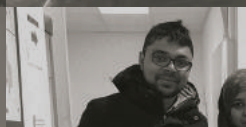
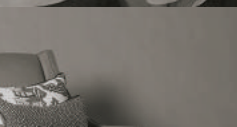
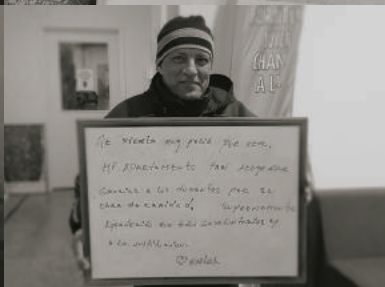




FURNITURE BANK



2017

“They’re creating a home, and when we give them a choice in the furniture that goes in that home, we’re giving them their dignity and a gift of mercy.”

Sister Anne, Founder of Furniture Bank



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10,733

clients served



11,927

volunteered hours

Who We Are

Our Mission

Furniture Bank is a socially progressive organization that provides our clients with the comfort, dignity and stability that comes from having a furnished home. We create opportunities through the transfer of furniture and housewares from our donors to our clients.

47

staff members



2.9M

lbs diverted from landfill



93

social service and shelter referral agencies



\$4.5M

value of furniture delivered



7,500

furniture donors



11

trucks



A bright, empty room with a window and a radiator. The room is well-lit, with sunlight streaming in from the window. The walls are a light, neutral color, and the floor is a light wood or laminate. A white radiator is visible in the lower left corner, and a window with a white frame is on the left wall. The overall atmosphere is clean, bright, and inviting.

What We Do

At Furniture Bank, we stand up for the right to sit down, to have a true home, and to begin anew. We transform lives by giving (or bringing) gently used furniture and housewares to people in need – thereby turning houses into homes and providing comfort and stability to the people who live inside.

We are not a typical charity. We are a Social Purpose Enterprise that collects gently used furniture from donors while training and employing youth and others facing barriers through our Leg Up Employment Program. We generate part of our own revenue by addressing donors' need for the professional removal and transportation of furniture and housewares, divert donations from the landfill, and in turn furnish the homes of our clients.

Our diverse group of recipients include women and children escaping abuse, newcomers, refugees, and those who have transitioned out of homelessness. Regardless of background, the common thread is they need a fresh start and the security and stability that comes with a furnished home. Our donors give it to them, changing their lives and their futures.

A furnished home is a new beginning – a way forward. By providing it, we lead change. We rebuild recipients' dignity and hope, provide them warmth and comfort and set them on a path toward a sustainable livelihood.

“These walls aren’t what makes a home. It’s the comfort of the things within the walls...Being able to cuddle on the couch. Being able to put my kids to bed the first night? Because they finally had a bed? There are no words. I want my kids to know what a home feels like.”

Jessica,
Client

Our History

Furniture Bank began in 1998 with the belief that a sense of pride, comfort, and security – in short, a sense of home – are critical ingredients for people to transition out of lives of homelessness and displacement.

Recognizing the importance of furniture both in establishing a true home, and in empowering the individual, Furniture Bank transfers gently used furniture donations from the community to tens of thousands of people in the community in need, including the following groups: people who have recently transitioned out of homelessness; women and children escaping abusive situations; and newcomers to Canada (which includes refugees).

Furniture Bank was conceived by Sister Anne Schenck, Sister of St. Joseph and retired school principal, when she was asked to help a Somali refugee family of five while running a refugee house in Scarborough.

Sister Anne left the home and noticed a couch on the curb of the very same building, left for disposal to the landfill. It was here she conceptualized Furniture Bank as an intermediary between those transitioning out of displacement and those with unwanted furniture, with the dignity of choice along the way.

THANK YOU FOR ..

Putting smile on my family
again. we so grateful. May
God bless you.

Since our humble beginnings, we have transformed into a high-functioning, impact-driven social enterprise to help better serve our community. Since 1998 we have had the following impact on our community:

80,790

People Served

451,459

Furniture Items Collected

15,729

Tonnes of Waste Diverted from Landfill



The Story of a Social Purpose

From the beginning, due to the nature of our work, Furniture Bank operated much like a traditional business. In order to provide our clients with the furniture they needed, it wasn't long before we acquired a truck, moving team, and logistical expertise. This operational necessity, along with Sister Anne's ingenuity and external pressures from government cuts to charitable funding, resulted in the establishment of our social enterprise -- a business model based on charging for donation pick-ups as a means to improve the organization's financial stability in both the short and long term.

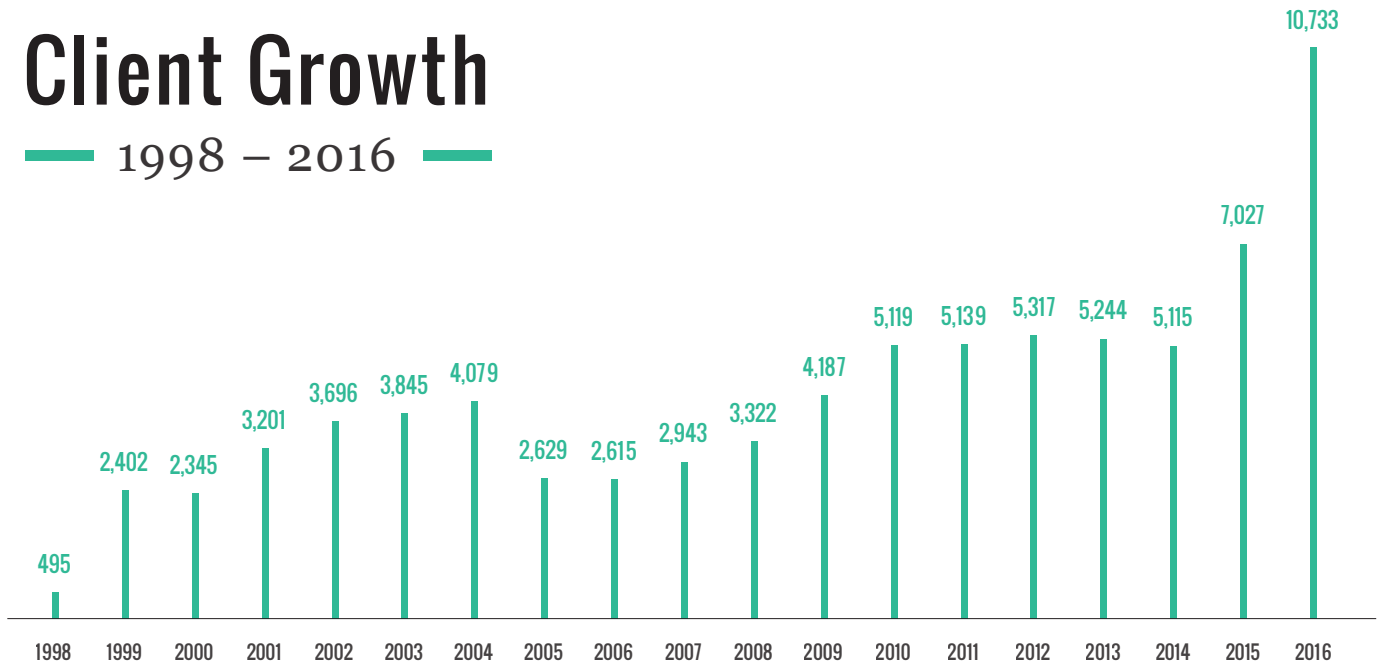
Since launching our social enterprise in 2004, Furniture Bank has combined earned income and

social purpose for over 13 years and as a result, our social enterprise revenues have steadily grown -- from 32% of total revenue in 2004 to 60% in 2016. In that same time frame, clients served has grown from 3,300 annually to just under 11,000 in 2016, proving that our funding model plays a key role in helping us have a greater impact in our community.

Now the largest Social Enterprise in the Toronto Enterprise Fund's prestigious portfolio, Furniture Bank has been recognized nationally by the Trico Foundation's bi-annual Social Enterprise Award as runner up finalists in both 2013 and 2015.

