



**Board of Directors Pre-Annual Meeting  
Monday September 16, 2024 (6:00 to 7:00 pm)  
SHIP VIRTUAL Meeting**

**Minutes**

**Agenda Item 2.1**

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Members: Brian Scott, Lori Ker, Sandy Kang-Gill, Tandra Acharjee, Jennifer Graham, Justyn Mahanger, Arun Navaratnasingam, Shafqat Suri, Krista Collinson, Alysha Racktoo

Staff: Lesley Nagoda, Sharon Fernandes, Thomas DiCarlo

Regrets: Jenn Graham, Alysha Racktoo, Keith Ward

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**1.0 OPENING ITEMS**

1.1 Call to Order and Welcoming Remarks

- The Chair welcomed board members and staff and called the meeting to order at 6:00 pm. Sharon Fernandes was Recording Secretary

1.2 Disclosure of Conflict of Interest

- No changes

1.3 Land acknowledgement

- The Chair opened the meeting with a land acknowledgement.

**MOTION: Sandy moved to approve the meeting agenda. Seconded by Arun. CARRIED**

1.4 Approval of agenda

- The agenda was approved as presented No remarks

1.5 Chairs remarks

- No remarks.

1.6 Board Action Log

- The Anit racism plan will be shared with the Board. It is a 2 year plan - Complete
- The CFO will bring the cyber to the November Finance and Risk committee - Complete

1.7 CEO Compliance Statement: Statutory Reporting

- The CEO stated that during this period there are no identifiable risks or claims for the organization at this time. All submissions have been reported to the Ministry promptly and we comply with legislation, insurance coverage, rules and regulations as set down by our funders.

**2.0 CONSENT AGENDA**

2.1 Board Meeting Minutes June 18, 2024

Change to the minutes: CP Christine has no governance experience.

**MOTION: Tandra moved to approve item 2.1 Board Meeting Minutes from June 18, 2024 with the recommended change stated above. Seconded by Arun. CARRIED**

### **3.0 BUSINESS OF THE MEETING**

#### **3.1 Client Story**

- This client story was submitted by Lina Termini, Director of Congregate and Emergency Housing
- The story focuses on a client who has faced significant life losses and instability.
- Despite these challenges, the client has engaged in support and developed a sense of safety, trust, and belonging.
- The client feels hopeful due to the supports received at the Peel Youth Village and appreciates the compassion and professionalism of PYV staff.
- The story highlights the struggles SHIP clients face during their recovery and how whilst in recovery have learned skills to gain control and return to meaningful activities and relationships.
- The story demonstrates SHIP's role in helping clients achieve their recovery goals and also showcases the staff's holistic approach to care.

#### **3.2 CEO Report**

- This report covered the reporting period: July 27<sup>th</sup>, 2024 to September 10<sup>th</sup>, 2024.
- This timeframe was dedicated to:
  - Providing leadership to the Hills of Headwaters Ontario Health Team
  - Planning for the Annual Meeting and Impact Report
  - Preparing for bargaining
  - Remaining strategically focused on identified deliverables
- 236 First Street updates:
  - All 27 units at 236 First Street are rented.
  - A private lender is considering offering SHIP a loan.
  - Thomas and Cory showed the lender the building.
  - Mayor Post has advised she would like to show the property to an MPP
  - We are completing the required paperwork with the lender.
  - Ongoing work with CMHC and the Ministry of Health. We are approved for the financing.
    - The documents that the Board will need to be signed will be shared at the Annual Meeting (Resolution and Incumbency Document)
    - October 3<sup>rd</sup> or the 10<sup>th</sup> the funds of \$4.26 million is forgivable \$3.6 is repayable
- 273 Main Street:
  - The building will temporarily relocate the Safebed program in Brampton.
  - All tenants have been rehoused with SHIP or private landlords.
  - Minor modifications will be made for the Safebed program's functionality and safety.
  - The program will transition to the new site by the end of September.

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- Funding updates:
  - Ministry of Health
    - On July 17<sup>th</sup>, a Capital Funding Opportunity (COCHI) was issued with a deadline of July 26<sup>th</sup>.
    - Submitted a request for \$3.9 million for 9 capital buildings based on Building Condition Assessments.
    - Initial request was not successful; however, a grant of \$300,000 was awarded, allocated as \$100,000 per year for three years.
    - A Leadership Development Specialist was hired to develop the LeaderSHIP series.
  - Ontario Health:
    - Submitted a business case for base funding for three FTEs (2 for supportive housing team, 1 for Central Intake Department).
    - OH requested additional details; no further update at this time.
  - Region of Peel (ROP):
    - Applied for funding to develop a leadership, sponsorship, and mentorship program to enhance leadership and mentorship opportunities within the organization.
- Board Information
  - Annual client summer events (August): Dufferin, Peel, SummerFest at Peel Youth Village.
  - Hosted second annual CaribFest for SHIP's ACTT Clients.
  - Live Well, Work Well ERG organized a family event for SHIP families.
- HART Hubs:
  - An August 20<sup>th</sup> announcement noted that the Ontario Provincial Government will invest \$378 million to enhance addictions care and housing.
  - This will be a collaboration among provincial and municipal governments, mental health and addiction organizations, and community partners.
  - The Aim: to establish 19 new Homelessness and Addiction Recovery Treatment (HART) Hubs.
  - Services to be provided will include: primary care, mental health support, addiction treatment, social services, supportive housing, naloxone, and more.
  - CMHA Peel, Peel Addiction Assessment and Referral Centre (PAARC), and SHIP coordinated a meeting with service providers in Peel and Dufferin to explore opportunities to submit applications for local community support.
  - Intent to Apply is due by September 20<sup>th</sup>.
  - Meetings are ongoing to explore these opportunities.

