

Annual Report 2019-2020



Remarks from the TSN Executive

As we move into the second wave of the COVID-19 pandemic, the 2019-2020 year feels so distant - yet so much has changed.

Without doubt, the homelessness sector has experienced a year of unprecedented growth and transformation. Although our resilience and tenacity has been challenged we have forged stronger relationships with our partners in the housing, homelessness and health sectors and with each other as 24 hour emergency homelessness providers.

Before we look into the future, we do want to reflect on the past year. In October 2019, we hosted our 5th Annual Professional Development Conference at the St. James Cathedral Centre. It was our largest and most successful conference to date, and while we cannot come together this year, we hope to be back in 2021! Following a resolution approved at the AGM, the TSN expanded its membership to include 24 hour drop-ins and respite centres. It may seem that respites have been part of the shelter sector forever, but it was only last year that the Respite Services Working Group was established. TSN had the opportunity to support the group with its development before the pandemic hit. We also invested significantly

in strengthening all of our sector tables to provide an effective place for member agency staff to meet, share information and identify and problem solve on common issues. Thank you to the sector table co-chairs for your leadership.

After consistent feedback from TSN member agencies, this past year we deepened our advocacy and public policy work and have become a stronger voice on issues of homelessness and those that impact clients and staff. We signed a partnership agreement with the Toronto Alliance to End Homelessness, and we are working together to align our advocacy and public policy priorities and activities. We made deputations to City Council regarding affordable housing initiatives, and issued communications to the Ontario Government expressing our concern regarding its decision to withdraw support from intergovernmental collaboration on refugee resettlement.

TSN has been the lead agency for Trans Working Group, which includes representatives from the YMCA of Toronto, Sistering, Fred Victor Centre, the 519, 2 Spirited People of the 1st Nations, Homes First Society, Friends of Ruby and the City of Toronto. This past year we undertook the ***Transforming the Shelter System: Two Spirited, Trans, Nonbinary and Gender Diverse Safety in Shelters Project***. The project findings will enable us to better understand the unique needs of Toronto's two spirit, trans, nonbinary and gender diverse populations and the recommendations will provide 24 hour homelessness service providers with concrete strategies and recommendations for creating safer, more accessible, and more inclusive environments for these communities.



Early in 2020, we launched the **Shelter Sector Pipeline Project: From Homelessness to Equitable Work**. Through this two year initiative, funded by the Metcalf Foundation, TSN will work with Toronto's homelessness serving agencies to develop and share tools, resources and policy guidelines that will help the homelessness sector to provide good quality employment opportunities and experiences to people with lived experience of homelessness.

As the year drew to an end, we secured a one year grant from the Trillium Foundation to undertake the **Welcome Home Project: Working Together to Create Inclusive Communities**. This one-year project will develop community education and engagement tools and resources that will help homelessness service providers in their local efforts to create constructive

and positive dialogue on issues surrounding homelessness and prevent or reduce conflict in neighbourhoods where shelters, respites or hotels are located or plan to be located.

When COVID-19 reached us this past March, TSN responded. We mobilized to help member agencies maintain their services to clients and protect staff health, safety and well-being. Over the summer, TSN scaled up our efforts through weekly member meetings, written communications and website resources. This enabled us to share information in as close to real time as we could and to provide clarity during a time of significant confusion. We coordinated the distribution of PPE to member agencies; supported the youth sector to work collaboratively to establish two COVID-19 hotels; implemented a relief staff recruitment process

for the sector; tracked and raised member issues and concerns to Shelter, Support and Housing Administration, and advocated to the provincial government for greater clarity regarding the pandemic pay subsidy and workplace directives.

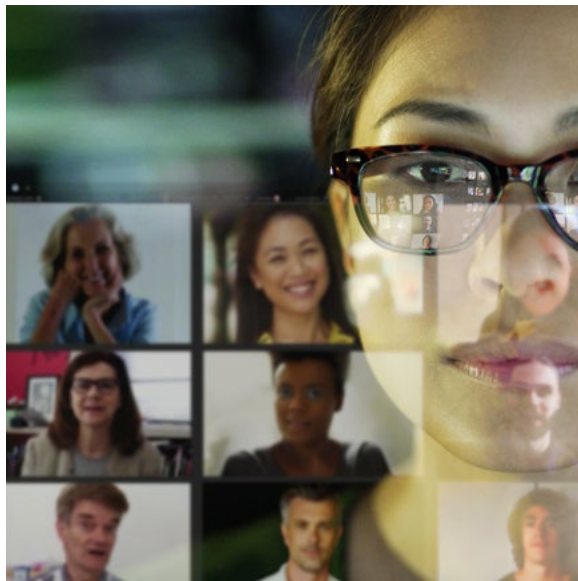
This past summer, TSN was invited to participate on the Shelter Recovery Task Force. At that table we expressed a deep commitment to doing things differently in order to transform the sector towards one that is housing focused, responsive and appropriate to the unique needs of diverse clients. The pandemic 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. Together, our collective efforts can lead to real and lasting change.

