

Board of Directors Meeting
Tuesday January 21, 2025 (6:00 to 8:00 pm)
VIRTUAL Meeting
Minutes
Agenda Item 2.1

Members: Arun Navaratnasingam, Brian Scott, Buruzoth Balasubramaniam, Keith Ward, Jennifer Graham, Justyn Mahanger, Lawrence D'Souza, Lori Ker, Michael Finch, Sandy Kang-Gill, Tandra Acharjee

Staff: Cory O'Handley, David Marcy, Lesley Nagoda, Sharon Fernandes, Thomas DiCarlo

Regrets: n/a

1.0 OPENING ITEMS

1.1 Call to Order and Welcoming Remarks

- The Chair welcomed board members and staff, thanked them for the year and called the meeting to order at 6:02 pm. Sharon Fernandes was Recording Secretary

1.2 Disclosure of Conflict of Interest

- Arun shared that he has stepped down from his role with Peel Children's Aid Society as a Finance & Audit Committee Member.
- This change in his disclosure of interest will be reflected for our March Board meeting

1.3 Land acknowledgement

- The land acknowledgement was read by Buruzoth Balasubramaniam.

1.4 Approval of agenda

- The Chair informed members that the format for agenda was modified slightly this month to include a reference material section which includes pre board meeting reading materials
- Items included were the CEO report and compliance statement (previously included under consent agenda)

MOTION: Buruzoth moved to approve item 1.4 the meeting agenda and item 2.0 the consent agenda. Seconded by Jennifer. CARRIED

1.5 Chairs remarks

- A Board development and education component is built into this January Meeting relating to housing and homelessness.
- Additional components will be built into future meetings as they tie into the four pillars of our development and educational framework.

2.0 CONSENT AGENDA

The Chair presented the Consent Agenda containing the following matters:

- 2.1 Approval of minutes from the Board Meeting minutes held on December 17, 2024

3.0 BUSINESS OF THE MEETING

3.1 Client Story

- The CFO shared a client story of a client who after losing their parent, gained financial stability with help from SHIP's Financial Support Worker (FSW) Program worker, through workshops and guidance.
- The FSW (Financial Support Worker) team helps clients with financial matters, such as budgeting, saving, and managing bank accounts (held in trust).
- They provide financial education and workshops, and clients are able to voluntarily join the program for support.
- There are currently 5 FSWs, reporting to the finance manager who oversees their work.

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- With this specific story, the client faced legal and financial struggles but showed resilience, overcoming challenges to get a life insurance payout.
 - The client also achieved housing, ODSP, and completed college.
 - FSW staff demonstrated commitment by reviewing documents and continuing to support the client, even during staff maternity leave.
 - Other team members stepped in to ensure consistent support and the client's success.
 - The collaborative effort of the team resulted in the client becoming financially stable and reaching their goals.

The CFO also shared the following on the FSW program:

- There was a waitlist in the past, but it's been significantly reduced as clients achieve financial goals and are moved off the program.
- If clients are losing support, there may be a need for additional resources.
- The program is beneficial, and there's potential for needing one more FSW, though funding would need to be secured.

3.2 Board Education: Mental Health and Addiction, Housing and Homelessness Current landscape

Keith shared the following update:

- Staff are exploring new opportunities due to a new data collection tool and the new CEO at Addiction Mental Health Ontario.
- Potential opportunities from advocacy related to the provincial budget, including the Mississauga property purchase and redevelopment funding for the Brampton Main Street property.
- Updates on the three OHT was shared, there are no identified risks.
- Discussion on government relations and special projects highlighted the need to align these efforts with the overall growth strategy.
- The HST committee agreed on the importance of discussing key government initiatives, advocacy efforts, and engagement opportunities, particularly around funding for net new services.
- Ongoing discussion on the extent to which the organization is subsidizing the budget shortfalls in service.
- Advocacy steps proposed by staff include:
 - Developing advocacy priorities and strategy for 2025.
 - Strengthening relationships to participate in pre-budget consultations to ensure priorities are reflected in funding decisions.
 - Launching a targeted advocacy campaign to address gaps in mental health, supportive housing, and provincial election tools, with a focus on the Mississauga area.
 - Using SHIP's resources to build awareness and garner support from stakeholders, donors, and the public.
 - Engaging the board to leverage networks and amplify advocacy messages, including participation in key meetings.
- The messaging around these advocacy steps emphasizes the cost-effectiveness of supportive housing and the need to use "common sense" language to engage the Premier.
- Board engagement with the proposed steps and messaging was discussed, with a request for feedback on whether members agree.