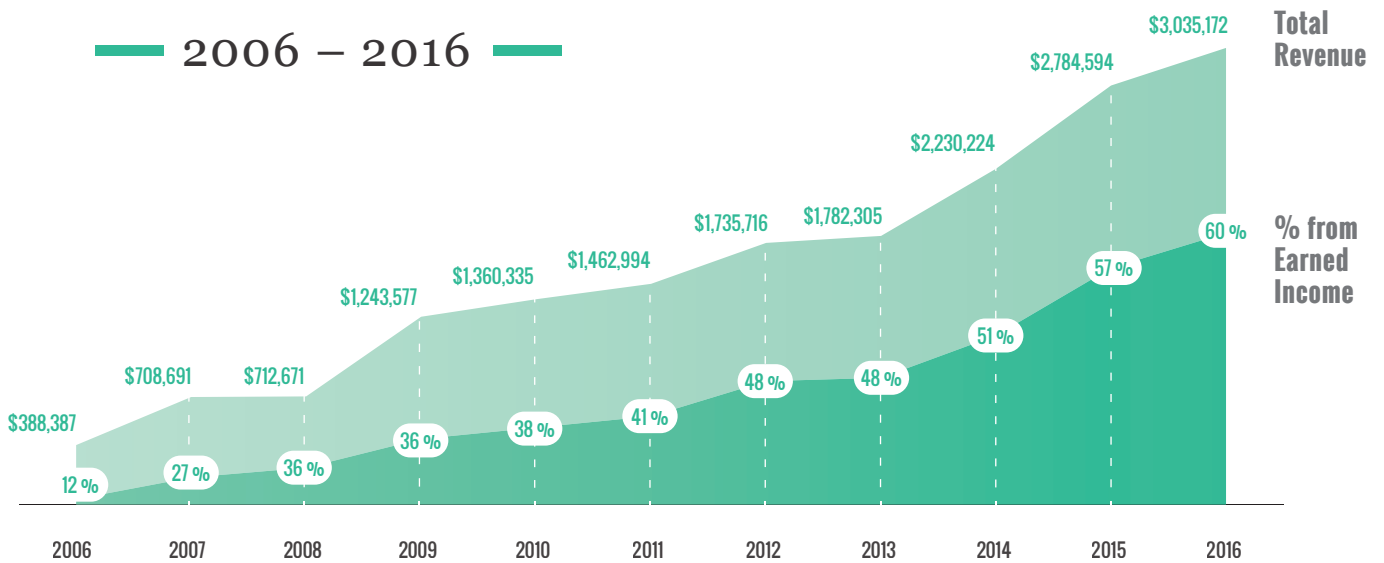
Client Growth

1998 – 2016



% Earned Revenue

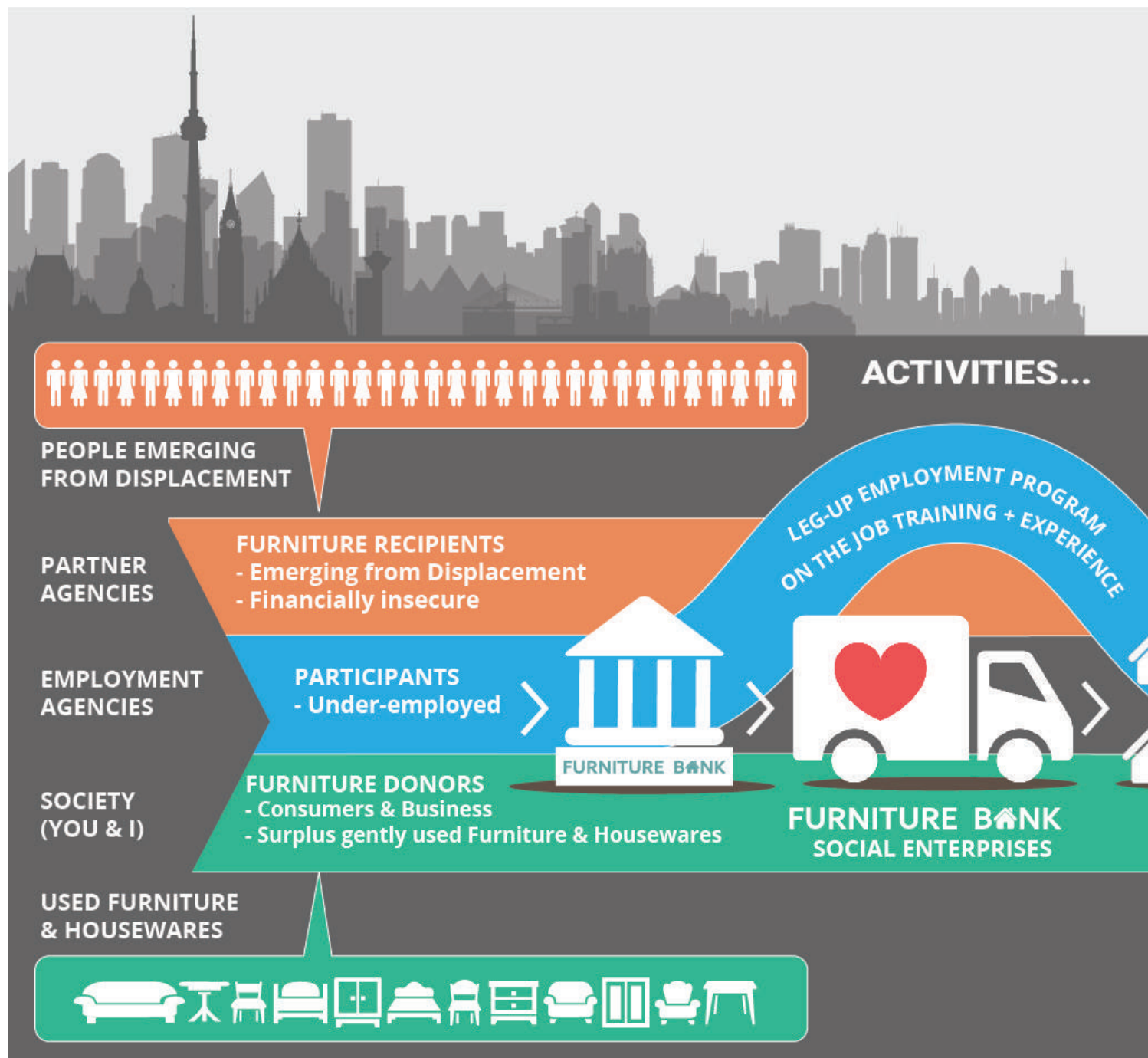
2006 – 2016



Theory of Change

Our Theory of Change framework was formalized in 2014 to articulate, in a visual way, how we work and which activities to undertake to help to achieve our intended impact.

After concluding an Impact and Strategic Clarity project, we used our Theory of Change as the foundation of our 3-year strategic plan, which outlines the organization's expansion goals for 2018 and beyond.



FURNITURE BANK

YOUR USED FURNITURE WILL CHANGE A LIFE

OUTCOMES



ULTIMATE IMPACT

Canadians helping
Canadians for
an improved
society

+

Clients Have...

- increased social inclusion.
- improved health
- physical assets
- increased dignity & security
- improved cash flow.

“I am incredibly grateful for the opportunity that Furniture Bank has given me by investing in my work ethic rather than my history, and providing me with the tools to develop career skills.”

Tom,
Former Participant & Current
Dispatcher at Furniture Bank

“The warmth they (Furniture Bank) extended to the refugees means so much to them as they start a new life in Canada. The Bank’s support will certainly leave an enduring impression on them. They will never forget that there were Canadians, like the Furniture Bank and its staff, who opened their hearts and minds to ease their transition and to make their resettlement in Canada dignified and with the least amount of stress.”

