

AFS BOARD OF DIRECTORS' REGULAR PUBLIC MEETING – MINUTES

Wednesday, September 25, 2024
5:00 pm
Virtual – MS Teams & In-Person



ATTENDANCE

AFS BOARD MEMBERS:	William Johnson, Chair James Agnew David Petersson Megan Bernard	Jane Omollo Patricia R. Lofstrom Lucia O'Connor Wes Lavergne	Dania Kuzbari Jennifer Geenen Rick Hamilton
REGRETS:	Dan Swystun		
STAFF/LEADERSHIP:	Ali Juma Stephanie Fetherston Brian Kelly	Brenda Clarke Natalie Young Obianuju Fadijo	Arlene Smith Jacob Bruzas Emily Tremblay Alexandria Pasiak

MINUTES

- 1.0 Quorum**
Quorum established.
- 2.0 Constitute Meeting**
 - 2.1 Call to Order**
The Board Chair calls the meeting to order at 5:05 pm.
 - 2.2 General Welcome**
The Board Chair welcomes everyone to the meeting, both in-person and online.
 - 2.3 Land Acknowledgement**
The Board Chair provides the land acknowledgement.
 - 2.4 Declaration of Conflict of Interest**
No conflicts of interest declared.
- 3.0 Presentation – Student Nutrition Program**

Emily and Alex provides a presentation on the Student Nutrition Program (SNP). Discussions ensued and questions were answered satisfactorily.

4.0 Agenda & Minutes

4.1 Approval of Agenda

MOTION

BIRT, the board approves the September 25, 2024, Public Board Meeting agenda as presented.

Moved by: Jane Omollo

Seconded by: Lucia O'Connor

All in favour.

CARRIED.

4.2 Approval of Minutes

MOTION

BIRT, the board approves the June 26, 2024, Public Board Meeting Minutes as presented.

Moved by: Dania Kuzbari

Seconded by: James Agnew

All in favour.

CARRIED.

4.3 Business Arising from Previous Minutes

No business arising.

5.0 Consent Agenda

MOTION

BIRT, the board approves the September 25, 2024, consent agenda as presented.

Moved by: Jennifer Geenen

Seconded by: David Petersson

All in favour.

CARRIED.

6.0 Items Removed from Consent

No items removed from consent.

7.0 New/Ongoing Business

7.1 Non-Residential Attendance Centre

The NRAC has moved from its previous location at Queen Street to the lower level of the Youth Hub. We have two staff and a new teacher. There are currently four youths with one being from the LIT. All the youth must be on probation to be eligible for the program and have challenges that prevent them from being in the school classrooms. We have two Child and Youth workers stemming from educational assistance who provide educational assistance and focus on nutrition, mental health, interaction with youth, and emotional regulation. The Youth Hub provides additional programming for the youth.

7.2 Intimate Partner Violence – Update

Provincially, there are two initiatives that will be put through Family Service Ontario. We want to focus on an area that is overlooked, which is men and boys. Most of the gender-based funding are directed towards women for violence against women program. One of the initiatives is utilizing 211 mental health support so that men can call for support and get single therapy counselling sessions in whichever province that they reside. Another proposal is an early intervention for men's support group.

Additionally, AFS is working with Algoma University to create a gender-based violence specialization so that students who graduate with this specialization will have the expertise to handle intimate partner violence cases. Unfortunately, the Head of Social Work who we are working with is no longer with the Algoma U.

7.3 Collaborative Decision Making Between and Amongst Algoma Family Services and Algoma Ontario Health Team

The agreement outlines the collaborative decision-making process and role the partners play in the decision-making. We are one of the original thirteen core partners that created the AOHT.

MOTION BIRT, the board approves the Collaborative Decision-Making Agreement between and amongst Algoma Family Services and Algoma Ontario Health Team

Moved by: Wes Lavergne

Seconded by: Dania Kuzbari All in favour. CARRIED.

7.4 2024/2025 Budget Presentation

The Senior Leadership Team provides the 2024/2025 budget presentation as provided in the board package.

