



TORONTO
SHELTER
NETWORK

ANNUAL REPORT
2022-2023



Queen's Park Day of Action – Coalition of Women's Shelter and Supportive Services Providers, March 20, 2023

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GROUNDING OUR WORK

Vision

We believe that housing is a human right and envision a city where everyone has a home that enables them to live with dignity.

Mission

The Toronto Shelter Network is an umbrella organization that champions the best housing outcomes for people experiencing homelessness. We enhance the collective capacity and voice of people with lived experience of homelessness and diverse homelessness service providers in Toronto through knowledge sharing and learning, collaborative planning, research, and advocacy.

Values

- 1. Equity:** We advocate for policies that reduce discrimination and improve access and the just treatment of diverse populations experiencing homelessness.
- 2. Client Centered:** We promote homelessness services that are informed by the voice of people with lived experience and respectful of and responsive to the unique and emerging needs and priorities of homelessness service users.
- 3. Accountability:** We are responsible for achieving our goals, acting with integrity, and communicating honestly and transparently with our members and stakeholders.
- 4. Collaboration:** We work together with partners, including people with lived experience of homelessness, to share and leverage knowledge, ideas, skills, and resources that help to end homelessness.
- 5. Quality:** We encourage continuous service improvement and testing new ideas through a focus on data driven decisions, service standards and developing promising practices.

MESSAGE FROM PRESIDENT & EXECUTIVE DIRECTOR

The homelessness services sector has had another year like no other! Between the peaking and winding down of the pandemic, the drug crisis, record numbers of homeless people, the opening and closing of shelter hotels, etc. it has been a very tumultuous year. Through this time though, we have demonstrated our resilience and forged stronger relationships than ever before. The challenges that the sector has faced this year fully emphasized the inequity in our society, and looking to the future, it is clear that our sector must be deeply grounded in anti-racist and anti-oppression principles and practices that meaningfully address the impacts of colonization and discrimination on the people we work with each day.

Our year began with the Omicron dominant period of the pandemic. Booster eligibility expanded and physical distancing and personal protective equipment were still in full force. By the end of the year, there was a further loosening of public health measures, COVID-19 funding was ending and the homelessness sector was beginning to look at a new normal. Increasing numbers of homeless people and the beginning of a big influx of refugees and asylum seekers put pressure on the system to renew shelter hotel contracts, find additional sites for shelters, drop ins and respite, as well as review distancing requirements between beds and open up any available spaces within existing facilities to accommodate more homeless people.

This past year TSN has continued to support the sector in a number of ways.

TSN's four sector tables – Women, Men's/Co-ed, Family and Youth – have been meeting monthly or bi-monthly and were a continued source of issue identification, support, advocacy and networking. We have been asked to start two new sector tables for refugees and 2SLGBTQ+ populations as well.

Our advocacy partnership with the Toronto Alliance to End Homelessness has strengthened and we have jointly deputed on several reports to City Committees. Working together, we also initiated the Shelter and Housing Advisory Committee with representatives from the homelessness services community as well as the City's Shelter, Support and Housing Administration and Housing Secretariat Divisions.

TSN participates on a number of committees representing the sector including: Homelessness Health Services Framework, TAEH Steering Committee, Beyond Housing Advisory Committee, Service Provider Advisory Group, Embedded Harm Reduction Steering Committee and TSN-SSHA Connects.

The Community Health Ambassador (CHA) program, initiated in April 2021 and funded by the Province through the City's Shelter, Support and Housing Administration (SSHA) department, had TSN working with the Inner City Health Associates (ICHA) and The Neighbourhood Group (TNG) delivering peer led vaccination and health promotion clinics as well as with the Black Physicians of Ontario (BPAO) and Toronto Public Health (TPH) to deliver black client-centered clinics in the shelter system.

This program was beneficial both for the health and safety of shelter residents but also built the capacity of people with lived experience through training and employment experiences.

Many of the CHAs have gone on to full and part-time employment in the sector as well as through ICHA and other partners. Other CHAs are forming the pipeline for Phase 2 of the Pipeline Project, funded by the Metcalf Foundation and launched in August 2020 as a 4 year project. Phase 1 was completed in November 2022 with the release of a comprehensive report, *Employing Staff with Lived Experience – A Toolkit for Shelter-Operating Organisations*.