Aris Babikian,

Retired Citizenship Judge & Former President of the
Armenian National Federation of Canada



Helping Refugees

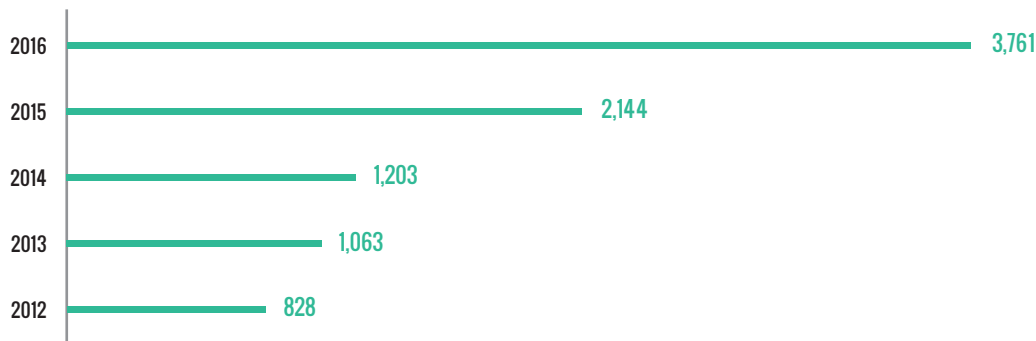
Supporting newcomers and refugees as they transition into their new life in Canada is an essential component of what we have been doing everyday at Furniture Bank since our inception. Because of our commitment to help provide dignity and stability to people facing displacement, when the Canadian government announced in 2015 that the Greater Toronto Area will be welcoming over 4,440 Syrian refugees to our city, we made it our goal to open our doors to help as many families as we could. For refugees, including the current influx of Syrian newcomer families, the security and

stability that comes with an established home plays a key role in the resettlement process and success of new beginnings.

As more Syrian newcomers become settled in their new country, we will continue to help ease the stress of creating a new home. We will continue to grow our operations to provide those who are new to Canada with the dignity and stability they deserve by assisting them in furnishing their homes.

Newcomers & Refugees Served

— 2012 – 2016 —



Furniture Bank's Role in the Environment

Furniture Bank plays a key role in protecting our environment by diverting millions of kilograms of furniture from the landfill each year.

In 2016, the *Toronto Environmental Alliance* published in its report “Zero Waste Toronto: A Vision for Our City” that 6% of all waste sent to GTA landfills was reusable goods and that this number could be reduced to 4% if we sent used goods to organizations like Furniture Bank instead of the landfill - a potential additional 20 million kilograms diverted every year. The report cited Furniture Bank as one of the leading waste diversion organizations in the GTA. This statistic, owing in no small part to the trend to remodel and update the look and feel of our homes, proves that our role in waste diversion is crucial to protecting our planet. Furniture Bank alone handles around 5 million pounds of furniture per year - in 2016, that helped to furnish the homes of just under 11,000 people in addition to reducing that amount of reusable furniture going to landfill.

Furniture Bank as a participant in moving society towards a Zero Waste Economy, contributes to 5 of the 7 R's; Recycle, Reuse, Repair, Regift, Recover.

By providing our donors with a solution to transfer their gently used furniture to families in need, Furniture Bank and its donors play a major role in “reusing” and “regifting” of items that would otherwise end up in landfill.

In 2013, we started a recycling project to recover metals and other materials that were not suitable for our clients. In 2016 we recycled 165,000 lbs of metal, electronics, and cloth.

In 2015, we started our furniture workshop where we repair damaged furniture and proudly place the items back onto our showroom floor for our clients to select. In 2016 alone we repaired and redistributed 1600 items through our workshop program.

In 2017, we started a new Social Enterprise Pilot – known as the “Studio” where we are recovering old items and creating one-of-a-kind, upcycled pieces.

We work with the City of Toronto and other community organizations like Toronto Environmental Alliance to ensure furniture stays out of our landfills.

The Journey to a Zero Waste Society

Refuse

Don't consume what you don't need

Reduce

Consume less energy and materials

Re-Use

Share with others. Find new uses for old objects

Repair

Fit or upgrade your objects rather than sending them to the dump

Re-Gift

Share, and be a part of the gift economy

Recover

Energy and materials recovery and UPCYCLE!

Recycle

Close the loop and remake



Case for Support

Furniture Bank and the Elimination of Furniture Poverty

Furniture poverty describes the crippling condition of not being able to afford items of furniture to attain a basic standard of living and dignity. It is often silent because its prevalence is hidden behind the front door. It is a situation faced by a growing number of low income households in our communities.

We are all indebted to the use of furniture in helping us live fulfilling lives – imagine: a child doing homework without a desk and chair; resting after a day’s work without a bed to sleep on; preparing a meal without the use of kitchen utensils; or resorting to storing your clothes in garbage bags on the floor.

At the very least, one’s quality of life is severely affected; at worst, it becomes a contributing factor to social exclusion, as well as physical and mental distress.

Furniture is silent in its power. We understand the role of food, clothing and shelter in our lives but we often take furniture for granted, until we don’t have access to it. Let’s be clear, we believe a house is not a home without furniture and the dignity and warmth it provides. We believe it’s even more difficult to move forward without the security and stability furniture brings us.

Furniture poverty, in the majority of cases, affects individuals and families transitioning out of homelessness or some other form of displacement. A severely limited income forces these people to sacrifice household furniture in order to meet other financial needs like food, rent and utility bills, and education needs.

Based on our research it costs between \$2,000 - \$5,000 to furnish a home with used furniture. Comparing this to the gross monthly income of an individual living on minimum wage in Canada - between \$1,725 and \$1,907 - it is easy to see why furniture is a lower priority, and often not an option, in low income households.

A gift of furniture, with its psychological, physical and financial benefit, can be a leading factor in ensuring someone is less likely to re-experience displacement and provide stability in transition. For women and children escaping abuse, newcomers and refugees, and the formerly homeless, the security and stability that comes with an established home plays a key role in success of new beginnings.

Because this furniture deprivation exists behind closed doors, no one hears about it. And while all levels of government deserve recognition for committing to increase the stock of social housing for the homeless in our communities, there seems to be less said about

the key ingredient that makes a house a home - furniture.

Now for the good news - this is a solvable problem.

Furniture Bank acts as an intermediary between vulnerable populations that are in the process of

re-establishing a life with a furnished home, and those with unwanted furniture. If nothing else, this proves the basic tenets of a scalable model.

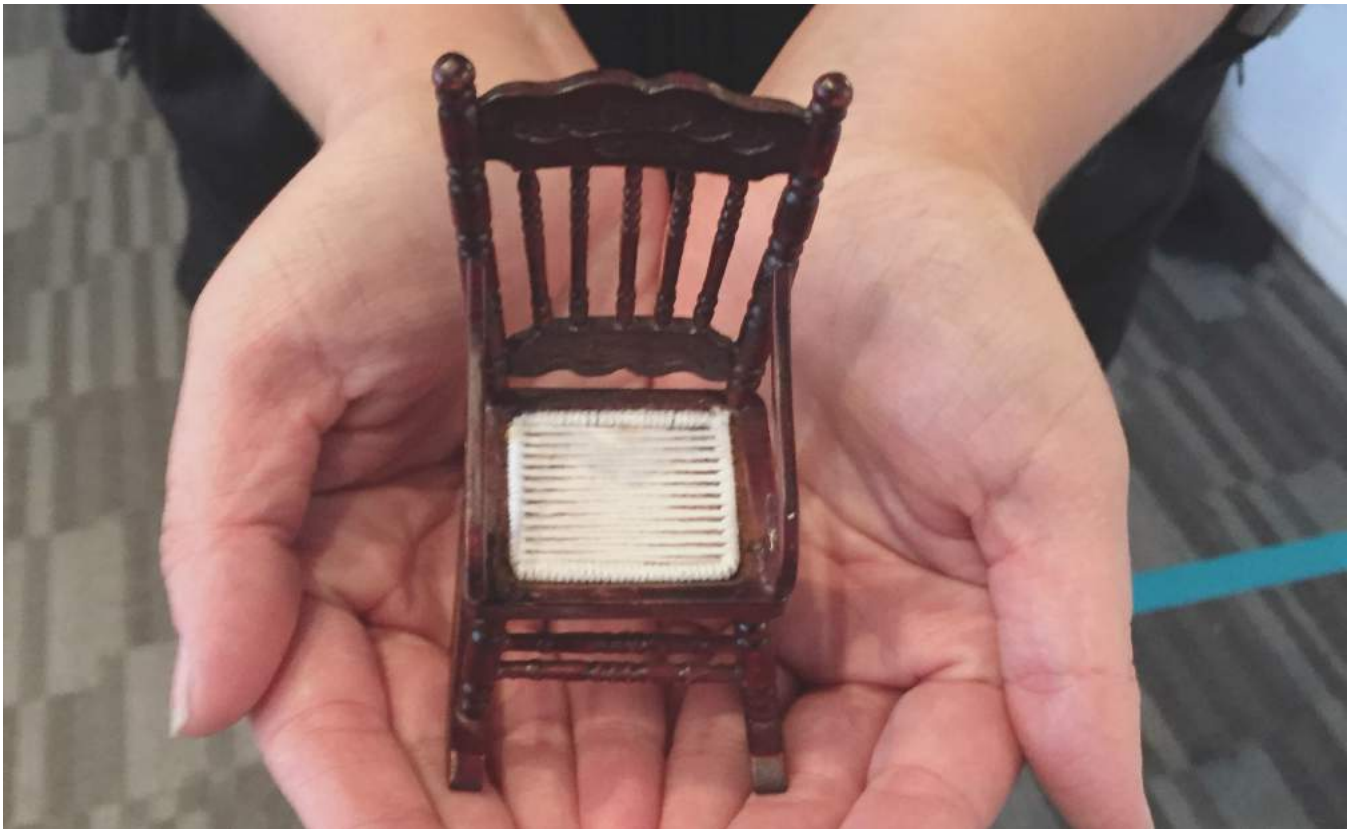
We would like to think of it as the growth of a furniture poverty alleviation movement. Together with our funders and donors, we will no longer think of gently-used furniture as waste, we will no longer disregard the impact of furniture in our lives, and we believe in giving those coming out of displacement