MOTION BIRT, the board approves the 2024/2025 Budget

Moved by: David Petersson

Seconded by: Rick Hamilton All in favour. CARRIED.

7.5 Slate of Directors 2024/2025

As of the 2024 AGM, Megan and Patricia will be starting their second terms while Dania and Lucia will be starting a new term.

MOTION BIRT, the board approves to approve the slate of directors

Moved by: Lucia O'Connor

Seconded by: Patricia R. Lofstrom All in favour. CARRIED

7.6 Policy Review for Accreditation

Will need to update the policies and renew Board plans and terms of reference. Regarding the site visit in November 2025, Brenda will assist the board with the interview prep for the accreditation.

7.7 President Meeting With Each Board Member

The Board Chair will meet with each director to review the past year and receive input from the directors. The Chair is open to discuss over the phone to assess how the board members are doing in their roles in order to gather information about concerns and/or suggestions for improvements.

7.8 Strategic Plan

MOTION BIRT, the board approves to amend "Reconciling our Future" to "Reconciling our Truth"

Moved by: Lucia O'Connor

Seconded by: Patricia R. Lofstrom All in favour. CARRIED

Other Business

i. ONCA – Amendment to Letter Patent

The number of directors stated in the 2001 Amalgamation needs to be updated from eight to 12 to reflect the current number of directors on the board. Therefore, we need to file an article of amendment to our Letters Patent to reflect our by-laws.

MOTION

BIRT, the board approves to amend Letters Patent for AFS to record a specific number of directors being twelve (12) to match our current ByLaw-1, which indicates that the corporation will have twelve (12) directors.

Moved by: Wes Lavergne

Seconded by: James Agnew All in favour. CARRIED

ii. Sub-Committee Membership

Jennifer Geenen has accepted to join the Services and Advocacy Committee.

8.0 CEO Report

8.1 Ali Juma reviewed the CEO Report as provided in the board package.

9.0 Board Committee Updates

The Finance and Operations Committee was covered during the budget presentation and the minutes are included in the board package.

Wes provides the Governance Committee report as provided in the board package.

10.0 Adjourn to In-Camera

MOTION

BIRT, the board moves to adjourn to the in-camera segment of the meeting at 7:21 pm.

Moved by: Dania Kuzbari

Seconded by: Jane Omollo All in favour. CARRIED.

11.0 Resume Regular Public Board Meeting

MOTION

BIRT, the board moves to resume the regular public board meeting at 8:04 pm.

Moved by: Patricia R. Lofstrom

Seconded by: Jane Omollo All in favour. CARRIED.

12.0 Accept Motions Made In-Camera

MOTION

BIRT, the board moves to accept the September 25, 2024 in-camera motion.

Moved by: Lucia O'Connor

Seconded by: James Agnew All in favour. CARRIED.

13.0 Adjournment

MOTION

BIRT, the board moves to adjourn the regular public board meeting at 8:07 pm.

Moved by: Jane Omollo
Seconded by: James Agnew All in favour. CARRIED.

14.0 NEXT MEETING

- Next Regular Board Meeting October 23, 2024 @ 5 PM

Submitted by: Obianuju Fadijo, Executive Assistant



CEO Report

September 25, 2024

Happy Autumn Equinox! September is such an exciting month with the return to school and the start of school for so many young people. These are exciting beginnings! With that being said, we also know this can be a challenging time for many youth. Thank you for being part of an agency that is here to help children and youth manage their mental health and/or substance use challenges. Welcome back to the fall/winter session of your board term!

In keeping with our efforts to recognize the diversity in our community, we acknowledge the following days of recognition:

September 2	Labour Day
September 19 – 25	International Week of the Deaf
September 22 - 28	Gender Equality Week
September 23	Bisexuality Day
September 30	National Truth and Reconciliation Day

On that note, I have a great report for you following our new strategic priorities as headers.