The continuation of the Re-Imagining project, with funding from the Catherine Donnelly Foundation, produced the *Re-Imagining Toronto's Shelter System – Strengthening the Homelessness to Housing Continuum* report in October 2022. We were also successful in obtaining funding for Phase 2 of the Re-Imagining project which will delve into a case study using Dixon Hall's Bond Hotel.

The Grief and Loss project, funded by SSHA, and working with an Advisory Committee, conducted research on the HIV/AIDS epidemic, drug poisoning crisis and the COVID-19 pandemic while engaging key informants, sector table focus groups and staff-only focus groups to define grief and loss and work towards a Service Model to convey a constellation of supports and an implementation framework.

TSN worked with SSHA and the Mayor's Office again this year on the second annual Shelter and Homelessness Worker Appreciation Week which was celebrated from January 23 to 29, 2023. Several frontline shelter workers were profiled and the Mayor issued a video in support of the tireless efforts and commitment of the homelessness service sector employees.

Sector staff have worked tirelessly on the front lines, demonstrating patience, flexibility, compassion and resolve. They inspire us at TSN, to continue advocating, alongside our partners, for progressive social and housing policy and investments that will increase the supply of both affordable and supportive housing in Toronto.

We were also pleased this year to finally hire a full-time Executive Director, Leslie Gash, who came to TSN with many years of experience and leadership in the homelessness and non-profit housing sector. The previous ED, Sonja Nerad, had stepped in to assist the TSN on an interim, part-time basis and that had turned into a seven year commitment! Thank you Sonja for all your work growing and stabilizing TSN!

We want to thank the TSN member agencies, Board members, our staff (small but mighty!), community researchers, community health ambassadors, shelter residents, partners, collaborators and funders for your dedication, persistence, insight and ability to turn on a dime for an unprecedented and unpredictable year. Together our collective efforts will (eventually) lead to a homelessness services system that is rare, brief and non-recurring.



Patricia Mueller
President



Leslie Gash
Executive Director

RESEARCH & CAPACITY BUILDING

TSN Sector Tables

Youth

The Youth Shelter Interagency Network (YSIN) is comprised of ten shelters that provide shelter, housing and crisis counselling, rehabilitation and remediation programs for at-risk youth in Toronto. YSIN is an effective and respected voice for the youth shelter sector in Toronto, facilitating quality improvement, system coordination, collaborative service planning, research and knowledge translation and public policy work to advance solutions for addressing youth homelessness and systemic issues affecting youth shelter populations.

This year YSIN initiated a Strategic Plan to identify priorities which will guide our work over the coming three years. The intention for the Strategic Plan was to build on best and promising practices and identify five actionable, compelling, deep impact projects that YSIN members embark on to collectively advance to improve housing outcomes for youth in Toronto.

Women's Sector

TSN's Women's Sector represents a strong, unified voice on the issues impacting women and gender diverse people who access the system. TSN's Women's Sector table convenes every month to work together to advance the co-ordination and implementation of high-quality services for women and children

accessing shelters through collaboration, information sharing and knowledge exchange.

This year we had actionable discussions on improving safety for women and gender diverse people, especially those who are at risk of trafficking or who have survived being trafficked for sexual exploitation. We have partnered with The 519, Violence Against Women Network, and other community organizations and legal clinics for information sharing, support and community service referrals.

Family Sector

TSN's Family Sector convenes bi-monthly to discuss emerging trends and strengthen advocacy efforts in the areas of housing, education and employment for families to help them reclaim their independence and rebuild their lives. Our Family Sector table understands that solving family homelessness requires strategies that go beyond basic needs. There needs to be programming and services to support parents in overcoming personal challenges and promote a secure and enriching environment for parents and their children.

With a significant increase in refugee families in the homelessness services system this year, the table looked to each other for support to strengthen their own settlement processes for all phases of the refugee determination and landing processes.



Sojourn House

Men's and Co-ed Sector

The Men's and Co-ed Sector is the largest sector as statistics continue to show that the largest group of people experiencing homelessness are single men. As with every population, there are many reasons that lead adults to homelessness. In addition to the lack of affordable housing, the sector table has identified a lack of social and economic supports and inadequate supports for people with mental illness as the primary issues plaguing the sector.

The table convenes bi-monthly to share information and combat negative trends. This year the topics included equity-based approaches to working with people who use substances, supporting people with visible and invisible disabilities such as brain injury and FASD (Fetal Alcohol Spectrum Disorder) and seeking out collaborations with healthcare providers to bring in healthcare services to shelters, respites, and drop-ins.