the dignity of a furnished home.

Everyone deserves the comfort, dignity and security of a furnished home. Together, we can end furniture poverty.

“Because I was leaving a hostile environment and the hostility towards me continued after the separation, having furniture wasn’t just a luxury, it was a necessity. I had to prove that I had a home that was suitable for my child and her well being. I needed furniture - and the Furniture Bank - so that I would be able to have a bed for my child and a dresser drawer to store her clothes.”

Sandra,
Former Client



The Impact of Furniture

In addition to the warmth, comfort and security that furniture provides, it also plays a crucial albeit somewhat silent role in our lives. For our almost 11,000 clients per year, furniture has profound impact on their quality of life, such as:

- ▶ Decreased likelihood of re-experiencing displacement or homelessness
- ▶ Improved physical and mental health
- ▶ Improved financial stability by freeing up funds for other essential items
- ▶ Increased ability and likelihood to participate in and contribute to the community
- ▶ Improved relationships with family and friends

Consider this scenario for the majority of our clients, working full-time at minimum wage:

- ▶ \$2,000-\$5,000 Cost for a client to furnish their single person home from a second hand furniture store
- ▶ \$1,725 Client monthly salary based on minimum wage
- ▶ \$1,536 Market Based Measure for single person living in GTA - (MBM refers to the basic 'basket of goods' required to meet a basic standard of living, includes food, clothing, footwear, transportation, a shelter and other expenses)
- ▶ Leaving UNDER \$189 per month for non essential items and basic furnishings

Sandra's Story:

A warm bed for a young mother and her child

I am sure my story is not that uncommon, but at the time I felt very isolated and alone. As a young mother of a 3 year old, I was separating from my husband of five years. Our relationship had become very abusive and unhealthy, and once I left it became increasingly hostile. Luckily, I was able to receive housing on an expedited basis, but I did not have the financial capacity to buy furniture. I didn't have the work experience to find a job as I had been a stay-at-home mother. And I didn't have any education credentials. I was very vulnerable and I needed help.

I felt bad about having to access housing and welfare assistance, and I felt like many decisions were being made for me at that time. I was just finishing the Academic Bridging Program at the University of Toronto when all of this was happening.

Because I was leaving a hostile environment and the hostility towards me continued after the separation, having furniture wasn't just a luxury, it was a necessity. I had to prove that I had a home that was suitable for my child and her well being. I needed furniture - and the Furniture Bank - so that I would be able to have a bed for my child and a dresser drawer to store her clothes.

When your parenting is under scrutiny and when you're trying to provide a stable and warm home for your child, you have to have furniture. It's one of those things we take for granted until we are sitting in an empty room without it. And for me as a university student, I really needed a desk to study at, a place to store my books. It's pretty hard to study on a bare floor and I couldn't just get up and go to the library with a toddler.

It's been several years since I went to Furniture Bank to receive furniture. I graduated with my Honours Bachelor of Arts, started my Masters, and found a meaningful career. Would I have been able to do that without furniture and the Furniture Bank? Maybe, maybe not... But it sure is nice to have support creating your home, having a bed for your daughter, and the dignity in choosing your own furniture to set you up for the future.

Sandra is a single mother and currently attends Ontario Institute for Secondary Education

Rijo's Story:

A place at the table

That dark empty space brightened with each piece of furniture placed. Heavy, solid wood chairs were placed one by one until four were tucked under the newly placed table. Rijo ran his hand across the smooth surface. He closed his eyes and allowed himself to imagine, and to dream, about the reasons and seasons and milestones that would bring his family together around this table. Opening his eyes, Rijo smiled and delightfully shared, "We now have a gathering place. A sharing place. This is where our new life begins. This table is a symbol of my family's chance for a happy life.

"Only because of Furniture Bank, when my wife and young son reach Canada this August, they'll be coming to a home; not to an empty, sorrowful place. This is a table made with love, by hand, a long time ago. Another family lived a life around this fine

piece. My family will always know the story of this table and celebrate the kindness of the family who donated it. My heart swells when I think of them, and when I think of Furniture Bank. They're behind this priceless gift; my precious home. This furniture built our home. It was just a shell until these treasures were placed by these fine delivery people. They took such care with everything. Everyone who got us to this day belongs in our success story."





Your used furniture
will change a life

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416-934-1229

FURNITURE BANK

FURNITURE BANK

HINO

AK-99356

HINO 100



Leg Up Skills Training & Employment Program

Since our founding, Furniture Bank has extended the empathy and support we offer to our clients into our workplace culture.

In the early 2000's, as we started to grow to meet the needs of our community, Sister Anne seized the opportunity to train and employ people who face barriers to employment to help in our efforts to end homelessness and displacement. Every year, as the organization grew, Furniture Bank trained and hired marginalized youth and newcomers to Canada to help them gain the skills and experience they needed to better prepare them for employment beyond Furniture Bank.

In 2013, we formalized our employment and skills training by launching the Leg Up program to help youth, newcomers and others who face barriers to employment re-enter the workforce.

Today, the goal of Leg Up is to foster personal and professional growth in an empathetic environment, all while building participants' confidence for the long-term; ultimately helping them acquire the skills they need to find meaningful, long-term employment and financial stability.

Through our program we train 25-30 individuals annually. On average, 60% of participants are youth who face barriers and require transitional training and employment to better prepare them for success in re-entering the job market.

As Furniture Bank grows, our aim is to help even more participants transition into life-long stability as active contributors to their community. Our nine employment agency partners throughout the GTA have expressed a strong appetite for the expansion of our program to handle a greater number of youth facing barriers to employment. In addition to increasing our capacity, our vision is to deepen the impact of Leg Up by offering an expanded program of soft and hard skills training.