Investing in Our Awesome Team

On the Leadership team front, we are happy to have Jacob Bruzas join AFS on September 3rd as our new Director of Finance and Administration. “Jake” as he prefers is a chartered accountant with a CPA designation. He has been working since 2003, holding positions with Grant Thornton, as auditor and with the City of Sault Ste. Marie in the Finance Department. As an auditor, Jacob has audited AFS which gives him familiarity with our financial structure. An avid outdoors person, he loves to spend time out at his camp with his partner. We thank our Finance and Operations Committee Chair, Dave Petersson for his assistance with this recruitment. A big shout out to Natalie Young for covering Finance and Administration on top of her role for the last 16 weeks.

I am also pleased to share Marsha Ledyit has rejoined AFS on September 9th as our fifth Clinical Manager. No stranger to AFS, Marsha worked with AFS from 2010 to 2018. She obtained her MSW while at AFS and served as Supervisor, East Algoma prior to her departure. Marsha worked at SAH and then Maamweysing since her departure from AFS. We welcome Marsha’s back to AFS and look forward to the contributions she will make to our agency.

On the HR front, our team has been quite active. Please see HR report for more details. This month we onboarded 15 students our largest cohort to date. A shout out to Arlene Smith for managing our recruitment and onboarding on her own while the HR Associate was on a leave. No easy endeavour!

As you will read in the HR Director's report, we did receive two orders from the Ministry of Labour, one to conduct workplace risk assessments, and the second for non-compliance in not completing the assessment at the LIT. This has been completed, and we continue to work with the MOL to address any gaps in our workplace violence program.

fortunately, the position remains vacant and viable candidates remain a challenge for us to find. We thank Natalie Young, Director of Business Analytics and Continuous Improvement for covering the Finance and Administration team, until we find a replacement.

With regard to our Compressed Work Week Pilot, after three delays we will launch the pilot effective October 1st. I want to thank Stephanie Fetherston and the committee for their work on this pilot.

A big shout-out to the Board President for attending our second in-person all staff meeting held on September 11th at the Quattro. The staff appreciated hearing from Bill and also enjoyed his participation in our afternoon team building activities. At the all staff meeting we recognized Lisa Fritsch, Counsellor for 15 years of service, Shauna De Feyter, Counsellor for 20 years' service, and Sue Bryden, Clinical Manager for 35 years of service. Truly extraordinary!

Reconciling our Truth

I am pleased to share that Carol Hermiston is our Indigenous Lead providing programming at the LIT. She started on August 20th. Carol completes a vital and essential part of our model of care.

Our staff will be invited to participate in community activities recognizing Truth and Reconciliation Day on September 30.

Board Director, Lucia O'Connor will be helping the youth at our Live-in Treatment Program create an illustration of the Anishnabek name given to the home, Endaayan. Our hope is by our next board meeting to share the illustration.

Level Setting

Our DEI committee is working with MESH to review the results of our assessment. Changes in MESH leadership has resulted in some delays, but we are on course to look at the key areas identified and planning to address our gaps and build capacity.

In celebration of our multiculturalism, the EDI committee will be hosting a Fall Harvest Potluck on Friday, October 18th. Be sure to mark your calendars and join us at the McNabb office if you are free!

Finding a Better Way

I am very pleased to share that our Counselling and Therapy Waitlist for the first time ever is under 100. Currently, the waitlist sits at just over 80 persons and we are on target to reduce this by 20 in the next month or so, barring an influx of referrals. With the change, we introduced as of September 9th in recalling 2.5 counsellors from the schools and reassigning them to the Counselling and Therapy Team, we are in a good position to make a significant reduction to our waitlist. This decision was made in consultation with our education partners, although not all were in full agreement. In consideration of *Right Time, Right Care* an collaborative approach by the Child and Youth Lead Agency Consortium with School Mental Health Ontario, the intent is to avoid duplication of services and maximize the investments made by the Government in child and youth mental health. The fact remains the Government made an \$11 million dollar investment in school mental health, and nowhere near the same investment in community-based child and youth mental health. After over 12 years of having our counsellors in the school, the mental health leads in the schools are more than equipped to attend to needs of Tier One youth in the schools, allowing us to better attend to the higher tiered needs children and youth.