Professional Development: All Member Meetings

TSN continues to engage service providers, front-line staff, sector partners and people with lived experience of homelessness through our monthly All Member Meetings. Each month a topic relevant to the shelter sector is highlighted to provide education and awareness. We have partnered with subject matter experts to deliver information session and workshops on:

- Harm Reduction
- Anti-Black Racism
- The Transit Access Project
- Grief and Loss
- Mental Health and Wellness
- Supporting Refugees
- Supporting Seniors

TSN has engaged over 3,000 participants this year.

SECTOR ENGAGEMENT, DEVELOPMENT AND SUPPORTS

Campaign Vaccination

The Campaign Vaccination/People with Lived Experience (PWLE)-Led Health Promotion in Shelters Project, funded by the City of Toronto, centered on hiring and training shelter clients as Community Health Ambassadors (CHA) to engage their peers in health education and health services, addressing the needs of people with lived experience of homelessness and facilitating the uptake and maintenance of positive health behaviours. This mobilized health promotion/health services efforts in the shelter sector and created pathways to employment for previously or currently unhoused individuals.



Vaccination Clinic Dixon Hall

A strengths-based approach was utilized by recognizing the critical role that peer workers play, through their diverse experiences, relationships and connections, knowledge, and skill sets, in addressing common health concerns across the sector. Community Health Ambassadors were instrumental in connecting with shelter clients who are commonly hard to reach through other avenues; they provided insights that are often not readily available to staff or other organizations that are affiliated with shelter sites.

With the winding down of COVID-19 funding from the Province and Federal governments in late 2022/early 2023, TSN continued to partner with the Inner City Health Associates (ICHA) to deliver health promotion on a wide range of health topics to shelter clients and residents including COVID-19 Vaccination Promotion, smoking cessation, sexually transmitted and blood born infections, Monkey Pox, dementia, Parkinson's etc. CHAs attended virtual training sessions and engaged in hands-on practical learning to enhance their knowledge, skills, and competencies. In addition to monetary compensation, the TSN provided employment and life skills development opportunities.

Update: The Campaign Vaccination project finished as of August 31, 2023.



Community Health Ambassador Training

Pipeline Project

The Shelter Sector Pipeline Project: From Homelessness to Equitable Work, funded by the Metcalf Foundation, has created a policy framework to guide the shelter sector as it focuses on creating a shelter-specific employment pipeline for people with lived experience with homelessness as a critical component of the homelessness sector's overall workforce development strategy. The project will improve access to quality jobs and support their upward mobility. It will also break down systemic barriers and provide the shelter, respite and drop in sector with the foundation it requires to be an exemplary employer and ultimately move us closer to our vision of ending homelessness.

This past year, TSN produced *Employing Staff with Lived Experience: A Toolkit for Shelter-Operating Organizations* (released October 2022), an extensive collection of tools and resources; recruited and selected 3 champion employers (Dixon Hall, Fred Victor Centre and Christie Ossington Neighbourhood Centre)



that were already employing people with lived experience to implement and test pilot elements of the policy framework; and began to craft a training curriculum. It is expected that several of the Community Health Ambassadors will become the first Pipeline recruits. People with lived experience have been fully integrated into this project from the beginning.

Update: Edward Pereira, a former TSN CHA and Peer Lead is our new Pipeline Coordinator as of July 2023!

