



ANNUAL GENERAL MEETING

Monday June 17, 2019, 6:00 p.m.
Cathedral Hill
428 Sparks Street, Ottawa

MINUTES

Attendance

Board: Jen Arntfeld, Robert Dekker, Lauren Evans, Shane Hale, Stephanie Izzard, Richard Monk, Michelle Sauve, Corrine Prince-St-Amand

Staff: Richard Johnson, Carter Bown, Amanda Cuirrier, Brodie Desormeaux, Mesur Doruk

Guests: Vibha Desormeaux, John Grant, Sikander Majid, Cathy McCurdy, Laura Walthe

1. **Call to order – Lauren Evans, President of the Board (6:40pm)**
A City of Ottawa official was present and brought greetings to Daybreak.

2. **Approval of agenda – Lauren Evans (6:42pm)**

Amendment: Add the election of new directors to the agenda (Lauren)

Agenda as amended:

Moved: Jen

Seconded: Richard

Motion is Carried

3. **Approval of minutes of 2017-18 AGM – Lauren Evans (6:43pm)**

Refer to appendix

Moved: Rob

Seconded: Stephanie

Discussion: none

Opposed: 0

Motion is carried

4. Treasurer's report – Michelle Sauve (6:45pm)

Michelle provided a summary of Daybreak's financial statements

Michelle moved to approve the financial statements

Moved: Michelle

Seconded: Corrine

Discussion: none

Opposed: 0

Motion is carried

5. Approval of auditors for 2019-20 – Michelle Sauve (6:48pm)

Michelle noted good service from auditors last year

Michelle moved to keep Baker Tilly as auditors for 2019-20

Moved: Michelle

Seconded: Richard

Discussion: none

Opposed: 0

Motion is carried

6. Election of new directors – Lauren Evans (6:51pm)

Motion that Ryan Selleck be approved as a Director on Daybreak's Board of Directors

Moved: Richard

Seconded: Michelle

Discussion: none

Opposed: 0

Motion is carried

7. Executive Director's report – Richard Johnson (6:53pm)

Refer to Appendix A

Highlights

- Richard thanked Mckeen Metro Glebe and Centretown Pharmacy for providing funding for the event this evening.
- The vacancy rate has improved from 14 vacancies when Richard started to 0 today.
- Daybreak received \$10,000 grant from Home Depot for paint, \$14,000 from Ottawa Community Foundation for Real You program, received funding from the Wellington West BIA.
- Daybreak has two students doing great work this summer: Mesur and Carter.



- Richard acknowledged Daybreak's two housing support workers who are working very hard.

8. President's report – Lauren Evans (6:59pm)

Refer to Appendix B

Highlights

- We made tremendous progress this year: we are doing the right job, we're doing our jobs better than ever, and we're doing it with heart.
- Lauren thanked interim Executive Director, Richard Johnson and the Board of Directors for their hard work.
- We have improved processes and are working on fundraising and partnerships to sustain us into the future.
- Due to time constraints, Lauren is regretfully stepping down as President. She will remain on the Board as Past President.

9. Adjournment – Lauren Evans (7:08pm)

APPENDIX A

Executive Director's Report

Welcome and thank you all for coming to Daybreak's AGM.

I'd specifically like to pay our gratitude to the Pastor, Aggi and the church's committee for graciously allowing us to use their facilities. I met the Pastor, Aggi and the committee in early April to discuss Daybreak and was impressed by their interest and enthusiasm. When we were looking for a venue for this year's AGM, I immediately thought of the church. Thanks again !

I'd also like to thank Lauren, Stephanie and Michelle for putting their faith and trust in me to take over as the interim ED. For those that do not know I was appointed on a 4 month contract in mid February to take over as the interim ED and for those doing the math in the head then the time is nearly up!

I'd like to thank Etienne and Cathy from the City of Ottawa, perhaps not for their visit on my first day when I literally hadn't a clue what was going on! But for their assistance and support throughout my tenure.

When I started we had 14 vacancies at our houses, as of 1st June we will have 1. This has been a fantastic effort by Brodie, our HSW/Property Manager. For the first time in Daybreak's history we have had to develop a new document called a 'waiting list'! Again great work by Brodie. We've had a lot of work to do for the City and without Amanda's, our Office Manager's assistance this would not have been possible.

I'd like to think the time I've spent here has been productive and has helped to improve Daybreak as an organisation. When I commenced as well as getting a 'welcome' from the City I realised that there were certain aspects of the organisation that needed to be addressed. I've already mentioned the vacancy rate which was shocking. We met with the Ottawa Housing Registry to discuss and find out if there was anything we could do differently and learned that there was. From my point of view and I believe moving ahead it is vital for my position to be actively involved in all aspects of the work. As a result I found myself immersed in interviews, reference checks, lease signings and showing rooms to potential residents. I think it's so important that when we bring people into our houses that it's an exciting time for all, this is a huge move for some of our residents and I'd like to think moving ahead we can only make the 'moving in experience' better for the residents.

Since arrival we've introduced a new lease, lease violation notice, arrears notice, incident reports, a guide to suicide and crisis intervention, trespass notice, bilingualism policy, an intake procedure and other enthralling material but totally necessary if we want to run an efficient and professional organisation. With my law enforcement background I saw it necessary to have some kind of order in the houses and consequences for any negative behavior whether that be anti social conduct or not paying their rent. There has to be a consequence and as mentioned I've introduced a form for all such cases.



The staff were trained on SPDAT as required by the City and we will be following the CHPI contract moving a head. Staff have also had training in AODA, and mental health programs, provided on line and by the city.

Thanks again to the City, I've been put into contact with agencies such as Elizabeth Fry, Montfort Renaissance, Ottawa Housing Registry and the Landlord Partnership Program. Meeting their Directors and ED's was important to assess what they were doing that we were not. Many of their best practices I have used to develop greater professionalism at Daybreak.

