



OUR MISSION

To provide high quality, family centred and community-based residential and respite care for individuals with complex care needs.

MINUTES

BOARD OF DIRECTORS MEETING

April 9, 2019

90 Glenaden Ave. East Boardroom, 6:30 PM – 8:30 PM

DIRECTORS	PRESENT
<i>Alfar, Khalil</i>	✓
<i>Clarke, Eric</i>	✓
<i>Fowler, Noela</i>	✓
<i>Kennedy, Sacha</i>	Telephone
<i>Litwack-Goldman, Judy</i>	✓
<i>Peterson, Mary</i>	✓
<i>Singh, Gaurav</i>	Telephone
<i>Smith, Sandra</i>	✓
<i>Stelmacovich, Kim</i>	✓
<i>Zingaro, Tony</i>	✓
REGRETS	
<i>Lombardi, Connie</i>	
<i>Marques, Ana Cristina</i>	
STAFF and GUESTS	
<i>Bisaillon, Susan, CEO</i>	✓
<i>Tkadletz, Lorraine – Recorder</i>	✓

1. Call Meeting to Order:

Meeting called to order at 6:30 pm by Noela Fowler.

1.1 Quorum and Welcome

A quorum was declared.



1.2 Introduction of Khalil Alfar

Board members introduced one another to new member, Khalil Alfar.

1.3 Declarations of Conflicts

No conflicts were declared.

1.4 Client Stories

In March, we were contacted by Hamilton Children's Aids Society for respite care for a child who lives in foster care and parents were in need of respite. A.J. lives in Lexington and came for his first respite visit from March for five days. A.J. is shy and soft spoken and is confined to a wheelchair. He had an amazing time at his first respite visit and was able to take in multiple respite activities such as movies, the Blue Jays game and met a new friend. A.J. thoroughly enjoyed his visit and can't wait to come back. While he was here, the licensing process was underway and A.J. was interviewed by the licensing officer. He described what he did while at Safehaven and told the officer that he loved Safehaven. His foster mom sent an email thanking Safehaven and telling us that he really enjoyed himself and that he was spoiled with all the activities during the visit. She also asked about booking A.J. back this summer. The family also appreciated the fact that we have staff from many different cultural backgrounds and this added to the visit as A.J stands out as an African Canadian. The diversity of both clients and staff made them feel more comfortable.

1.5 Approval of Agenda

Approval of Agenda

Motion: Eric Clarke

Second: Judy Litwack-Goldman

Carried: To approve the Agenda for the April 9, 2019 Board meeting of Safehaven.

2. Consent Agenda Matters

2.1 Approval of March 5, 2019 Board Meeting Minutes

Motion: Kim Stelmacovich

Second: Sandra Smith

Carried: To approve the March 5, 2019 Board meeting minutes.

The Consent Agenda items 2.2 through 2.8 will be resent electronically to Board members for their e-approval as the PDF contained in the Board package was not obviously red-lined so that changes could not be easily seen.



3. Quality Report

Quality Update

Kim advised that the scorecard is being revised to modernize the report and she anticipates that the scorecard will be prepared in time for the May Board meeting. The intention is to include indicators such as retention interviews/check-ins mid-year and will align with changes to have annual performance appraisals done during a specific time period rather than on the anniversary date. Sandra agreed to work with Barry (HR Coordinator) to assist with the changes in the Performance Appraisal process.

Children's Licensing and QAM Review

Children's Licensing is going really well with the final licensing site scheduled for tomorrow. Documentation and sign offs are areas of focus that is coming forward for further attention. Overall, the process has been more involved as a result of the new proclamation.

For our locations where one or more clients are over age 18 years of age they are working on the Quality Assurance Measure (QAM) that will be completed this year. This means that Aurora, Timber Lane, Glenaden and Clayland all will be required to be QAM compliant as each home has at least one individual over 18 years of age. The Board will require training on approximately 7 to 9 QAM standards and Noela will need to attend the kick off and debrief for QAM. The board standards are mostly relate to strategic directions, vision, mission and values.