### 3.3 Finance and Risk Update: Q1 Report

- First Quarter Financial Results (Ended March 31, 2025):
  - Overall Surplus: \$515,000 (down from \$1,061,000 in Q1 of the prior year).

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- **Key Factors:**
  - Lower surpluses across all program areas.
  - Major contribution from the new Region of Waterloo transitional program with a Q1 surplus of \$234,000.
  
- **Surplus Breakdown as of June 30th:**
  - Ontario Health (OH) Funded Services: \$28,000 (down from \$229,000).
  - Ministry of Health (MOH) Rent Supplement Programs: \$40,000 (down from \$147,000).
  - MOH Community Homes for Opportunity (CHO) Program: \$69,000 (up from \$44,000).
  - Peel Family Shelter: \$32,000 (down from \$425,000).
  - Peel Youth Village: \$54,000 (down from \$95,000).
  - Region of Waterloo Shelter: \$23,000 (down from \$92,000).
  - Region of Waterloo Transitional Program: \$234,000 (no prior year surplus).
  
- **Forecast for Full Year:**
  - Estimated surplus of \$605,000 for the remaining 9 months.
  - Projected total year surplus of \$1,120,000.
  - Estimated overall surplus of 1.85%, with approximately 1% if the Waterloo program is excluded.
  - Management will review after Q2 for a clearer picture.
  
- **Capital Buildings:**
  - Surplus as of June 30th: \$339,000 (up from \$302,000).
  - Forecasted Year End Surplus: \$2,006,000 (exceeding budget by \$522,000).
  - Main Factors: Savings from property tax reassessment (\$460,000) and lower than expected mortgage payments.
  
- **Cash and Investments:**
  - Cash in Bank: \$5,258,000.
  - Investment Account: \$3.2 million.
  - Trust Account (People's Trust): \$850,000 for capital repairs.

**Budget vs Actual Analysis:**

1. **Ontario Health Funded Programs:**
  - Q1 Surplus: \$28,000 (down from \$229,000).
  - Forecasted Year End Surplus: \$9,000.
  - Factors: Higher salary and benefit costs; reduced rent costs due to program move; staffing vacancies managed to balance salary budget.
  
2. **Ministry of Health (MOH) Rent Supplement Program:**
  - Q1 Surplus: \$40,000 (down from \$147,000).
  - Forecasted Year End Surplus: \$127,000.
  - Factors: Progress in reducing surplus with First Street units; challenges with unit loss and rent rate differences.
  
3. **MOH Community Homes for Opportunity (CHO) Program:**
  - Q1 Surplus: \$69,000 (up from \$44,000).
  - Forecasted Year End Surplus: \$204,000.

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- Factors: Delays in fund reallocation approval; high staff turnover.
  
  - 4. Region of Peel Funded Programs:
    - Peel Family Shelter:
      - Q1 Surplus: \$32,000 (down from \$425,000).
      - Forecasted Year End Surplus: \$75,000.
      - Shelter Overflow: No surplus (costs match invoices).
  
    - Peel Youth Village:
      - Q1 Surplus: \$54,000.
      - Forecasted Year End Surplus: \$60,000.
  
  - 5. Region of Waterloo Funded Programs:
    - Region of Waterloo Shelter:
      - Q1 Surplus: \$23,000.
      - Forecasted Year End Surplus: \$89,000.
    - Transitional Housing Program:
    - Q1 Surplus: \$234,000.
    - Forecasted Year End Surplus: \$498,000.
  
  - 6. SHIP Capital Properties:
    - Q1 Surplus: \$339,000 (up from \$302,000).
    - Forecasted Year End Surplus: \$2,006,000.
    - Factors: Property tax savings and lower mortgage payments.

**Conclusion:**

- Surpluses are well managed with exceptions due to the new Waterloo transitional program.
- Strategies like floating staff have helped limit surpluses.
- Ongoing monitoring needed for Ontario Health funded programs' salary and benefit costs.