I've made it a point from week 1 to get to the houses as much as I could. Again I think it's important that the houses see a daybreak presence often, not so much for support but to keep on top of house behavior and repairs. From interactions with the residents I know that they appreciate visits and are mostly always eager to talk.

I delivered a Daybreak questionnaire to all residents. The questionnaire comprised of approx 30 questions requesting feedback on the services that we provide whether it be property, office or case management related. I received approx 50% in return and of those 90% were positive.

Negative comments I've already addressed with the staff to see if there are any ways we can improve the services we offer.

In late 2018 we received a grant from the Ottawa Community Foundation for The Real You program. The Real You is based not far from our ladies house so made interaction easy and accessible. What the Real You will provide for us is a 12 week, 1 hr a week program focusing on nutrition, healthy living, exercise, cooking stress etc. This is a fantastic opportunity and on this occasion we will focus on the residents at Piccadilly, our ladies' house. Logistically it makes sense. Last week I held a meeting with The Real You and then the ladies to gauge interest and received an excellent response. The Real You will use our boardroom and kitchen facilities and Amanda, will be our office representative, taking full advantage of the program. The hope is that Amanda will then use the knowledge, in the future, to benefit our other residents and houses.

This week we are interviewing for our two Canada Summer Jobs positions. One of which will be a property assistant and I hope will be able to assist Brodie rectify all our outstanding maintenance issues.....The other will be an office assistant and will assist Amanda with all her deliverables.

Brodie successfully applied for a Home Depot grant late last year and received a very generous amount for painting supplies. We also received a donation from Wellington BIA for a fridge freezer for our Piccadilly property. I've already mentioned that I've made a point of visiting our properties and that leads me on to the subject of donations and supplies (and it won't be the last time in this speech)! We really do need assistance in the likes of purchasing blinds, curtains, some basic furniture. Amanda has some great ideas about pushing for donors to contribute to a program by using an Amazon gift list of buying blinds or buying furniture. Let's hope we can get that off the ground this year.

I'm not naive, I've worked for 30 years. 10 years as a police officer in England and 20 years running a counter terrorism program for the US government but in the 3 and a bit months that I've been here I've



genuinely for the first time in the work place felt as if I have made a difference to the residents old and new who are part of the Daybreak family. Our residents are with us for a reason, they require our services. I've learned a lot about mental health, drug addiction and the impact of how a dysfunctional family can impact a child right into adulthood. So by meeting, talking, assisting, listening to our residents it has given me a far greater appreciation of the needs of society in general. I met one of residents on the street last week as I was shopping with my wife. I introduced them and he made a point of telling my wife that he will have been clean for a year at the end of June. I have had this man tell me this same thing on three or four occasions in the last few weeks. It is a goal which he is determined to achieve, that much is evident, he is so proud that he's made it this far.

I've very much enjoyed the experience and found it quite humbling.

Daybreak needs your help, we are a non profit organisation. The costs to repair our houses are significant. Our board is working tirelessly to raise funds in order to sustain our housing model. Our staff are working tirelessly to keep the standards high at our 5 houses and that's not easy when you have up to 46 people living in shared housing. You can imagine the issues that houses face in order to maintain harmony!

Richard Johnson
Executive Director
Daybreak Housing

APPENDIX B

President's Report



Since it's founding in 1982, Daybreak has doubtlessly gone through many phases. We have focused our efforts on making sure our foundation is sturdy, and solid and built to take us through, and in one short year we are making tremendous progress. There are some key measures that I use for success: Are we doing the right job? Are we doing our jobs well? Are we making a difference that counts? Are we doing it from the heart?

We are doing the right job. Ottawa is still well into the fight to end homelessness. As long as there is one person without a roof over their head, and without link to resources to support independent living, there will be a need for Daybreak.

We are now doing our jobs better than ever. We have relied heavily on our interim Executive Director, whom has been working closely with our staff. Within a very short period of time Daybreak has put in place the foundational procedures and processes that has turned our operations around, as seen by our low vacancy numbers, improvements to reporting, and numerous examples of how we are becoming more proactive in our operations. These changes have been made in a way that are sustainable. Richard, we owe you a deep debt of gratitude.

Are we making a difference that counts? We track and measure our progress in many ways, including vacancies, intake, departures, length of stay. The most important measure is the feedback we hear from a resident who tells us that they could not have made it without us. That is the feedback that keeps us going.



Are we doing it from the heart? Our Board of Directors are a committed and hardworking. As President, it has been an easy task, as we are all in this together, and I have been personally overwhelmed by the intellectual capacity, energy, responsiveness and the selflessness of our Board. Given all the ups and downs of this transitional year, this volunteer Board has been fully engaged. Every decision is driven by two questions. What is best for our residents? And how will decisions affect our staff? Those are the two questions that we have guided us in the past, and those are the questions that will continue to guide Daybreak into the future.

During the past year, we have taken a thoughtful and considered look at our organization, had several strategic planning sessions, and have gone back to the basics – reinforcing our foundation. We are ramping up our fundraising and streamlining our management structure. We have enhanced our governance practices, including new evaluation processes; improved our reporting processes; improved financial management practices; improved our ability to bring on new residents in a timely manner; maintained new rigorous human resources assessment processes; and developed multi-faceted plans for our long-term sustainability, including developing new relationships to support our long-term goals for growth and expansion.

I would like to extend my personal thanks to our Board members, our staff, and the support of the staff of the City of Ottawa, for your support over the last year.

It is with great optimism for the future of our small but mighty organization, that I respectfully present to you this report.

Kind regards,

Lauren Evans
President 2018-19
Daybreak Housing