4. Board Governance

Mary advised that the Governance Policies and Procedures are on the Governance committee work schedule for review every two years. The committee will review a few policies per month and these will be presented to the Board for their review and approval. The Bylaws and Governance PP 1.1 have been adjusted to include the word "ideally" when referring to the requirement that the Board consists of at least two Board members who are immediate family of a current or past user of services. This change will allow us to have Board members with needed skills.

Peer Assessment Update

Mary thanked everyone for completing the peer assessments and let Board members know we will send out individual assessments to each Board member which will include three (3) areas of strength and three (3) opportunities areas. The entire board's 3 areas of opportunity include continuing working on financial literacy, teamwork and thinking strategically. We will look at opportunities for social engagement with the board and development of strategic thinking. In the past, Susan was involved in several areas that she is now able to hand off to board members. This speaks to the maturation of the board and ability to members to assume a larger role in governance responsibilities. We discussed the assessment tool and recognized that this is a national survey used by the OHA and is considered best practice.



The new Committee Assessment tool for evaluation was discussed and Eric noted that he felt that he couldn't really get in-depth information from monthly updates and found it difficult to assess the committees. He did suggest that each committee evaluate only their own work and Susan will ask Kathryn to assist with this before the next Board retreat in order to be able to discuss in depth with the Board as a whole. Also for discussion at the Board retreat are committee objectives for the coming year.

5. Committee Updates

Finance Committee

Eric reported that the preliminary budget is being worked on and won't be approved at this meeting. There is uncertainty around funding and organizations may experience cuts, which is what Susan confirmed prior. For this reason, three budgets have been prepared, each with different scenarios and will be forthcoming based on the budget confirmation. The scenarios include same base funding as the previous year, stabilization funding removed and lastly budget reflecting reductions. We have received the first transfer April payment that has Bill 148 and stabilization funding removed.

Khalil asked for explanation on the lower donations. Eric noted that the lower amounts received from grants was a result of the period when we had to shift role functions of the Fund Development Officer. Initiatives to increase our networks as well as grant and fundraising revenue are being developed/pursued. Sonia has met with Board members and this will help drive success with the Board's networks.

Increases in the rent charged at our rental properties are being completed over a few years as per renewed contracts.

Discussion around the utilization of our charitable fund occurred and it was recognized that we need a policy around to guide this. Clarification was given as our Charitable funds has restricted and unrestricted funds which may seem that it is being used for operations however they are used appropriately. The capital funds to date that are being used are for capital that is approved and restricted funding. There is a small sub-committee of the Finance Committee that is reviewing and re-designing the charitable fund reporting to increase the accountability and align to best practices. The work is being led by Jennifer, Ella and Sonia and reports back to a larger group that involves Eric, Judy and Daniel. Eric advised that we need to define and determine the amount of funds that is allocated for the capital fund.

As we develop a new policy and procedure around the capital fund we will identify how to manage the fund as well as restricted and unrestricted funds. We will be working diligently over the next months as we would like aspects of these changes related to the capital to be reflected in this year's financial report. In addition, we discussed the need to have a reserve fund (6-12 months) identified which could be used in emergency situations for major capital items. Susan has scheduled a meeting in the next few weeks with the Deputy Minister for



Child and Youth Services and they have asked Susan to provide as much detail as possible. Susan plans to discuss operational costs during this meeting.

There was discussion by Susan and Noela regarding the government relations and that this will be a need in the go forward with the new government and relationships being established.

Property Committee

Noela reminded the Board that we want to build in both Vaughan and Toronto. The potential land donation in Vaughan is on the greenbelt and Susan and Noela have met with Vaughan government officials as well as the Deputy Planning Manager for Vaughan. We may be able to get an exemption to build on the greenbelt, however, we will need local and regional support for this and will not likely be able to build to the height that we would want and would not be allowed to build a pool on the property.