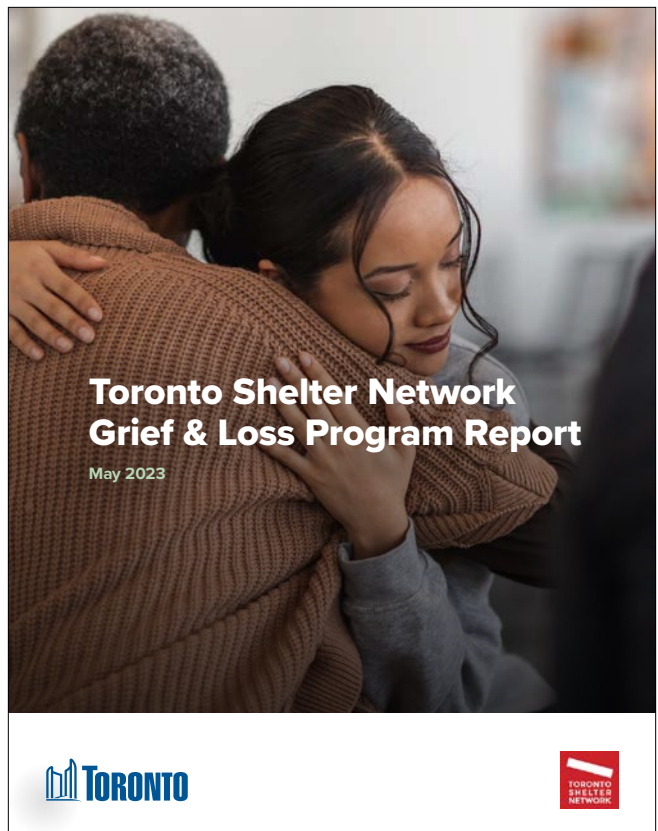


Grief and Loss

In 2022-2023, TSN worked on the Grief and Loss project which was funded by the City's Shelter, Support and Housing Administration division. The aim was to improve the capacity of the shelter system to manage grief and loss in the workplace by expanding accessibility, quality and continuity of support and recovery services for staff across the sector.

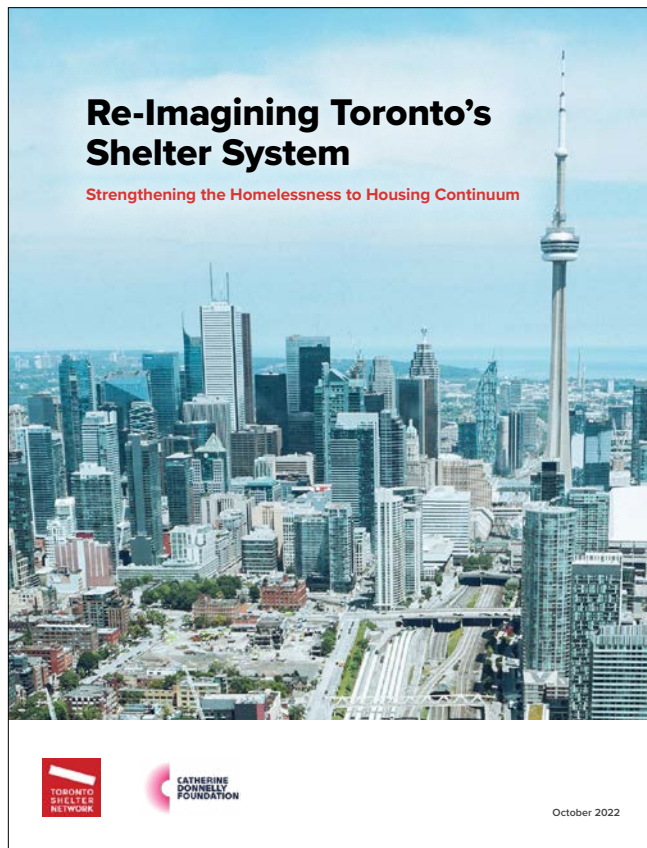
With the COVID-19 pandemic and the drug poisoning crisis, TSN members noticed a gap in support for staff. A Grief and Loss Advisory Committee was struck, a consultant was hired, organizing principles were set out for the work and a series of engagements took place with key informants, sector table focus groups and staff focus groups. A service model was set up with a constellation of supports and a report was drafted.

Update: The report was released in May 2023 and TSN partnered with the Method Collective on their Space for Grief installation at the Toronto Reference Library – an interactive and immersive public art installation about destigmatizing and healing from grief as individuals, local communities and as a society. A second installation will be coming in November at Evergreen Brickworks.



Re-Imagining

Re-Imagining Toronto's Shelter System: Strengthening the Homelessness to Housing Continuum is the continuation of the study, Meeting Crisis with Opportunity, documenting the impact of COVID-19 on the shelter, drop in and respite system. Re-Imagining examined feasible and actionable options for re-investing the resources used to operate the shelter hotel program and shelter system into more dignified emergency shelter, and more stable and supportive housing. The report, funded by the Catherine Donnelly Foundation and released in October 2022, looked at best practices in Canada, the U.S., the United Kingdom, Australia, and European nations.