We use the Sustainable Livelihoods Framework to build assets and reduce vulnerability for Leg Up participants in the following areas:

- ▶ Basic Needs
- ▶ Health
- ▶ Money
- ▶ Connections
- ▶ Sense of Self
- ▶ Skills and Employability

Leg Up Logic Model

Program Pillars	Activities	Short Term Outcomes	Long Term Outcomes
On the Job Skills Training	<ul style="list-style-type: none"> Workshop Training Logistics Training Computer Literacy 1 on 1 Mentorship Health & Safety Training Customer Service Training 	<ul style="list-style-type: none"> Gains range of job specific skills Individualized careers planning More health & safety awareness Improved job performance Increased computer literacy Increased problem solving skills 	Increased confidence & self-esteem
Attitude, Behaviours, & Emotional Intelligence Training	<ul style="list-style-type: none"> Financial Literacy Training Interpersonal Skills Training Culture & Values Training Personal Development Plan Team & Collaboration Work 1 on 1 Financial Training 	<ul style="list-style-type: none"> Increased emotional intelligence Improved interpersonal skills New conflict resolution skills Better financial decision making Improved time management Improved communication skills 	Higher Emotional Intelligence
Build Social Assets & Supports	<ul style="list-style-type: none"> Job Search Support Job Networking Support Community Connections Empathy for Fellow Staff 	<ul style="list-style-type: none"> Lower barriers to employment Increased social networks Awareness of community needs 	Sustainable Livelihood
Build Civic Responsibility	<ul style="list-style-type: none"> Commitment to FB Mission Social & Civic Responsibility 	<ul style="list-style-type: none"> Improved Social Responsibility Empathy for helping others 	Full time employment within or outside Furniture Bank

Intake & Training

When a participant position becomes available in our internal operations, we circulate the posting to our agency partners to determine whether they have a suitable candidate. Our employment agency partners actively collaborate with us to identify, support and represent our participants' unique needs, which ensures that we are able to select participants with the highest likelihood of success at Furniture Bank.

Upon joining the Furniture Bank team, each participant works with their manager to create a personalized training plan that reflects their goals and the job requirements.

Life Skills

Self-Awareness

Self Management

(Achievement Orientation, Adaptability, Self Control, Persistence in Pursuing Goals)

Social Awareness

(Empathy, Organizational Awareness)

Locus of Control

Financial Literacy

Relationship Management

(Conflict Management, Influence, Leadership, Teamwork)

Mindfulness

Employment Skills

Customer Service

Health & Safety

Computer Skills

Furniture Repair

Financial Literacy

Driver Training

Salesforce (CRM)

Warehouse Logistics

“I am extremely honored to have an experience like this and give all my thanks to Miziwe Biik and The Furniture Bank, as well as myself with my motivation to follow through. It is a great learning experience to further my skills, gain knowledge, hands on training, and to give back to the community.”

Anonymous,
Miziwe Biik Participant

Parallel Employment and Skills Training

Employment skills are developed through a combination of learning workshops and on-the-job training in one of four of Furniture Bank’s areas of operations. On-the-job training could include the following areas depending on the participant’s personal development plan.

- ▶ Sales and Customer Service (Call Centre, Client Services)
- ▶ Administration & Finance (Marketing, and Finance Departments)
- ▶ Furniture Repair (Workshop)
- ▶ Logistics (Warehousing, Driver’s Helper)

Leg Up provides a parallel approach to employment training by providing a flexible workplace and business that supports active and fulfilling long-term employment opportunities for people who face barriers to employment and therefore require

some flexibility and understanding in their work arrangements.

Throughout the duration of the Leg Up program, participants gain personal and professional development to help them re-integrate into the workforce and gain long-term stability. Due to Furniture Bank’s growth, participants often stay with us as full-time, long-term employees at Furniture Bank. For example, in 2016, 12 Leg Up participants were hired on as full-time employees at Furniture Bank. In addition to hiring on ‘graduates’ when we can, Leg Up offers participants networking opportunities with our vast network of business partners so that they can explore opportunities for employment that fit with their personal goals.

Social and Personal Asset Development

In addition to employment skills training, our Social and Personal Asset Development workshops are designed to provide the experience of learning by doing. Led by Professional Certified Coaches, they offer a safe space for participants to build self-awareness and self-confidence, try on new behaviours and mindsets, and prototype new interpersonal skills that support the program's mission of preparing participants for meaningful, long-term employment. Unlike a traditional workplace, this approach allows participants to try new behaviours, make mistakes, and correct them. This combination of in-class and on-the-job experience is designed specifically for the way adults learn best, building participants' cognitive skills and emotional intelligence in a safe and supportive environment.

Furniture Repair Workshop

In 2014 in order to divert even more furniture from the landfill, to introduce more furniture to our charitable stream, and additionally to provide Leg Up participants with an additional opportunity to learn woodworking, textile, furniture repair and re-upholstery skills, we re-introduced and formalized our Furniture Repair Workshop. In 2015 workshop participants diverted 898 furniture items from the landfill and reintroduced them into our charitable stream for clients to select.

In 2016 we continued our partnership with Miziwe Biik Aboriginal Employment & Training. Through this partnership, we offered students from their Pre-Apprenticeship Carpentry program an 8 week workplace practicum in Furniture Bank's workshop. Through this program, Miziwe Biik participants had full access to the workshop space and tools, as well as trainers and mentors. At the end of the placement period, one of the Miziwe Biik students was hired on at Furniture Bank full time as Junior Workshop Trainer and continues to train others in the workshop.

Melanie's Story

A member of the Pinaymootang First Nation, Melanie was born in Winnipeg, Manitoba but has spent most of her life in Toronto. In the city, she explored the possibility of pursuing academics, but after a year at the University of Toronto she realized that she was a more hands-on person.

Sampling through the trades to get a more tactile learning experience, Melanie settled on carpentry, and came to Furniture Bank as a participant of the Leg Up Skills Training and Employment program. Melanie found a position in our repair workshop pilot project with Mizive Biik's Pre-Apprenticeship Carpentry Program, a 27 week training program in partnership with George Brown College that prepares Aboriginal people for long-term employment, addressing the shortage of highly skilled trade people in the Greater Toronto Area (GTA).

Right from the start Melanie became completely engaged with the hands on experience, loving every minute of working in the workshop. It wasn't long before she realized that the skills she was acquiring would improve her overall quality of life, in terms of earning a living wage and becoming self sufficient.

"I am feeling more confident now with each step, and feel I will get better and faster as time goes on. I have learned many skills

at George Brown College but felt I would never have the workspace to further craft my skills. Having the team at Furniture Bank make us feel comfortable and an amazing workspace has only further developed my skills. I am definitely on the right path. I see myself in a career in Carpentry/Cabinetmaking. Before coming here I thought it was just making cabinets."

Melanie enjoys working in a field where you feel good about finishing a project, and seeing right in front of you what you've accomplished and how it will help others.

"I love bringing the furniture back to life and making a family feel warm and cozy with their new gently used furniture pieces. I wanted to work in Finishing Carpentry and I couldn't have been put in a better place. Giving me this opportunity has opened up my creative self, but also to learn how to run my own business."

Since completing the program, Melanie has joined Furniture Bank as a full time Workshop Associate where she uses the skills she learned to take a leadership role refinishing furniture and training new Leg Up participants and volunteers in our workshop. Eventually, Melanie would like to apprentice with a qualified carpenter and obtain her Red Seal to expand her career path opportunities in the future.

Leg Up Impact

In the last year we have witnessed how providing on-the-job skills training, workplace experience, and an empathetic space to learn and grow translates into personal life stability, security, and builds confidence from within. To demonstrate this we are thrilled to report that in 2016:

30

participants who face barriers to employment received on-the-job customer service or logistical training and work experience in our warehouse, call centre, client services and finance departments

5

indigenous women seeking careers in the trades received specialized experience and training in our furniture repair workshop

12

participants demonstrated significant personal and professional growth, gaining them permanent full-time positions at Furniture Bank upon program completion

4

financial literacy workshops facilitated by Credit Canada



Your used furniture
will change a life

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A registered charity since 1998

Toronto
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Social Impact Measurement & Evaluation