The Board agreed:

- There needs to be a strong focus with advocacy on housing, as it's a more timely issue than increases to base funding.
- Base funding is harder to advocate for alone; an aligned approach with the broader sector is more effective, and SHIP is engaged with Metamorphosis and AMHO for this reason.
- Reprioritizing advocacy to emphasize supportive housing given the current political climate and align with government priorities.

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- SHIP should be strategic in advocacy, focusing on achievable funding requests, such as housing or small increases.
 - Board members should leverage their networks to convey SHIP's messages in key meetings and strengthen relationships.
 - Tying advocacy to concrete examples (e.g., building projects or geographic areas) for stronger influence and focus on SHIP's growth strategy. Including specific goals, like creating 200 new housing spaces over the next five years, in advocacy materials for clarity and impact.

ACTION: Next steps should include revisiting advocacy priorities, review AMHO's activities, and align key messages with any commitment statements.

3.3 Growth Strategy

- Staff presented on the Senior Leadership discussions on the Growth Strategy.
- Staff reiterated the goal of the strategy is to sustain the organization and to meet community needs while staying aligned with our mandate and avoiding resource strain.
- SHIP will focus on its core mission and partner with other organizations for services outside our scope.
- Staff walked through the four findings which focus on mandate, the SHIP housing continuum, people and culture and infrastructure. A brief overview was shared of the two growth priorities and three enablers.
- Staff shared that they support the broad recommendations of the growth strategy.
- The focus is to stabilize current operations before pursuing future growth.
- Based on the recommendations, the Board and staff had a discussion regarding the steps that the organization should consider. This included what the organization should do now to stabilize, what we should do next for growth, what needs to be delegated and what needs to be divested.
- As SHIP expands, a change management strategy will be needed, supported by strong leadership.
- SHIP aims to ensure quality housing and services, promoting a unified "one team" culture.
- SHIP needs the right infrastructure, including staff, technology, and financial capacity to support growth.
- Additional back-office support and property staff are needed to sustain growth in new locations, along with standardized policies and processes.
- SHIP is working to improve efficiency, explore fundraising, and use reserve funds and property equity to support growth.
- The strategy will be included in SHIP's strategic plan starting in the 2025-2026 fiscal year, with ongoing feedback to refine it
- The Board was encouraged to share any feedback on the growth strategy plan with Lori or Lesley.

ACTION: The growth strategy will be integrated into SHIP's broader strategic plan with clear goals for the next 5-6 years.

4.0 OTHER BUSINESS

- No other business was discussed

5.0 REFERENCE MATERIAL – PRE READING

5.1 CEO Compliance Statement: Information only

- No comments were received

5.2 CEO Report: Information only

- Lori asked for clarification on the 273 Main Street RFP process.

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- Lesley explained that SHIP issued its own RFP for design and build, while the Region of Peel is managing the overall RFP.
 - Lori mentioned SHIP's increased media presence, including coverage by CTV and City News.

5.3 Growth Strategy Background: information only

- Lori enquired if everyone had a chance to read the Growth Strategy background document before the meeting.

6.0 INFORMATION ITEMS

6.1 Quality Committee Meeting Update, January 9, 2025

- Lori provided an update on the Quality Committee meeting, highlighting a great discussion on the dashboard, which was added to the information items.
- Lori reminded the board that all committee updates are available on the board portal, and as directors, they can access minutes, briefing notes, and other documents.
- Lori mentioned a SharePoint training session for those having trouble navigating SharePoint and the board portal.
- Lesley confirmed that an invitation for the training session was sent out and offered to circulate it again if needed.

6.2 Next Town Hall:

- January 27, 2025: Lawrence D'Souza
- February 24, 2025: Michael Finch

6.3 Next Meeting:

- March 18, 2025 – VIRTUAL

7.0 IN CAMERA

MOTION: Jennnifer moved to enter the in camera portion of the meeting. Seconded by Sandy. CARRIED

7.1 HR Review:

- Verbal report. No written materials shared for this portion of the meeting.

MOTION: Jennnifer moved to exit the in camera portion of the meeting. Seconded by Sandy. CARRIED

8.0 ADJOURNMENT

There being no further business brought before the Board; the meeting was adjourned at 8:00 pm.

9.0 MEETING REVIEW (What worked well / What can be improved?)

- With management
- Without management



Lori Ker
Board Chair

and / or



Thomas DiCarlo
Acting CEO