Patricia Mueller
President

Sonja Nerad
Interim Executive Director

Grounding Our Work

This past year TSN undertook a strategic planning process which led to a renewed Vision, Mission and Values and three areas of focus for the organization.



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

Equity: We advocate for policies that reduce discrimination and improve access and the just treatment of diverse populations experiencing homelessness.

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.

Accountability: We are responsible for achieving our goals, acting with integrity and communicating honestly and transparently with our members and stakeholders.

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.

Quality: We encourage continuous service improvement and testing new ideas through a focus on data driven decisions, service standards and developing promising practices.

Three Pillars of Strategic Focus

1

Build Member Capacity

We will provide relevant and valuable supports and services to our members so that they can continue to deliver excellent services

- Strengthen communications and engagement with members
- Provide expertise, tools, supports, and resources to help members with strategic and operational challenges
- Increase member capacity for evidence-informed decision making



2

Collaborate for Transformation

We will collaborate on research, policy and advocacy initiatives and the development of transformative housing strategies that expand housing options for our members and their clients

- Implement collaborative communications, advocacy and research strategies that will help to improve access to housing, health care and income supports for shelter users
- Participate in innovative housing transformation initiatives and opportunities in collaboration with all levels of government, developers, landlords, people with lived experience of homelessness and the Toronto Alliance to End Homelessness.

3

Strengthen the TSN

To remain sustainable we will strengthen our governance and operations, increase and retain our membership, and diversify our revenues

- Develop a comprehensive set of governance and operational policies and protocols
- Retain our membership
- Explore back-office collaboration and other integration models
- Increase and diversify revenues by reviewing and revising membership fees and pursuing funding from different levels of government, other charitable funders and the private sector

Financial Report

Revenue	2020	%	2019	%
City Of Toronto Grant	\$ 40,000	41.8	\$ 40,000	56.8
Conference	36,850	38.5	25,950	36.9
Membership Dues	18,700	19.5	-	-
Interest	236	0.2	-	-
Other	-	-	4,436	6.3
Total Revenue	\$ 95,786	100	70,386	100

Expenses	2020	%	2019	%
Personnel	57,523	47.5	36,837	41.9
Conference	28,072	23.2	18,696	21.3
Purchased Services	25,401	21.0	26,367	30.0
Professional Fees	7,838	6.5	4,586	5.2
Insurance	1,161	1.0	-	-
Office And General	993	0.8	1,467	1.6
Total Expenses	\$ 120,988	100	87,953	100

Excess Of Expenses Over Revenue For The Year	(25,202)		(17,567)	
Net Assets, Beginning Of Year	40,725		58,292	
Net Assets, End Of Year	\$ 15,523		\$ 40,725	



TSN Member Agencies

Thank you TSN Member Agencies for your continued support!

Christie Ossington Neighbourhood Centre
Christie Refugee Welcome Centre
City of Toronto
COSTI Immigrant Services
Covenant House
Dixon Hall
Friends of Ruby
Eva's Initiatives for Youth
Fife House
Fred Victor Centre
Good Shepherd
Homes First Society
Horizons for Youth
Kennedy House Youth Services
Nellie's
Red Door Family Shelter
St. Felix Centre
The Salvation Army
The Scott Mission
Sistering
Sojourn House
Street Haven at the Crossroads
Toronto Hostel Training Centre
Turning Point Youth Services
YMCA of Toronto
Youth without Shelter
YWCA
YouthLink

TSN Board of Directors

Patricia Mueller, *President* (Chief Executive Officer, Homes First Society)

Bradley Harris, *Vice President* (Executive Director, Salvation Army) *

Mauricio Urtecho (Executive Director, Salvation Army)**

Louise Smith, *Secretary and Treasurer* (Chief Operating Office, Eva's Initiatives for Homeless Youth)

Debbie Hill-Corrigan (Executive Director, Sojourn House)

Bobbie Gunn (Program Manager, Street Haven at the Crossroads)

Sharon Campbell (Manager – Access to Housing, Shelter, Support & Housing Administration, City of Toronto)*

Carol Latchford (Executive Director, Red Door Family Shelter)

David Reycraft (Director of Housing Services, Dixon Hall)

Sylvia Braithwaite (Director of Shelters and Women's 24-Hour Drop-In Services, Fred Victor Centre)

*resigned 2020

**joined 2020

TSN Staff

Sonja Nerad
TSN Interim Executive Director

Lindsay Parsons
TSN Coordinator (resigned 2020)

Gabriella Rusek
Pipeline Project Coordinator (joined 2020)

Shafeeq Armstrong
Trillium Project Coordinator (joined 2020)

Thank You TSN Funders



**METCALF
FOUNDATION**





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