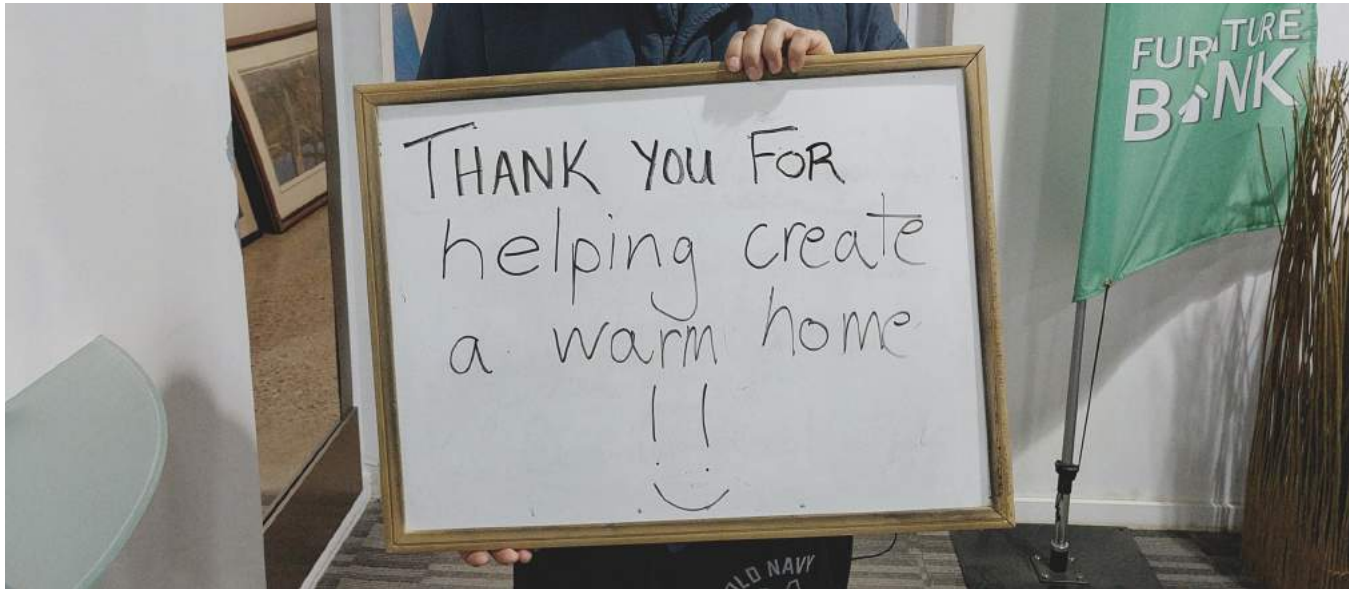
Since 2010, Furniture Bank has invested in the infrastructure and processes to ensure the majority of its social enterprise and charitable activities were capable of being measured and evaluated, in order to determine our outcomes and impact, both internally as well as in partnership with our funders and external measurement partners.

Currently our key measurement tools include:

- ▶ Participant, Client, Volunteer Surveys and story collection
- ▶ Salesforce
- ▶ Hubspot
- ▶ Google Analytics
- ▶ Manual recording & tracking in Google App forms

Through these measurement tools we are able to measure and evaluate the impact in three major areas:

- ▶ Clients who receive furniture
- ▶ Participants of the Leg Up Employment and Skills Building Program
- ▶ Impact on the environment



Social Return on Investment Research (SROI) Development

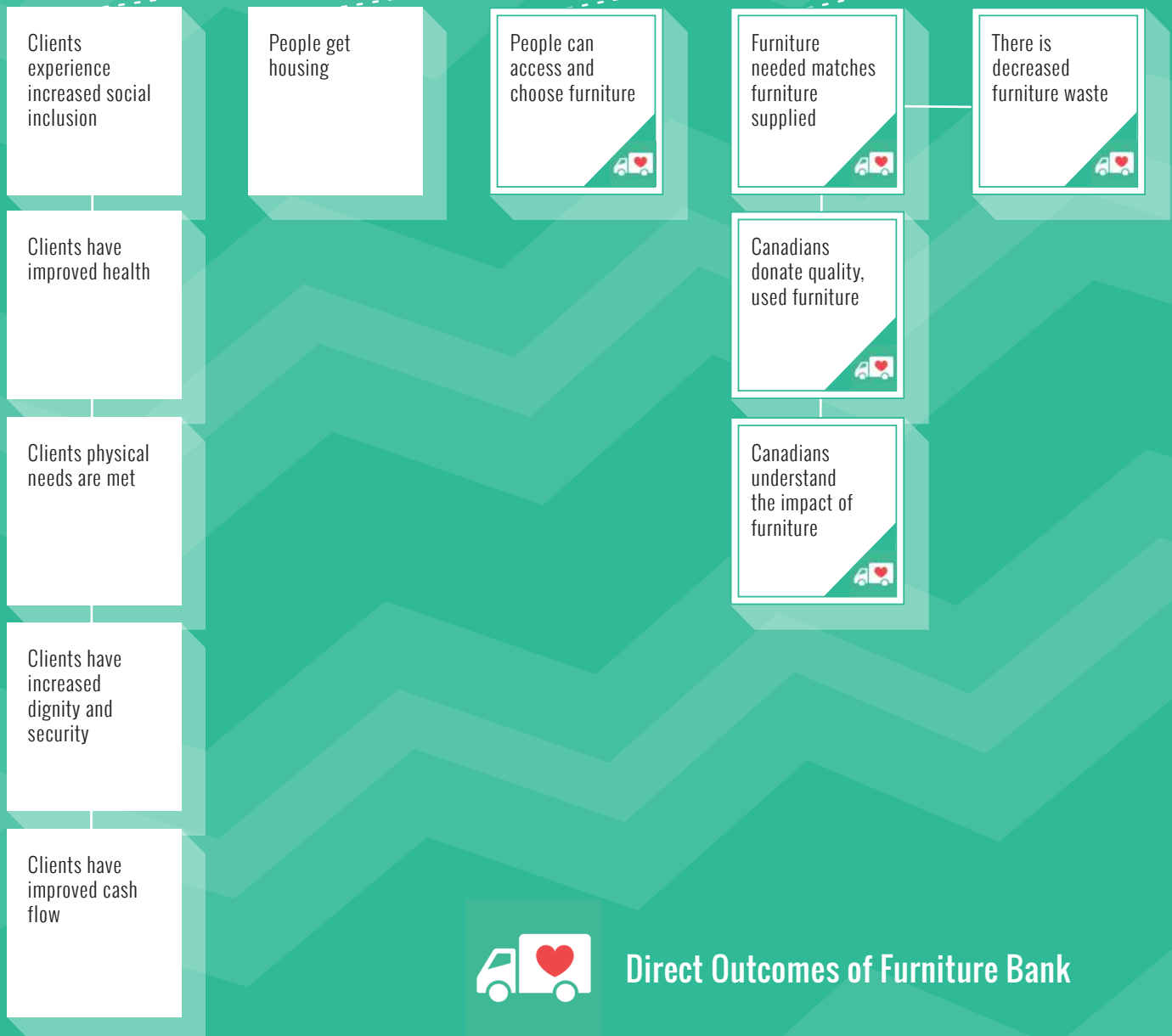
Since 2013, we have made efforts to quantify the SROI of Furniture Bank's activities. Social Return on Investment is a principles-based method for measuring extra-financial value (i.e., environmental and social value not currently reflected in conventional financial accounts) relative to resources invested.

In 2014, Furniture Bank calculated a SROI of \$1.96:\$1.00, which has been studied by two academic research papers.

- ▶ [“Stakeholders Stories of Impact: The Case of Furniture Bank” from Social Purpose Enterprises - Case Studies for Social Change, by Chan, Mook, Kislenko, 2014](#)
- ▶ [“Approaches to Measuring Social Value: The Case of Furniture Bank” by Chan, Mook, Kershaw, 2015](#)

We combine best practices of several frameworks to determine our outputs and outcomes related to each of our activities including Sustainable Livelihoods, IRIS (Impact Reporting and Investment Standards), SROI, as well as tools borrowed from the Employment Readiness Model.

Using a variety of research and measurement frameworks, Furniture Bank in collaboration with the work of its partner shelters and agencies, is able to determine outcomes and our results chain.



Canadians helping Canadians for an Improved Society

Everyone has a furnished home



Participants have a sustainable livelihood



Participants have increased financial resiliency

Participants have increased confidence and self-esteem



Participants have increased social networks

Participants are engaged in employment



Participants have a home

Participants have improved health

Participants save and reduce their debt

Participants have higher emotional intelligence



Participants have improved job performance



Participants have increased employability



Participants have the required physical tools (e.g. boots) for jobs

Participants practice better health

Participants have access to appropriate financial instruments

Individuals have higher social and personal development skills



Participants plan and have career goals

Participants have job specific skills



Participants know the importance of nutrition and physical activity

Participants have better awareness of health & safety at work



Participants have increased financial literacy



“When I got my son back and we had furniture, my place started to actually feel like a home. Before I had furniture I never wanted to go home at the end of the day - I always wanted to go to someone else’s home.”

