

AFS BOARD OF DIRECTORS' REGULAR PUBLIC MEETING – MINUTES

Wednesday, February 25, 2026
5:00 pm
Virtual – MS Teams & In-Person



ATTENDANCE

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

MINUTES

1.0 Quorum

Quorum established.

2.0 Constitute Meeting

2.1 Call to Order

The Board Chair calls the meeting to order at 5:23 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 – 25th Anniversary Committee

Emily provided a presentation on the planned activities in commemoration of AFS' 25 years of service. Some activities include:

- include setting up a swag store – April 1
- Yearlong AFS Quick Facts social media campaign
- \$2,500 scholarship
- Children’s Mental Health Week in May, Family Pride(June), Community BBQ – July, Community baseball Tournament (Aug), Flag Raising (Sept), Public Skate/info (Oct)
- Promotional video, Lighting the building
- Staff events - monthly draw for \$25 gift card
- All staff activity in June

4.0 Agenda & Minutes

4.1 Approval of Agenda

MOTION

BIRT, the board approves the February 25, 2026, Public Board Meeting agenda as presented.

Moved by: Lucia O'Connor

Seconded by: Rick Hamilton All in favour. CARRIED.

4.2 Approval of Minutes

MOTION

BIRT, the board approves the January 28, 2026, Public Board Meeting Minutes as presented.

Moved by: Patricia R. Lofstrom

Seconded by: Dan Swystun All in favour. CARRIED.

4.3 Business Arising from Previous Minutes

No business arising.

5.0 Items Removed from Consent Agenda

No items removed from consent agenda.

6.0 Consent Agenda

MOTION

BIRT, the board approves the January 25, 2026, consent agenda as presented.

5.1 Board Correspondence

5.2 AFS Foundation Report, *Jessica Lopatka**

5.3 Community Services & Strategic Initiatives Report, *Brenda Clarke**

5.4 Finance & Administration Director’s Report, Jacob Bruzas*

5.5 Human Resources Director’s Report, *Arlene Smith**

5.6 Service Demand Report, *Melissa Brockelbank - Deferred**

5.7 Director of Service Board Report, *Lisa Guzzo**

5.8 CEO Report, *Ali Juma**

Moved by: Patricia R. Lofstrom

Seconded by: Lucia O'Connor All in favour. CARRIED.

7.0 New/Ongoing Business

7.1 AFS Continuous Improvement Plan

- Ali mentioned that the policy was developed in response to accreditation requirements.
- Accreditors did not observe an overarching organizational CIP or evidence of board review.
- CIP establishes a Balanced Scorecard framework with four quadrants covering financial stability, client satisfaction, service outcomes, quality processes, and learning, growth and work-life.
- Each quadrant will include KPIs (Key Performance Indicators) measured and reported monthly. KPIs will be monitored monthly once the new Manager of Business Analytics & CI is hired.
- The new Manager of Business Analytics & Continuous Improvement will lead implementation and dashboard development.

MOTION BIRT, the board moves to approve the AFS Continuous Improvement Plan.

Moved by: Lucia O'Connor

Seconded by: Rick Hamilton All in favour. CARRIED.

7.2 Integrated Risk Management Plan

- Ali presented the plan, designed to meet previously unmet accreditation standards.
- Accreditors found no organizational-level integrated risk plan or evidence of annual risk review with the Board.
- The Risk Plan consolidates the following risk categories: clinical & service delivery, operational, financial, IT & Safety, Legal Compliance, Reputational, and Strategic.
- Risk ratings will use Likelihood (Low/Moderate/High) and Impact (Low/Moderate/High).
- Amendment made: Clarified reference to "Governance Committee Minutes".

MOTION BIRT, the board moves to approve the Integrated Risk Management Plan.

Moved by: James Agnew

Seconded by: Megan Bernard All in favour. CARRIED.

7.3 General Membership Policy

- The Chair noted that the policy was brought forward from the Governance Committee for review by the main board and sought input regarding the residency requirement for general membership.
- Debate focused on residency requirements – whether membership requires residency in Algoma or simply ties to the AFS operating territory.
- Board members agreed that the broader wording ("ties to the territory") provides flexibility.

MOTION BIRT, the board moves to approves and adopt the General Membership Policy.

Moved by: Megan Bernard

Seconded by: Lucia O'Connor All in favour. CARRIED.

7.4 Board Recruitment – Finance Background

- Recruitment initiated to replace David Petersson.
- The media release has been posted to SooToday and on social media but no applicants yet.
- The Chair encouraged board members to share the post with their private networks.

- The Board discussed increasing reach, including Elliot Lake and Wawa to diversify regional representation.

Other Business:

No other business

8.0 Board Committee Updates

8.1 Governance Committee Chair Report

The Chair provided a summary of the report on behalf of Wes and invited board members to review the Committee meeting minutes included in the board package.

8.2 Services and Advocacy Committee Chair Report

Patricia provided a summary of the report and invited board members to review the Committee meeting minutes included in the board package.

9.0 Adjourn to In-Camera

MOTION

BIRT, the board moves to adjourn to the in-camera segment of the meeting at 6:05 pm.

Moved by: Rick Hamilton

Seconded by: Lucia O'Connor All in favour. CARRIED.

10.0 Resume Regular Public Board Meeting

MOTION

BIRT, the board moves to resume the regular public board meeting at 7:09 pm.

Moved by: Lucia O'Connor

Seconded by: James Agnew All in favour. CARRIED.

11.0 Accept Motions Made In-Camera

No in-camera motions.

12.0 Adjournment

MOTION

BIRT, the board moves to adjourn the regular public board meeting at 7:10 pm.

Moved by: Rick Hamilton

Seconded by: Lucia O'Connor All in favour. CARRIED.

13.0 NEXT MEETING

- Next Regular Board Meeting March 25, 2026 @ 5 PM

Submitted by: Obianuju Fadjo, Executive Assistant