Implementation of HRIS recommendations initiated AP process researched and improvements identified
	Optimize case management systems (Case Works, SMIS, etc.) for service planning, delivery, research and advocacy	<ul style="list-style-type: none"> Case Works implemented 	<ul style="list-style-type: none"> All staff use Case Works Case Works and SMIS data is accurate and reliable
	Review and strengthen our organizational structure that will enable the organization to meet current and future goals	<ul style="list-style-type: none"> Work starts in Year 2 	<ul style="list-style-type: none"> Organizational assessment completed with recommendations for improvement Quick wins and Government Relations role implemented