Olivia Sparks,
Children’s Aid Society

Furniture Bank Measurement Case Study

In 2016, Furniture Bank participated in the Mowat Centre’s report “Unpacking Impact: Exploring Impact Measurement for Social Enterprise in Ontario” as a case study looking at the successes and challenges of impact measurement at Furniture Bank. The report looked at how impact measurement and evaluation can improve organizational efficiencies, functions and enable greater community impact.

Furniture Bank's Social Impacts

When caseworkers were asked about the impact of Furniture Bank in general, the top social impacts related to Furniture Bank clients were:





Scaling for Greater Impact - Our National Future

In May of 2015, LIFT Philanthropy Partners announced its partnership with Furniture Bank to support building our capacity, scale our programs for greater impact, and increase revenue potential from our social enterprise. The outcomes of this work results in increased job creation opportunities for participants of the Leg Up program while servicing clients and donors at Furniture Bank.

In January 2016, KPMG provided support for this initiative by assessing our social enterprise operations, and identifying opportunities to improve our performance to serve more clients, donors and participants. The outcome was a series

of projects that were completed by the summer of 2016 and permitted a 40% increase in clients served, to over 11,000 clients in 2016, and to expand our Leg Up participant openings, while increasing our earned revenue to over \$2 million by 2017.

In 2017, as we continue to set the stage for national expansion, Furniture Bank will undertake a major rebuild of our Salesforce Platform to substantially increase Furniture Bank's efficiency, effectiveness, sustainability and social impact. In 2015, we piloted a 'social franchise' with Scarborough Center for

“If there was no Furniture Bank in Toronto I would be sleeping on the hard floor and might even be in the hospital more than I should! The furniture bank helped me out when I asked for help.”

Troy Hopkins,
Former Client

Healthy Communities (SCHC) whereby our processes, cloud platform, and social enterprise logistics would be extended an hour away by car to pop up a new ‘furniture bank’. This work once complete permits greater social impact within our current service area and provides a low risk, and low cost access point for other communities to join our ‘network’ and benefit from a consolidated sales, logistics, inventory, bookings, point of sale, and volunteering platform for their own community

and their own recipients. With an estimated 50,000 families in need of services from furniture banks across Canada each year, the logistics and effort to find collect and distribute all of this is often beyond local organizations.

This project permits:

- ▶ Strengthening our existing operations and future proofing it onto a platform we can maintain with our own staff and volunteers
- ▶ Support to other Ontario communities to leverage what we have built over the last 18 years in their local communities permitting a charity to explore operating “nationally” via the Cloud
- ▶ Expanding our youth employment program and creating opportunities for those facing barriers to employment
- ▶ Supporting the continued goal of self-sufficiency of the charity via social enterprise revenues

“Being homeless doesn’t make you less of a person. But you’re treated differently. That’s why when you’re treated like a human being it really makes an impression. You feel it in your bones. That’s how the people at Furniture Bank treated us. Like we mattered. Like we were just regular people. I don’t know where we’d be without the furniture people donate to Furniture Bank. There’s kindness out there. We’re living proof. Vanessa’s having surgery in a few days. Instead of worrying about trying to tough it out in shelters or on the street, this furniture allows her to focus on her recovery.”

Patrick and Vanessa,
Clients

Awards & Recognition



Winner, 2016 Employer of the Year

Job Start



Winner, Organization - Innovation and Creativity Award

Bhayana Family
Foundation Awards



Winner, Not For Profit Organization 2016

Ingenious Awards



Winner, Community Influencer Award

Toronto Region Board of Trade
Business Excellence Awards



Newcomer Champion of the Year

Skills for Change, Business Leadership Award



Best Community Service Award 2015/2016 Winner

Gem of Etobicoke - Lakeshore



Who We Work With

To achieve our vision of ending furniture poverty in Canada, it is essential that we engage a wide cross-section of industries in our daily work. At Furniture Bank we rely on our diverse network of experts to assist us in expanding and maximizing our operations, and to better position us to serve our client groups to help them achieve the dignity and stability they deserve.



Agency Partners

Clients are referred to Furniture Bank by one of our over 90 community agency partners which range from centres for women facing abuse, to homeless shelters, to newcomer settlement agencies. Because of our network of social service agencies, clients do not approach us directly, but go through a critical and reliable screening process first. There is no cost to the clients for the furniture and household items; however, there is a charge for delivery. These partnerships ensure anyone in need of a fresh start is invited to our showroom and given the dignity of choosing the items of furniture they would like to have in their homes. The following is a selection of the agencies we currently work with (a full agency list can be found in the appendix):

Children's Aid Society of Toronto
CultureLink
COSTI Immigrant Services
Eva's Initiatives
Fife House
Interval House
LAMP Community Health Centre
Native Women's Resource Centre
Streets to Homes
The Redwood



Employment Partners

To ensure that our Leg Up program best responds to the needs of our participants, we rely on our employment partners' expertise. Our intake partners currently include:

Job Start
JVS Toronto
West Neighbourhood House
Investing in Neighbourhoods
Miziwe Biik
Skills for Change
YES (Youth Employment Services)\
Humber College Community Employment Services



Furniture Industry Partners

One of our most successful strategies in building our capacity to serve more clients has been cultivating relationships with major furniture companies in our sector including who donate their excess furniture inventory, resources and / or expertise to ensure we continue to grow.

Southshore Furniture

Sleep Country

Serta Simmons

Endy Sleep

casalife

Crate and Barrel



Logistics Industry Partners

These industry partners support better reaching our furniture donors, or supporting special pickups, and deliveries to clients when our social enterprise cannot. These relationships have provided additional social enterprise revenues, provided more employment and client impact opportunities, and allowed for sharing of best practices strengthening Furniture Bank.

1-800-GOT-JUNK

You Move Me

Red Coats Moving & Downsizing

Hino Motors



Strategic Partnerships

These partners provide us with a combination of management support, business expertise from its extensive partner network and other resources to help build Furniture Bank's capacity and scale its programs for greater impact.

LIFT Philanthropy Partners

Traction for Good

Salesforce



Waste Reduction Partners

Handling millions of pounds of furniture all year round, Furniture Bank is an active participant in the City's community discussions and initiatives that are changing the way Torontonians reduce, reuse and recycle.

City of Toronto's Long-Term Waste Management Strategy

Toronto Environmental Alliance



Social Franchise Partners

Furniture Bank provides support to like minded organizations looking for support around operational logistics of their own furniture bank activities. This work permits Furniture Bank to ensure we take another step towards our goal of ensuring all Canadians have access to a furniture bank in their community.

Scarborough Centre for Healthy Communities (2 years)

Mississauga Furniture Bank (completed)

Niagara Furniture Bank (completed)

Exploratory Discussions

St. John's, Newfoundland

Kitchener/Waterloo/Guelph, Ontario

Windsor, Ontario

Matthew's House Ottawa, Ontario

Corporate Volunteers

At Furniture Bank we rely on our community to help us achieve our mission. A perfect example is our corporate volunteer program, which engages over 1,500 individuals from 113 local companies and organizations annually. When corporate groups come to volunteer with us they have the choice to either help with showroom guiding to help clients select their furniture, or working on furniture repair and reupholstery in our workshop. In 2016 our top 10 corporate volunteer partners were:

RBC

CIBC

BMO

West Neighbourhood House

Home Depot

Ernst & Young

Toronto Catholic District School Board

Salesforce

KPMG

Google

“You know what you brought me, right? You might think you brought me furniture. But no. No, today you brought me a chance. This is my chance at a ‘do over’. I have a place to live. Now, a place to sleep. With nothing in it, this room used to feel like a cell. Now I’m allowed to say I have a home.”