Key themes from this report are:

- A return to pre-pandemic congregate emergency shelter will move the system backwards.
- Continued engagement and communication between all sector stakeholders will strengthen the housing continuum.
- There is an opportunity to right-size the shelter system.

Update: TSN applied for and received additional funding from the Catherine Donnelly Foundation for Re-Imagining Phase 2: Building Capacity with Local, National and International Collaboration.

Hotel Survey Program

Shelter Transition and Relocation Program Engagement with People Experiencing Homelessness

TSN supported SSHA with consultations for the decommissioning of the temporary hotel sites opened during the COVID-19 pandemic by engaging shelter clients. The voices and experiences of hotel shelter program residents are vital to informing the COVID-19 transition planning process. SSHA procured BGM Strategy Group to lead stakeholder engagement for the COVID-19 Shelter Transition and Relocation Plan.

In early 2022 (Phase 1) and early 2023 (Phase 2), TSN Community Health Ambassadors administered four hundred surveys to residents in ten hotel shelters throughout the city for input into the Transition Plan Engagement Report.

TSN CONFERENCE 2022 RECAP

TSN hosted the 2022 conference on October 12, 2022, at Hart House. The theme was Reimagining 2022: Capitalizing on Rapid Change to Improve Toronto's Shelter and Homelessness System. Juha Kaakinen, a housing and homelessness expert from Finland, was the first keynote speaker. Juha was the former CEO and Senior Advisor of Y-Foundation. His presentation on Ending Homelessness in Finland with housing first approaches was very insightful.

In the afternoon, Sandra Clarkson, the Executive Director of the Calgary Drop-In Centre and Co-Chair of the Canadian Shelter Transformation Network, did a presentation on Shelter Transformation: A Housing-Focused Approach.

Six professional development workshops were held: Working with Refugees and Refugee Youth; Using Data to Inform Housing First Shelters and Effective Partnerships; Harnessing Cultural Humility Against Anti-Black Racism; Integrated Health and Social Care in Shelter

Services; Innovative interventions in Youth Homelessness and; Exploring and Dissecting the Psychosocial Impact of COVID-19 on Frontline Staff with Lived Experience.

It was wonderful to be back in person after a two-year hiatus. Everyone enjoyed coming together to share knowledge and forge new connections!

AGM

TSN's Annual General Meeting took place after the Professional Development Conference at Hart House's magnificent Great Hall space. We had voting member representation from 29 of our 34-member agencies at the AGM. The Annual General Report and other materials were shared in a package in advance of the meeting. The package reflected the great work of the TSN in the past year and our audited financial statements. Voting members approved the financial statements, auditor, changes to the by-laws around serving terms, and the new TSN Board of Directors slate.



TSN 2022 Conference Workshop

PROFILES

Tribute to Debbie

Debbie has been a leader at Sojourn House for the past 25 years and an active member of the Toronto Shelter Network, formerly known as the Ontario Association of Hostels Toronto Region going back to 2004. Throughout her 25 years as an Executive Director and a TSN board member since 2015, Debbie has been a moving force in the sector, and prides Sojourn House in being one of the first and largest refugee housing agencies in Toronto, and a leading organization in refugee care.

Debbie shares a highlight during her time as a TSN board member – she saw the TSN establish a more formal relationship with the City of Toronto. The hiring of a coordinating position led to enhanced project funding and a more structured and responsive organization to emerging issues affecting the shelter sector. The model of sector specific tables continues to provide a forum for shelter employees to come together to discuss issues, share experiences and bring forward concerns. This has been hugely beneficial to the sector as a whole and in formulating positions on policy and advocating with the City regarding client and funding issues. TSN has continued to evolve into a respected go to organization partnering with The Toronto Alliance to End Homelessness (TAEH) in addressing broader homelessness issues and influencing city policies supporting homeless

people. Debbie shares that the expertise, passion and commitment of her fellow board members have truly been an inspiration to her.

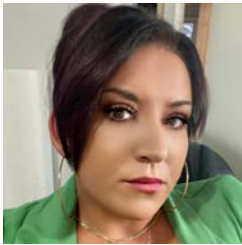
Debbie's hopes for the future of the sector is more housing for all. "It's a human right! That there would not be a need for shelters in the future but access to a safe, affordable home and supports, if needed, for everyone." As parting words, Debbie shares that "Shelter workers inspire me every day. I have nothing but the greatest respect for the work they do, supporting the most vulnerable of our community. THANK YOU! for being there for them."