You can find the guiding document *Right Time, Right Care, Strengthening Ontario's Mental Health and Addictions System of Care for Children and Young People*, here https://cmho.org/wp-content/uploads/Right-time-right-care_EN-Final-with-WCAG_2022-04-06.pdf

Thank you to Bill and Rick who will be joining us at the CMHO Conference in November. Of the many workshops provided, *Right Time, Right Care* figures prominently.

We are very pleased that Dr. Stephanie Hayes, AFS Psychologist and Psychometrist Carly Bumbacco will be presenting at the CMHO conference on our Ontario Autism Program Innovation Fund project called Maamwimadibiwig – They Sit Together: Building Collaboration Between Indigenous and Western Approaches to Children's Mental Health. Last year, Dr. Hayes and Carly provided a poster presentation on this project. This year, their presentation is one of the feature workshops. I am very pleased to share that their project has been approved for another year of funding of \$230,000!

On September 9th we recognized International FASD Awareness Day with a Mocktails and a Movie Event at the Youth Hub. A shout-out to Sherry Beaton and Kim Cavanagh our AFS reps on the FASD Council who organized this event.

On September 10th, AFS participated in the 9th Rockin'Out for Recovery event hosted by the Drug Strategy Committee. A big shout out to Theresa Coccimiglio, Kristine Service, Margaret Toumi, and Paige Linklater for our information booths at this well-attended

event. A special recognition to our Board President Bill Johnson, for attending the event, and representing our board.

On the accreditation front, Brenda has been busy with preparations including our agency profile update. In addition to this, Brenda is the AFS Lead with the HARTS Hub committee funding proposal for 6.3 million dollars, annually. With the Premier's announcement to close nine safe consumption sites, the Government is focussing its investment in treatment through the creation of 19 hubs. Find the story here <https://news.ontario.ca/en/release/1004955/ontario-protecting-communities-and-supporting-addiction-recovery-with-new-treatment-hubs> The proposal submission deadline is in October.

Connecting the Dots, Closing the Gaps

On the budget front, the Senior Leadership Team will be providing a budget presentation for fiscal 2024/25 for your approval. I will leave the details for the presentation. You will be pleased!

On the service front, we anticipate seeing an increase in demand with the return of students to school. Those numbers will be revealed in the October services report. Over the summer our service demand was lower compared to the previous summer. This would indicate we are gradually seeing the impact of the pandemic wear as children, youth and their families resume summertime activities without the pandemic precautions, and the adjustment to returning to more normalized activities. With that being said, we did experience incredible violence in our community over the summer with three youth being stabbed, one fatal, and one critical.

Despite the challenging violence happening with our youth, we are very pleased with attendance at the Youth Hub. While attendance did drop over the summer, and with the renovation in the basement limiting our space, we are experiencing an uptick in attendance with the resumption of school. We are days away from celebrating our 3000 visit to the Youth Hub!

With the NRAC program now fully integrated and the basement renovations complete we are well on our way to enhancing our services, especially on the education front. With the teacher that is part of the NRAC contracted services, we hope to leverage this educational support to other youth in our program.

Speaking of school, I am please to share with you a big gap has been filled with regard to a care and treatment program for Grade 7 and 8. We opened this new program at the Parkland School. With this opening, we now have the full continuum of grades covered. Congratulations to Clinton Snider, Clinical Manager of the Care and Treatment program and the Care and Treatment Team for their work in creating this program.

In August, we participated in the media conference on the Cafe4Good. This is a social enterprise concept that I came up with to support youth reenter the workforce, while at the same time providing another safe, welcoming, and inclusive space for youth. In this

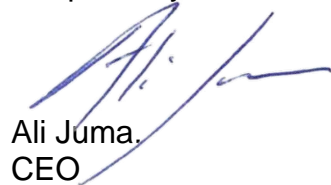
storefront, youth will learn essential job readiness skills supported by an AFS Mental Health and Addictions Counsellor for 10 hours a month. Youth graduating from this program will find work with partner businesses providing these youth with a much needed opportunity that they would not otherwise have due to their challenges with mental health and addictions. At the same time, the products of their work will be sold at the storefront and also to community partner agencies. The revenue will be reinvested in the social enterprise to support youth in the program. I thank Lisa Vezeau-Allen and Maggie McGoldrick for doing the heavy lifting in writing the crime prevention grant application, and for Lisa to extend her Grocer4Good business in operating Cafe4Good. The total federal funding approved is 1.1 million dollars. Renovations are still being completed on the storefront and we hope to open in the late fall. Find the story here <https://northernontario.ctvnews.ca/video/c2974338-new-federal-funding-helps-cafe-4-good-move-ahead>