Robert,
Client



Why We Need You

Across the Greater Toronto Area, too many of our neighbours are living without a basic, but essential element of human dignity: Furniture. For women and children escaping abuse, newcomers and refugees, and the formerly homeless, the security and stability that comes with a furnished home plays a key role in success of new beginnings.

This year, our goal at Furniture Bank is to increase the number of clients we serve to over 11,000, and continue on our path of steadily improving and significantly growing our operations to fully meet the significant demand in our community in the coming years.

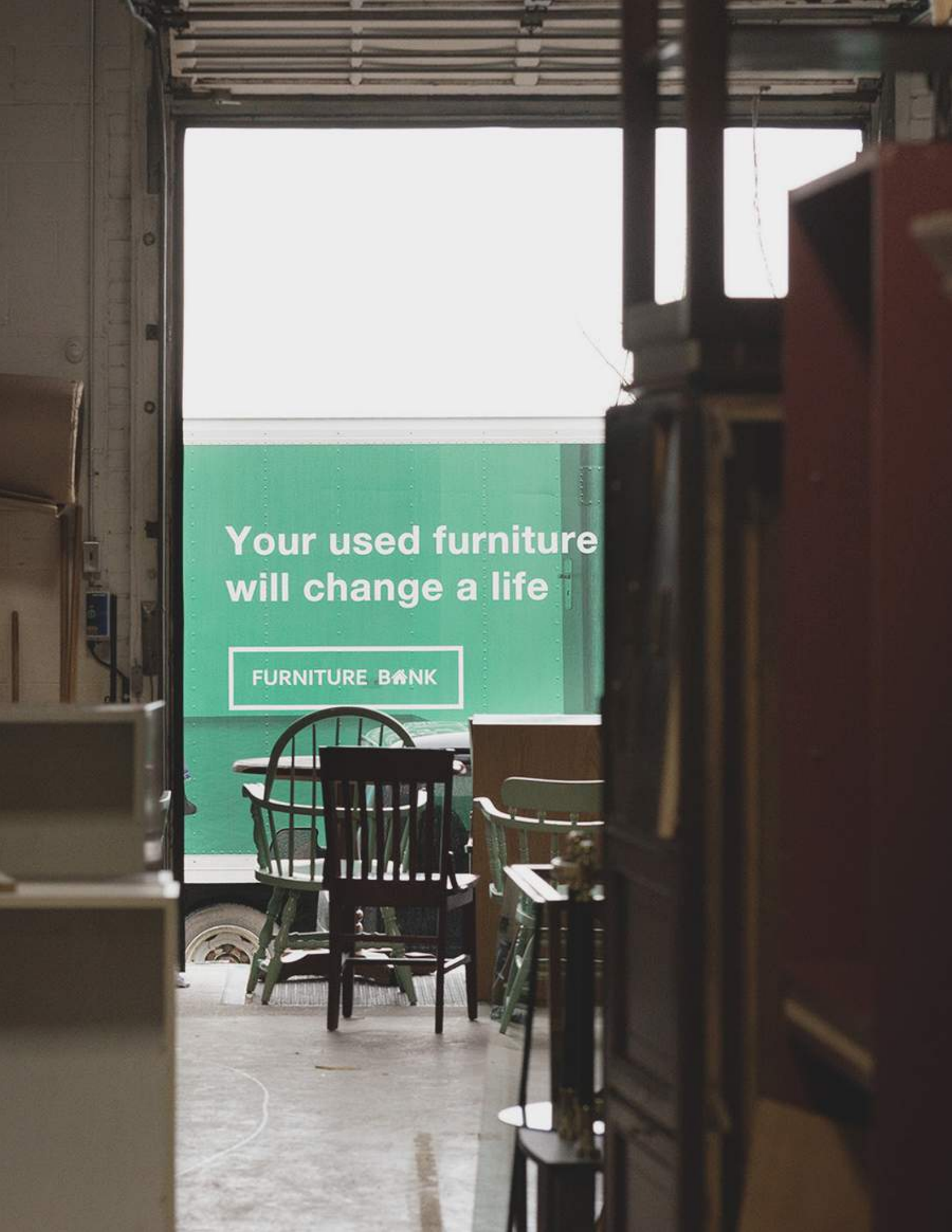
Currently, Furniture Bank has an additional 150 Agency partners in the GTA that are actively requesting access to our services. The clients they represent on an annual basis, all of whom need

furniture, would mean a 300% increase in client support - to over 30,000 clients each year. Our ability to address this need is a function of growing our furniture supply, our day to day operations, and increased trucking logistics.

Your support can play a transformational role in helping us to expand our operations in all respects to ensure that no one in our city is living without the dignity and stability of having a furnished home. Specifically, your financial contribution would help us grow our capacity to engage more Leg Up participants, offering increasingly meaningful employment and skills training, as well as supporting the overall growth of our truck fleet. By investing in these areas, together we can provide stability and a fresh start to more deserving people in our community.



© Raw Photograph



Your used furniture
will change a life

FURNITURE BANK

Furniture Bank Agency List

Furniture Bank works in partnership with over 90 community agencies and shelters to assist individuals and families obtain furniture and household items for their new homes. These agencies play a critical role by helping to screen potential furniture recipients; this helps Furniture Bank ensure that we maintain our focus on formerly homeless, those leaving abusive situations, or newcomers to Canada.

Adam House	Jessie's - The June Callwood Centre	Scarborough Furniture Bank
Afghan Women's Organization	Jewish Family and Child	SCHC
Anduhaun Shelter	John Howard Society of Toronto	Seaton House
Birkdale Residence	Julliette's Place	Sisters of Life
Canadian Centre for Victims of Torture	LAMP Community Health Centre	Sojourn House
CCAS Child and Youth Services	Lifeline Syria	St. Leonard's Society of Toronto
Children's Aid Society of Toronto	Mary's Home	St. Stephen's Community House
Christie Refugee Welcome Centre	Massey Centre for Women	Supporting Our Youth
Community Living Toronto	Matthew House	The Four Villages Community Health Ctr
COSTI Immigrant Services	Mennonite New Life Centre	The Learning Enrichment Foundation
COTA	Miziwe Biik	The Queensway TESS
Covenant House	Native Child and Family Services of Tor.	The Redwood
CultureLink	Native Men's Residence	The Remix Project
Dixon Hall	Native Women's Resource Centre	The Scott Mission - Men
Dr. Roz's Healing Place	Nazareth House	Thornccliffe Neighbourhood
Ernestine's Women's Shelter	Nellie's	Toronto Community Hostel
Eva's Initiatives	Newcomer Centre of Peel	Toronto Council Fire Native Cultural Ctr
Family Residence	North York Community House	Toronto Professional Firefighters' Assoc
FCJ Refugee Centre	North York Women's Shelter	Toronto Public Health (Bed Bug Project)
Fife House	Oasis centre des femmes	West Neighbourhood House
Fred Victor	Pape Adolescent Resource Centre	Women's Habitat
Good Shepherd	Parkdale Intercultural Association	Women's Residence
Habitat for Humanity Toronto	Reconnect Mental Health Services	Working Women Community Centre
Harbour Light Ministries SA	Robertson House	YMCA Centre
High Park/Parkdale TESS	Romero House	YMCA Sprott House
Horizons for Youth	Rosalie Hall	Yonge Street Mission
Humewood House	Salvation Army - Evangeline Residence	Yorktown Family Services
Interim Place North Branch	Salvation Army - Peel Family Shelter	Youth Without Shelter
Interval House	Savard's Women's Shelter - HFS	

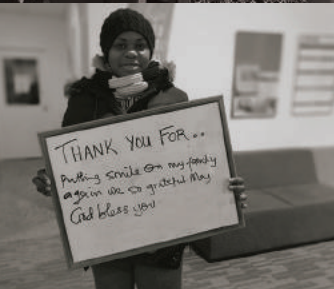


THANK YOU FOR...
He made my pain go away.
He provided me with support
and a lot of love for all
the care he provided. I appreciate
everyone who has helped me
in my life.
Dorothy

Your used furniture
will change a life.

THANK YOU FOR...
The

THANK YOU FOR...
The



FURNITURE BANK
YOUR USED FURNITURE WILL CHANGE A LIFE
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