Thank you Debbie for all of your advocacy, dedication and efforts in creating a better future for refugees while they begin to rebuild a life in Toronto, as well as for the shelter sector as a whole.



Press Conference 2023

Tribute to Bobbie



Bobbie has been a part of the leadership team of Street Haven for the past 17 years and an active member of Toronto Shelter Network, dating back over 6 years. Throughout

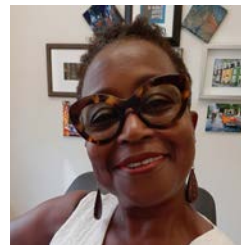
Bobbie's time at Street Haven as the Program Manager of Shelter and Supportive Housing, and the Director of Housing Services, and as a TSN board member, Bobbie has been a catalyst in the sector, especially when advocating for change for women experiencing homelessness.

Bobbie shares highlights during her time as a TSN board member and as chair of the women's sector table, where she was able to bring forward her passions and advocate for women. She was also a big part of getting the City of Toronto to recognize emergency shelter and homelessness service workers by declaring Emergency Shelter and Homelessness Services Appreciation Week in January. Bobbie shares that being able to be a part of an experienced group of individuals who advocate for change in the homelessness sector has been one of her biggest highlights as a board member. During her time with Street Haven she shared that the best highlight for her was when a client would tell her they will be leaving the shelter to move into their own home. "The smiles on their faces make what we do all worth it."

Bobbie's hope for the future of the sector is that the shelter sector returns to its intended purpose of being a safe place for people to land temporarily on their way to attaining a forever home. As parting words, Bobbie shares that she wants the shelter sector to not give up. "The last several years have been extremely hard and it doesn't feel like things are going to get any better. My one piece of advice I would like to share is to take it day by day, celebrate the little things, remind yourself daily why you chose to do this work and always strive to do your very best."

Bobbie is leaving both the shelter sector and the city but will still be working with women and children in her new role as CEO at the YWCA in Durham. Thank you Bobbie for all of your dedication, advocacy and passion in creating positive changes in the homelessness services sector. We wish you all the best in your new role!

Tribute to Carol



Carol has had the singular position of being the only City of Toronto representative on TSN's board for the last four years. Carol was the Manager of Central

Intake and is now the Manager of the Women's Residence Portfolio in SSHA's Homelessness Initiatives and Prevention Services division. Throughout Carol's tenure, she has always provided a unique perspective, understanding the sector in a number of different ways, both as an operator of services as well as a funder/administrator for the sector. Carol's opinions and insights were deeply valued as a board member.

Carol shares that her highlights during her time as a TSN board member was being kept in the circle with our most valuable community partners, homelessness service providers, who advocate courageously for houseless people. Her most memorable time was meeting everyone individually at last year's AGM. It gave everyone the opportunity to engage in an authentic way, rather than just with Board members on Zoom! She recommends implementing more in person meetings in the future to enhance relationship building. We agree!

Thank you Carol for all of your valuable insights, perspectives, and dedication in creating changes in this sector!

Community Health Ambassadors



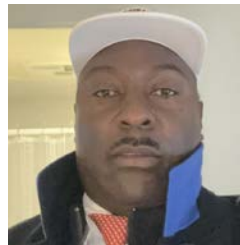
Edward's Story

In 2020, Edward lost his apartment due to complications with COVID-19, resulting in him becoming homeless.

Edward reached out to a friend of his who was an outreach worker and was able to support him and find shelter at one of the Salvation Army shelter programs. While residing at the program and volunteering, one of the staff had asked Edward if he would be interested in talking with other shelter residents about getting the vaccine and becoming a Peer Champion with TSN. As an advocate of vaccines and positive health outcomes, Edward was eager to join this initiative.

As Edward continued to make positive impacts with his health promotion work, in 2021, he was hired as one of TSN's Community Health Ambassador Lead, where he was able to lead and guide a roster of health ambassadors through training, coordinating, and collaborating with stakeholders and partners to continue facilitating the uptake and maintenance of positive health behaviours within shelters.

Through his leadership and unwavering commitment to this work, Edward has recently taken on the role as TSN's Pipeline Project Coordinator where he is now working to employ and recruit individuals with lived experiences.



