

L'ALLIANCE POUR
METTRE UN TERME
À L'ITINÉRANCE



ALLIANCE TO END
HOMELESSNESS
OTTAWA

**Alliance to End Homelessness Ottawa
Annual General Meeting**

September 23rd, 2019
8:30am-10:30am
Councillors' Lounge at City Hall – 110 Laurier Avenue

CONTENTS

- 1. AGM AGENDA**
- 2. BOARD OF DIRECTORS (2018-19)**
- 3. AGM MINUTES – SEPTEMBER 21, 2018**
- 4. CHAIR'S REPORT**
- 5. FINANCIAL STATEMENTS FOR YEAR END MARCH 31ST, 2019**

L'ALLIANCE POUR
METTRE UN TERME
À L'ITINÉRANCE



ALLIANCE TO END
HOMELESSNESS
OTTAWA

**Alliance to End Homelessness Ottawa
Annual General Meeting**

September 23rd, 2019
8:30am-10:30am
Councillors' Lounge at City Hall – 110 Laurier Avenue

Agenda

1. Welcome & Introductions

2. Approval of Agenda

THAT the Agenda for the Alliance to End Homelessness Ottawa's 2019 AGM be approved as presented.

Moved:

Seconded:

3. Approval of AGM Minutes from September 21st, 2018

THAT the Minutes of the Alliance to End Homelessness Ottawa's 2018 AGM be approved as presented.

Moved:

Seconded:

4. Chair's Report

5. Approval of Financial Statements

THAT the Reviewed Financial Statements, as prepared by Welch LLP for the fiscal year ending March 31st, 2019 be accepted as presented.

Moved:

Seconded:

6. Appointment of Auditors

THAT Welch LLP be appointed to conduct the Review of the Alliance's Financial Statements for this current fiscal year ending March 31st, 2020.

Moved:

Seconded:

7. Strategic Plan

THAT the Alliance to End Homelessness Ottawa's Strategic Plan be approved as presented.

Moved:

Seconded:

8. Progress Report Update

9. Board Nominations & Elections

THAT the 2019-20 Alliance to End Homelessness Ottawa's Board of Directors be approved as presented.

Moved:

Seconded:

Returning Directors:

Deirdre Freiheit	(Term: 2020)	
Tyler Fainstat	(Term: 2020)	
Melany Chrétien	(Term 2020)	
Sarah Davis	(Term 2020)	
Emilie Hayes	(Term 2020)	
Donna Petty	(Term 2020)	
City of Ottawa		Ex-Officio
United Way Centraide Ottawa		Ex-Officio

Directors Nominated for Renewal:

Joyce Potter	(Term: 2019)
Larissa Silver	(Term: 2019)
Catharine Vandelinde	(Term: 2019)

Individuals Nominated to the Board for a 2-Year Term:

Pete Cranston
Tom Kelly

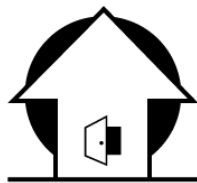
10. Adjournment

Moved:

Seconded:

11. Guest Speaker: Donna Gray, General Manager, Community and Social Services, City of Ottawa

L'ALLIANCE POUR
METTRE UN TERME
À L'ITINÉRANCE



ALLIANCE TO END
HOMELESSNESS
OTTAWA

Alliance to End Homelessness Ottawa
Annual General Meeting

BOARD OF DIRECTORS – 2018-2019

Deirdre Freiheit	Chair
Catharine Vandelinde	Vice-Chair
Joyce Potter	Secretary
Tyler Fainstat	Treasurer (May 2019)

Melany Chrétien

Pete Cranston (May 2019)

Sarah Davis

Emilie Hayes

Tom Kelly (May 2019)

Doug Pawson (Until January 2019)

Donna Pettey

Marc Provost

Larissa Silver

Peter Tilley

City of Ottawa

Ex-Officio

United Way Centraide Ottawa

Ex-Officio

L'ALLIANCE POUR
METTRE UN TERME
À L'ITINÉRANCE



ALLIANCE TO END
HOMELESSNESS
OTTAWA

**Alliance to End Homelessness Ottawa
Annual General Meeting**

September 21st, 2018

9:00am-10:30am

The Ottawa Mission – 35 Waller Street

Minutes

1. Welcome & Introductions

Quorum maintained.