**Tax Exemption**

- Under 2.5 million will be coming back to us in Taxes
- A property tax subsidy on Hansen has to be repaid
- After paying the consultant, we will net \$1.9 million
- Moving forward are properties are tax exempt (tax exemption goes all the way back to 2017)
- The consultants have requested an amendment to the agreement that will give them a higher fee to help us file 26M

**3.4 Governance Committee Updates**

**3.4.1 Slate of Nominees to Board Positions**

- Current Board Members: Lori Ker
  - Term Start: September 2021
  - Term End: September 2024
  
- New Members Recommended for Election (Three Year Term):

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- Buruzoth Balasubramaniam
  - Term Start: September 2024
  - Term End: September 2027
- Lawrence D'Souza
  - Term Start: September 2024
  - Term End: September 2027
- Michael Finch
  - Term Start: September 2024
  - Term End: September 2027

MOTION: Lori moved that Buruzoth Balasubramaniam, Lawrence D'Souza and Michael Finch stand for election at the Annual meeting on September 17, 2024. Seconded by Krista: Carried

**3.4.2 Board Leadership and Committee Preference**

- Leadership Preference Form: Distributed to all Directors in summer; results collected.
  - Proposed Nominations:
    - Board Chair: Lori
    - Vice Chair: Keith
    - Treasurer: Tandra
    - Secretary: Lesley
  - Committee Assignments:
    - Finance and Risk:
      - Chair: Tandra
      - Member: VC TBD
    - Governance:
      - Chair: Brian
      - Member: Arun (VC)
    - Quality:
      - Chair: Sandy
      - Member: Justyn (VC)
    - Health System Transformation:
      - Chair: Keith
      - Member: Sandy (VC)
- Next Steps: Review and discuss at the Committee meeting.

**3.5 Growth Strategy update**

- SHIP has embarked on a 10 Year Growth Strategy
- Focus: Enhance access to housing with mental health supports.
- Framework: Systematic approach for future growth, including objectives, strategies, resources, infrastructure, and a sustainable roadmap.
- Reference: Full report and consultant details from June 18, 2024, board meeting (Item 3.2).

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**Timelines / Deliverables:**

- August 20, 2024: Internal steering committee meeting with consultants.
- Attendees: SHIP Senior Leadership, Quality and Privacy Officer, Board members Keith Ward and Lori Ker.
- Discussion: Reviewed current state assessment, identified growth outcomes, priorities, strategies, and goals.
- Key areas: Services and programs, housing, human resources, infrastructure, revenue generation, and public relations.
- August 30, 2024: Update and feedback session with SHIP's Client and Family Program Advisory Committee.

**Next Steps:**

- Consultants will develop a draft Growth Plan (properties, strategies, roadmap) by mid to late September, including objectives, activities, KPIs, timelines, and resources.

**3.6 Inspiration Awards**

- The SHIP Inspiration Awards was Re-Introduced in 2022
- Purpose is to recognize outstanding contributions in mental health, addictions, housing, and homelessness.
- The Selection Committee comprised of SHIP staff and, when possible, a client/family member.
- The role of the committee is to evaluate nominees.
- Award Categories:
  - Client/Family
  - Community
  - Individual
- The 2023/2024 Process entailed the following:
  - Call for Nominations: May 28 – July 31, 2024.
  - Nominations Received:
    - Client/Family: 8
    - Community: 3
    - Individual: 2
  - Selection Committee meeting was held in August 2024.
- Award Winners:
  1. 2024 Inspiration Client/Family Member Award: Dalassa Homma, Community for Homes Opportunity Program (CHO); Overcame adversity and substance use; completed high school, registered for college.
  2. 2024 Inspiration Community Award: The Home Depot (Mavis and Dundas): Longtime supporter, active in volunteer projects, and the Orange Door Project Campaign partner.
  3. 2024 Inspiration Individual Award: Amna Khan, former Peel Youth Village resident, now sharing her experience to aid others and end youth homelessness.
- Next Steps: Awardees will be honored at the Annual Meeting's Public Event and featured in SHIP's Annual Impact Report.

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**4.0 OTHER BUSINESS**

- No additional business was discussed

**5.0 INFORMATION ITEMS**

5.1 AMHO Conference: ACTION: Sharon to send the Board information on the conference

5.2 Next Town Hall: September 30, 2024 (Tandra will attend)

5.3 Next Meeting:

- The date of the next Board Meeting will be in person and is on September 17, 2024

**6.0 IN CAMERA**

6.1 Bargaining

**MOTION TO ENTER IN CAMERA SESSION:** Lori moved to enter into the in-camera portion of the meeting. **Seconded by Tandra. CARRIED**

In-Camera Discussion/Decision:

- **MOTION:** Lori moved that the Board of Directors approve the negotiating parameters as set out in the briefing note titled CUPE Collective Agreement Bargaining and direct the negotiating team to proceed within these approved guidelines. **Seconded by Tandra. CARRIED**

**MOTION TO EXIT IN CAMERA SESSION:** Lori moved to close the in-camera portion of the meeting. **Seconded by Tandra. CARRIED**

**7.0 ADJOURNMENT**

There being no further business brought before the Board, the meeting was adjourned at 7:05 pm.

**MOTION:** Brian moved to adjourn the meeting. **CARRIED**

**8.0 MEETING WITHOUT MANAGEMENT**

n/a



Brian Scott  
Board Chair

and / or



Lesley Nagoda  
Board Secretary