The *Every Breakfast Counts* Program was another big success, surpassing previous years in terms of meals served. Approximately 10,000 snacks were provided to children and youth over the summer, compared to 8800 in previous years. This is truly amazing, and also somewhat concerning given the need. A shout out to the SNP team for their logistical coordination in the delivery of this program, and to all the incredible volunteers who delivered these snacks to the hub locations.

With regard to the LIT, we discharged our third resident in August and accepted a new youth in September. Our licensing review completed in August, resulted in the LIT program receiving another conditional license, capping our occupancy at six beds. The team is working diligently to address the non-compliance areas, and we hope to receive a full licence at our next review in six months.

In closing, our teams are working on their service plans, and we look forward to presenting our new operational plan at the board meeting in November. As September comes to a close, let's take this opportunity to reflect on Truth and Reconciliation, and what this looks like for AFS as we launch our most ambitious strategic plan in October. Happy Autumn Equinox!

Respectfully submitted,



Ali Juma,
CEO

AFS BOARD FINANCE AND OPERATIONS COMMITTEE MEETING – MINUTES

Thursday, September 19, 2024
Virtual via MS Teams
12:00 pm



ATTENDANCE

AFS Board Members:	David Petersson, Chair William Johnson	Dan Sywstun	Dania Kuzbari
AFS Leadership:	Ali Juma Obianuju Fadjo	Nancy Evans Arlene Smith	Natalie Young Jacob Bruzas
Guests:			
Regrets:	Rick Hamilton	James Agnew	

MINUTES

1.0 Quorum

Quorum established.

2.0 Call to Order

Meeting Called to Order at 12:09 pm.

3.0 Review of Agenda

MOTION

BIRT the Committee reviews and approves the September 19, 2024, agenda as presented.

Moved by: Dan Swystun

Seconded by: Dania Kuzbari

All in favour.

CARRIED.

4.0 Approval of Previous Minutes

MOTION

BIRT the Committee reviews and approves the June 14, 2024, minutes as presented.

Moved by: Dan Swystun

Seconded by: Dania Kuzbari

All in favour.

CARRIED.

5.0 New Business

a. Presentation of Budget

Natalie provides an overview of the statement of operations. Some of the highlights include:

- The deficit of \$27,416 in the Adult Services under the MCCSS program is largely contributed by Violence Against Women (VAW). The leadership team plans to mitigate this deficit by controlling the cost of food incurred.
- The VAW received a minimal increase in funding last year.
- AFS received an additional annualized YWHO funding of \$200,000. Bringing the total to \$650,000 – up from the previous \$450,000. We applied for a grant for a virtual hub, which if approved would positively impact the budget.
- We received \$230,000 for the Ontario Autism Program (OAP)
- One of the area of concern is the salaries – we have hired more contract staff to meet service demands. Additionally, we have filled some vacancies. There will be savings from some of the staff in higher salary bracket who would have reached the CPP maximum contribution limit.
- We have not received funding from the Foundation to cover costs of food for some programs.

The Draft Budget has been provided to the Committee but is received for informational purposes as the Committee members have not been given sufficient time to review it. However, the budget will be presented to the Board at the September board meeting for approval.

The Operational Plan will be presented to the Committee in November 2025 after the new strategic plan is approved at the AGM in October.

6.0 Next Meeting

TBD

7.0 Adjournment

MOTION

BIRT, the committee moves to adjourn the meeting at 12:58 pm

Moved by: Dania Kuzbari

Seconded by: Dan Swystun

All in favour.

CARRIED.