Bradshaw's Story

Bradshaw arrived in Toronto in May of 2022 after his brave decision to flee his home country

of Uganda in order to protect himself and his family from political persecution. Once he arrived at Toronto Pearson Airport, with the guidance of a taxi driver, the driver took Bradshaw to the COSTI- Radisson Toronto shelter hotel program, where staff were able to support Bradshaw and send him to the City of Toronto's Assessment and Referral Centre where he stayed until a shelter was found for him at 76 Church Street, a City operated shelter.

While residing there, he saw a poster about the opportunity to join the TSN Community Health Ambassador (CHA) program and decided to take a chance and apply. Bradshaw was hired to work as a CHA, and through his impactful interactions with his peers and staff at the shelters, many shelter staff requested that Bradshaw come back to their shelter sites to continue to support health promotion efforts, as the rapport and connections he was able to build with clients had resulted in many positive health outcomes. Through his impactful work at the shelter sites, he was able to secure a full time permanent job as a shelter support worker at the Salvation Army and was hired by Inner City Health Associates as a Community Health Worker. Bradshaw credits this success with the support of TSN's CHA program and continues to make positive impacts in the community he works with and in the lives of others.



Community Health Ambassadors – Certificate of Appreciation Day

COMMUNITY HEALTH AMBASSADORS

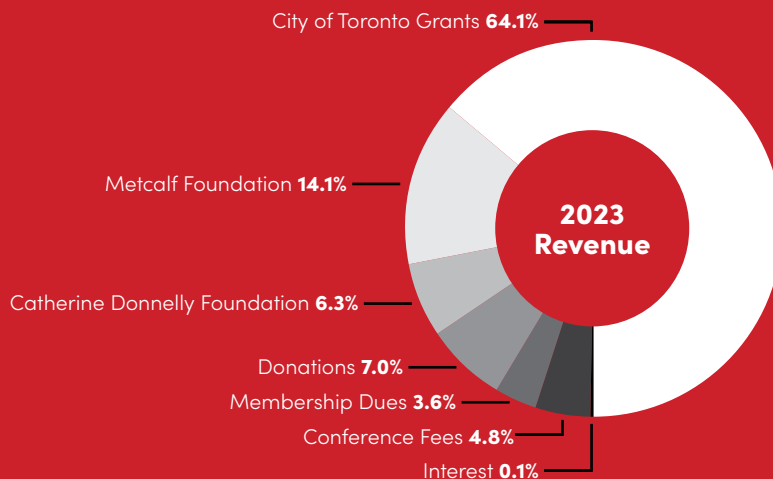
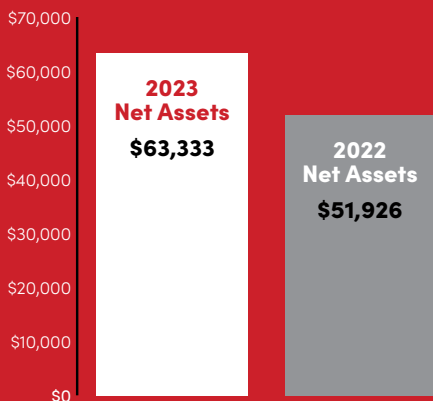
Thank you to all of our Community Health Ambassadors for your hard work and unwavering commitment to making shelters a healthier community!

Akinyemi Abiodun	Ken Keller
Ale J	Kimberly Rowe
Alesia Wright	Lester Cube
Bob Bradshaw Byakuleka	Lisa Visconti
Briar Ames	Lucky Moon
Collins Twesige	Lynn Spiegel
Daniela Maza	Madelyn Gold
Debra King	Marcus Carcus
Douglas Kizito	Marvin Ssemambo
Emily Kamenov	Melissa Podnar
Gloria Akpatu	Monica Bagaya
Hadijah Kai	Naomie O
James (Jim) Crippin	Pauline Aliseka
Jemeo Nakazinga	Sandra Ashaba
Jim Woods	Susan Shumba
Juliana Carafa	Teddy Wamala
Karima Swaine	