Noela discussed the property at the Royal York and Queensway area that we are looking into for potential purpose. This property is a Jain Temple. on a half an acre rectangular lot which could work for our purposes and will be accessible by subway and bus. Noela has sent an email to Ana Bailao's office to enquire about the zoning restrictions and if we are able to build a three or four story building on this property this would be a viable option for us. Noela will email Board members once she hears back from Ana Bailao's office. Susan also plans to reach out to Councillor Mark Grimes. Tony feels that the cost of this property at \$4 million is too much and we should not pay more than \$3 million as he feels it is too big for our short term goals and too small for the long term goal.

The United Church has a four-year strategic plan to partner and build affordable housing at some of their church properties due to dwindling parishioners and they would be willing to lease land to non-profits to build affordable housing. This is an opportunity area for Safehaven to partner with The United Church and work with Canadian Mortgage Housing Corporation.

Noela reminded the Board that during the Board retreat, we did discuss criteria for our future building plans, which include accessibility to events and recreation opportunities for residents, which is why we would ideally want a location in both Vaughan and Toronto. Noela discussed the fact that we don't need to limit ourselves to the \$10 million currently in the charitable fund as we can fundraise for additional building funds as well as apply to various levels of government for funding, including offsetting of development costs (e.g permits, services). There are many benefits to building both a medium and large build in Toronto as there are additional opportunities to fundraise/obtain government support.

To finance the cost of a building to house 100 to 120 residents we will need to determine how much of the cost will come from the three levels of government and we will also need to form partnerships. There will be another meeting with Vaughan potential donor about an alternative parcel of land.

Fundraising and Philanthropy Committee



Judy asked that Board members who have not yet RSVP'd to the Illumination Event on May 2, please do so. This is a cultivation event and Board members will be working at the event. Sacha provided key messages for everyone to utilize at the event. This is an opportunity for engaging and sharing our vision and to make connections for people to speak with Board members, Susan and Sonia. We will be tracking who is in attendance and who each Board member speaks with as this will be important for follow up. The guest speaker, David Rosenberg is one of the top four or five economists and Judy has sent the event invitation to her financial advisor and suggested that Board members do the same. David will speak for 10 to 15 minutes and will then mill around the room. Scotiabank is a beautiful space and this is a chance for people to network inside the space. The space is large and we are aiming for 200 people to attend – to date we are at 67 and will need to do more to increase attendance.

Strategic Planning Committee

Gaurav asked the Board if they agree that we need to do something around re-branding, to which they responded yes, and we should try to get this done pro bono if possible. Gaurav plans to finalize the addendum to the Strategic Plan with the Strategic Planning Committee and will then circulate by email to Board members for their email approval. Judy added we want to make sure we are using consistent terminology such as complex versus medically complex. Gaurav said that we should start putting together a working inventory checklist of where we would need to update the brand. Trademarks, even to just shorten the name to Safehaven, can take a few months to procure.

6. Government Relations and Partnerships

Susan has met with government relations firms for operational support and although they are expensive, but they are valuable and can assist with our long term goals. One of the firms, Rubicon, offered to do some pro bono work.

7. CEO Report

Noela asked that Board members be sure to read Susan's CEO Report and let her know if there are any questions. Susan and Noela will meet the CEO of Holland Bloorview for dinner end of April to debrief around the Israel trip. Susan plans to involve Khalil in the strategy around the build and technological innovations.

8. Date of Next Board Meeting: May 14, 2019 at 1173 Bloor St. W. Toronto



9. Adjournment

Motion: Sandra Smith
Second: Sacha Kennedy

Carried: That the April 9, 2019 meeting was adjourned at 8:40 pm.

Recorder: Lorraine Tkadletz, Executive Administrative Assistant

Noela Fowler, President

Connie Lombardi, Secretary