AFS BOARD OF DIRECTORS – GOVERNANCE COMMITTEE MEETING MINUTES

Wednesday, September 18, 2024
12:15 pm
Microsoft Teams – Virtual



ATTENDANCE

AFS Board of Directors:	<input checked="" type="checkbox"/> Wes Lavergne <input checked="" type="checkbox"/> James Agnew	<input checked="" type="checkbox"/> William Johnson	<input checked="" type="checkbox"/> Megan Bernard
AFS Staff:	<input checked="" type="checkbox"/> Ali Juma, Chief Executive Officer <input checked="" type="checkbox"/> Emily Tremblay, Manager, Community Services & Strategic Initiatives	<input checked="" type="checkbox"/> Obianuju Fadjo, Executive Assistant	<input checked="" type="checkbox"/> Brenda Clarke, Director, Community Services & Strategic Initiatives

Youth Representatives:

Regrets:

MINUTES

1.0 Quorum

Quorum established.

2.0 Call to Order

Meeting called to order at 12:17 pm.

3.0 Review of Agenda

The committee reviews the agenda as presented.

MOTION

BIRT, the committee approves the September 18, 2024, agenda as amended.

Moved by: James Agnew

Seconded by: Megan Bernard

All in favour.

CARRIED.

4.0 Approval of Previous Minutes

The committee reviews the minutes as presented.

MOTION

BIRT, the committee approves the May 15, 2024, minutes as presented.

Moved by: Megan Bernard

Seconded by: James Agnew All in favour. CARRIED.

5.0 New Business

a. Re-organization of Teams Folder

This was brought up at the June Governance discussion due to the challenges with accessing documents and resources in the Teams folders. Uju will archive files and folders that are out of date, as well as clean up the folders.

b. Frequency of Meetings

The Chair pointed out that the Governance Committee’s terms of reference stipulates that the committee would meet every second month or meet as the Chair decides. In view of that, we could consider changing the meeting from monthly to every other month. However, Bill noted that historically, even as the former Chair, the committee met monthly with the exception of July, August, and December. Additionally, some months were more tasking than other months. Brenda suggested taking into cognizance the demands of policy review before making changes to the frequency of meetings, and possibly creating a working group that can meet regularly for the accreditation purposes.

In view of the policy review, the Chair is of the opinion that we maintain the monthly meeting in order to attend to the review of policies and procedures. We already have July, August, and December off and as such, there will not be sufficient time to address issues every other month.

c. Accreditation

Accreditation requirement has changed from every four (4) years to two (2) years. All board policies and procedures will need to be reviewed this year in preparation for submission in 2025. Brenda will work with the board to meet the requirements of the accreditation standards and prepare for the upcoming interview with the accreditation board in November of 2025.

d. Slate of Directors

Bill provides a presentation of the Slate of Directors with an overview of the terms of the board of directors. The Slate of Directors will be presented at the September Board meeting for subsequent approval at the AGM in October 23, 2024.

6.0 Ongoing Business

a. Diversity Assessment Tools – Update from Ali

No update

b. Board Succession

No update

c. Presentation

The Student Nutrition Program will be providing a presentation at the board meeting on September 25, 2024.

7.0 Standing Items

a. 2024 Upcoming Tasks – Board Work Plan

The Slate of Directors is one of the tasks that has been covered in the Board Work Plan

b. Website Transparency

Emily provides an update of the website transparency. The board and committee meeting minutes for the past two years with the exception of the Finance and Operations Committee have been uploaded to the website. Emily will review other sister organizations to gain an insight into how the financial information is disclosed on their website.

b. Youth Advisory

Brenda pointed out that we have a reduced number of meetings. The youth in the hub met to plan for their parade. They held their first meeting last week. The Disable the Label (DTL) will be travelling to Toronto and held a fundraiser for the cost of the trip.

8.0 Other Business

No other business

9.0 Next Meeting

October 16, 2024

10.0 Adjournment

MOTION

BIRT, the committee moves to adjourn the meeting at 1:01 pm.

Moved by: Megan Bernard

Seconded by: James Agnew

All in favour. CARRIED.

Submitted by: Obianuju Fadijo, Executive Assistant