PARTNERS & COLLABORATORS

Black Physicians Association of Ontario	Mentor/Mentee Canada
Christie Ossington Neighbourhood Centre	Method Collective
City of Toronto: Housing Secretariat	Pipeline Project Advisory Committee and Working Group
City of Toronto: Shelter, Support and Housing Administration	Salvation Army
City of Toronto: Toronto Employment & Social Services	Sick Kids
Dixon Hall	Street Haven
Fred Victor Centre	The 519
Grief and Loss Steering Committee	The Homelessness Hub
Imagine Clinic	The Neighbourhood Group
Inner City Health Associates	Toronto Alliance to End Homelessness
KPMG	Toronto Hostels Training Centre
Lived Experience Lab	Toronto Public Health
Meeting Crisis with Opportunity Advisory Committee	U of T Black Medical Students Association
	Welcome Home Advisory Committee
	William Osler Health System

FINANCIAL REPORT



Revenue	2023	%	2022	%
City of Toronto Grants	\$407,347	64.1%	\$299,127	64.3%
Metcalf Foundation	\$89,667	14.1%	\$93,884	20.2%
Trillium Foundation	–	–	\$45,179	9.7%
Catherine Donnelly Foundation	\$40,000	6.3%	–	–
Donations	\$44,426	7.0%	\$7,124	1.5%
Membership Dues	\$23,000	3.6%	\$20,200	4.3%
Conference Fees	\$30,750	4.8%	–	–
Interest	\$219	0.1%	–	–
Total Revenue	\$635,409	100%	\$465,514	100%
Expenses	2023	%	2022	%
Personnel	\$363,914	58.3%	\$250,239	53.7%
Conference	\$28,077	4.5%	–	–
Purchased Services	\$219,271	35.1%	\$200,232	42.9%
Professional Fees	\$4,869	0.8%	\$5,186	1.1%
Insurance	\$422	0.1%	\$967	0.2%
Office and General	\$7,449	1.2%	\$9,736	2.1%
Total Expenses	\$624,002	100%	\$466,360	100%
Excess of Revenue over Expenses for the Year	\$11,407		\$(846)	
Net Assets, Beginning of the Year	\$51,926		\$52,772	
Net Assets, End of Year	\$63,333		\$51,926	

Source: Pennylegion Chung

FUNDERS

Catherine Donnelly Foundation

City of Toronto: Shelter, Support and Housing Administration

Inner City Health Associates

Metcalf Foundation

Ontario Trillium Foundation



TSN TEAM



Leslie Gash

Executive Director
(started October 2022)

leslie@toshelternetwork.ca



Stephanie Chan

Communications Coordinator

stephanie@toshelternetwork.ca



Harriet Kakinda

Community Health
Ambassador Team Lead

harriet@toshelternetwork.ca



Soha Mohamed

Sector and Engagement Coordinator

soha@toshelternetwork.ca



Edward Pereira

Community Health
Ambassador Team Lead

*(July 2023 – Pipeline
Project Coordinator)*

edward@toshelternetwork.ca

Sonja Nerad

Executive Director *(left November 2022)*

Maiesha Rahman

Project Coordinator, Campaign Vaccination
Toronto *(left September 2023)*

Gabriela Russek

Pipeline Project Coordinator *(left July 2023)*

William Patrick Porter

Consultant, Grief and Loss Project and
Re-imagining Toronto' Shelter System Project



YSIN Strategic Planning Meeting

LIST OF MEMBERS AGENCIES

Christie Ossington
Neighbourhood Centre

Christie Refugee
Welcome Centre

City of Toronto

Cornerstone Place

COSTI Immigrant Services

Covenant House

Dixon Hall

Eva's Initiatives for
Homeless Youth

Fife House

Fred Victor Centre

Friends of Ruby

Good Shepherd

Homes First Society

Horizons for Youth

Kennedy House
Youth Services

Margaret's

Native Child and
Family Services

Nellie's

Red Door Family Shelter

Scott Mission

Sistering

Sojourn House

St. Felix Centre

St. Simon's

St. Vincent de Paul

Street Haven at
the Crossroads

The Salvation Army

Toronto Hostels
Training Centre

Turning Point Youth Services

Warden Woods
Community Centre

YMCA of Greater Toronto

Youth Without Shelter

Youthlink

YWCA Toronto



**TORONTO
SHELTER
NETWORK**

Please do not hesitate to contact us
with any questions or concerns

Soha Mohamed

Sector and Community Engagement Coordinator
soha@toshelternetwork.ca

For more information, and to become a funder, partner
or collaborator, visit torontoshelternetwork.com

 coordinator.tsn@gmail.com

 torontoshelternetwork.com

 [@TOShelters](https://twitter.com/TOShelters)