2. Approval of Agenda

THAT the Agenda for the Alliance to End Homelessness Ottawa's 2018 AGM be approved as presented.

MOVED: Marie-Josée Houle

SECONDED: Terrie Meehan

MOVED

3. Approval of AGM Minutes from September 28th, 2017

THAT the Minutes of the Alliance to End Homelessness Ottawa's 2017 AGM be approved as presented.

MOVED: Marie-Josée Houle

SECONDED: Terrie Meehan

MOVED

4. Chair's Report

The Chair thanked Board members, Ex-Officio, Alliance members, Committee Co-Chairs and Executive Director for their work over the past year. Appreciate the commitment and support of our 65+ members.

5. Executive Director's Report

Annual Report tabled.

6. Approval of Financial Statements

Fiscal runs April 1st to March 31st of 2018. Overall financial position remains strong. The Alliance receives an annual review, not an official Audit. Accounts receivable last year now cashed out. Membership revenue looks lower as renewals sent out at beginning of calendar year and incoming membership revenue was received in first quarter of the following calendar year. Surplus from Community Forum reinvested into operations.

THAT the Reviewed Financial Statements, as prepared by Welch LLP for the fiscal year ending March 31st, 2018 be accepted as presented.

MOVED: Alice Kubicek

SECONDED: Marie-Josée Houle

MOVED

7. Appointment of Auditors

THAT Welch LLP be appointed to conduct the Review of the Alliance’s Financial Statements for this current fiscal year ending March 31st, 2019.

MOVED: Alice Kubicek

SECONDED: Marie-Josée Houle

MOVED

8. By-Law Review

At the 2017 Annual General Meeting of the Alliance, updates to the organization’s General Operating By-Law No. 1 were proposed and approved. These changes are now reflected in the revised 2018 By-Laws. The principal changes were to replace “Steering Committee” with “Board”; broaden the potential organizational membership; reduce the size of the Board, the Executive Committee and the number of annual Board meetings; and change the fiscal year end from December 31st to March 31st. These changes were approved at the Alliance’s 2017 AGM.

Since then, the Board has reconsidered the categories of officers and proposes to re-introduce the Vice-Chair position to the Board and the Executive Committee. In addition, the responsibility (in Section 7.04) to provide a semi-annual accounting of funds held in trust by the Corporation has been moved from being a responsibility of the Secretary to being a responsibility of the Treasurer (Section 7.05). These changes are also now reflected in the revised 2018 By-Law.

The current active 2011 By-Laws and revised 2018 By-Laws were posted to the Alliance website and were circulated to all members 21 days prior to the AGM, as stipulated by the Canada Not-For-Profit Corporations Act.

THAT the Alliance to End Homelessness Ottawa’s By-Law Changes be approved as presented.

MOVED: Alice Kubicek

SECONDED: Larissa Silver

MOVED

9. Board Nominations & Elections

Presentation of returning Directors to the Board of Directors was presented as follows:

Returning Directors:

- Deirdre Freiheit (Term: 2020)
- Catharine Vandelinde (Term: 2019)
- Joyce Potter (Term: 2019)
- Doug Pawson (Term: 2019)
- Marc Provost (Term: 2019)
- Larissa Silver (Term: 2019)
- Peter Tilley (Term: 2019)
- City of Ottawa Ex-Officio
- United Way Centraide Ottawa Ex-Officio

Individuals Nominated to the Board for a 2-Year Term:

- Melany Chrétien, Manager, Corporate Communications – Ottawa Community Housing
- Sarah Davis, Executive Director – Elizabeth Fry Society of Ottawa
- Tyler Fainstat, Executive Director – John Howard Society of Ottawa
- Donna Pettey, Director of Operations – Canadian Mental Health Association of Ottawa

THAT the 2018-19 Alliance to End Homelessness Ottawa’s Board of Directors be approved as presented.

MOVED : Terrie Meehan

SECONDED : Tod Richard

MOVED

10. Adjournment

MOVED : Alice Kubicek

SECONDED : Peter Tilley

MOVED

11. Guest Speaker: Michael Maidment, CEO, Ottawa Food Bank

12. Appointment of Executive Slate (In Camera)

THAT the 2018-19 Alliance to End Homelessness Ottawa's Executive Slate be approved as presented.

MOVED: Sarah Davies

SECONDED: Melany Chrétien

MOVED

APPROVED SEPTEMBER 21ST, 2018



DEIRDRE FREIHEIT – CHAIR



X:

KRISTEN HOLINSKY – EXECUTIVE DIRECTOR

Report to the Membership Annual General Meeting – September 23, 2019

It has been a very busy year for The Alliance, with significant achievements, paired with a time of transition at many levels.

Impact/Value for Membership

Advocacy – Our member survey this year indicated that Advocacy and Political Engagement is the most highly rated benefit for our member organizations. With the municipal election last fall, the Alliance had several opportunities to engage with politicians. In addition to municipal and provincial policy briefs, the Alliance prepared an election toolkit, hosted a pre-election Civic Leaders Summit and met with many municipal councillors after their successful elections, all to promote increased awareness of housing and homelessness. The Alliance worked in collaboration with many community partners and achieved some success when the Mayor and Ottawa Council approved an additional \$15 million in the 2019 budget for affordable housing. As a part of our advocacy efforts on the housing front, we're actively participating in the development of a *Community Benefits Agreement* for LeBreton Flats, a legally binding agreement which will include targets for affordable and deeply affordable housing.

Progress Report – Since 2005, ATEH has produced an annual progress report that assesses our community's evolution towards ending homelessness. The report compares annual metrics in areas such as the number of people using emergency shelters, average lengths of shelter stays, housing affordability and the number of new affordable housing options created in our communities, using data provided by the City of Ottawa. In 2018, the Alliance moved away from producing the traditional progress report when the City initiated its own annual reporting process and prepared a report with recommendations in four distinct areas, designed to stimulate thinking about different ways to respond to persisting homelessness.

In 2019, the Alliance proposes to build on the 2018 report and continue to provide commentary and recommendations on potential solutions to ending and preventing homelessness. More information on this approach will be provided to our members at the AGM.

Forum – This annual event is highly anticipated by our members and serves as a valuable learning and networking opportunity for people in our sector and the broader community. Feedback from our members indicates that Forum content provides a significant opportunity for staff at all levels to connect and learn. As charitable and non-profit organizations with limited resources, there is substantial value in participation by staff at all levels. A recent feature has been the addition of keynote speakers from across the county who share their knowledge and best practices from their regions. Topics have included indigenous homelessness and the effective use of data/metrics to reduce homelessness. A youth stream has also been added to build on the work of A Way Home Ottawa. The value of the forum has been reflected in an increase in sponsorship from Alliance members and a 30% increase in participation since 2017, with the largest number of conference attendees in 2019. Planning for our 2020 Forum is underway, and we look forward to sharing details with our membership soon.

Strategic Plan – Extensive consultations with our membership and community occurred during the past year, as we developed a new five year plan. We believe we are delivering a strategic plan that reflects the feedback from our members and demonstrates the value of many organizations speaking with one voice

on critical issues aimed at ending homelessness in Ottawa. The plan incorporates our core values and emphasizes focusing our efforts on common goals. It will be presented in detail at this meeting, and the membership will be asked to approve it.

Transition

Executive Director – Our Executive Director, Kristen Holinsky, left in July to pursue a wonderful opportunity with Habitat for Humanity. We know her new colleagues will value her exceptional skills. As we said when Kristen was leaving, Habitat's gain has certainly been our loss. Kristen's leadership skills were evident as she represented the Alliance at all levels of government, community partnership tables and in multiple forums. She also led our participation as a founding member of the Ontario Alliance to End Homelessness. This enabled us to interact and align with like organizations across the province and has created a larger, cohesive advocacy voice. She brought us together.

Kristen led the realignment of our annual progress report, which is highly anticipated by the membership each year and utilized in many individual and collective advocacy efforts. Almost singlehandedly, she was responsible for achieving the largest Annual Forum attendance in the Alliance's history last year and added exciting and inspiring keynote speakers who encouraged us to think big as a community towards our shared goals of ending homelessness in Ottawa.

In no small measure, Kristen's hard work on our collective behalf enhanced awareness about housing and homelessness in our community. Her ability to build and sustain partnerships ensured that the Alliance remains a respected voice for the homeless and vulnerably housed populations that we all assist. We miss Kristen's leadership and wish to publicly acknowledge and thank her for the great work that she did on our behalf.

Since July, the Board of Directors has provided leadership to ensure that key priorities are addressed. We are fortunate that Emilie Hayes, an Alliance Board member and current Community Engagement Manager & Community Developer for Somerset West Community Health Centre, has agreed to take over as Interim Executive Director on a part-time basis. Emilie assumes this role at this meeting and will remain until the end of February. She has been hired for 2.5 days/week to ensure that the Alliance continues its vital advocacy work while a full-time ED is recruited. On behalf of the Board of Directors, and I'm sure all members, I'd like to thank Naini Cloutier and the Somerset West Community Health Centre, as well as Emilie herself, for the gift of Emilie's skills and expertise during this time of transition.

Board of Directors – The Board is also undergoing transition. After a lengthy search, we are privileged to welcome two new members, Peter Cranston and Tom Kelly who, as individuals with lived experience, bring much-needed perspectives to the work we are doing. They will be presented to the membership at this meeting to begin a two-year term. Welcome, Peter and Tom!

We lost our Board member and colleague, Doug Pawson, this past summer to the charms of the East Coast, where he now leads End Homelessness St. John's and is doing great work there. We thank Doug for the many contributions to the Board, including his exceptional work on streamlining our financial reporting.

Marc Provost and Peter Tilley, Executive Directors of the Salvation Army and The Ottawa Mission respectively, have completed their Board terms as of this meeting. Many thanks to Marc and Peter for their exceptional talents and dedication to our work. We look forward to continuing to work together as they leave the Board, but remain as dedicated Alliance members. The Board will be undertaking a governance review in the coming months to develop a recruitment process for future Board members.

Committees – Our committees are placing some items on hold and prioritizing important initiatives such as our advocacy tool kit, engagement with municipal politicians and the creation of key messages on housing and homelessness during the federal election period. Municipally, we will focus on advocating for a commitment to inclusionary zoning, transit-oriented development and use of city-owned land, issues around the complexity of needs in shelters, inadequate rooming house conditions, concerns about decreases in housing stock and lack of affordable and deeply affordable housing. Of crucial importance to the Alliance, is placing an emphasis on positive collaboration with the City of Ottawa to define coordinated access and the use of real-time data to reduce homelessness in our community.

Finance – Financial services have been provided to the Alliance by the Pinecrest-Queensway Community Health Centre for many years, and we are grateful. We recently transitioned those services to Causeway Work Centre. Thank you to both organizations for your support.

It is also a time of transition at the City of Ottawa. I would like to acknowledge the significant contributions of Janice Burrell, who recently retired from the City of Ottawa as its General Manager of Community and Social Services, and thank her for her tireless work. We welcome her successor, Donna Gray. In a short period during the spring and summer, Donna and her team met with the Alliance Board on several occasions and also met with many of our members individually. She hit the ground running and has prioritized assessing challenges and opportunities as she positions her department to address the needs within our community. The Board of Directors is pleased to welcome Donna as our AGM Keynote Speaker to share what she has heard and learned, highlight actions taken in the short-term to respond to our feedback, and offer some insights on her vision for the future.

Many thanks to all of our Alliance members, partners and supporters. The work we undertake together is important and impacts the lives of many of the most vulnerable people in our city. Our united voices on complex issues of shared concern demonstrate the value of coming together and advocating with a united voice. We are most definitely stronger together. Thank you for all that you do to make our community better.

Respectfully submitted,



Deirdre Freiheit
Chair, Board of Directors



ALLIANCE TO END
HOMELESSNESS
OTTAWA

Who are we?

Our alliance is a member-driven coalition of local organizations and individuals collaborating and advocating to prevent and end homelessness in Ottawa.

OUR MISSION

To be the lead advocate in mobilizing and facilitating community-wide action to end homelessness in Ottawa, through advocacy, knowledge sharing and service collaboration.

OUR VISION

An inclusive city where everyone has a secure, appropriate and affordable home.

OUR STRATEGIC PRIORITIES 2020-2025

- 1 Advocate with governments and the broader community to advance effective policies and action to prevent and end homelessness, including by ensuring affordable housing remains a top priority.
- 2 Gather and share information and knowledge to address gaps, inspire best practices and maximize members' efforts.
- 3 Promote community-wide collaboration and integration of services within the homelessness service system and related sectors.

OUR CORE VALUES

1. *We work in the interests of people who are homeless/at risk of being homeless.*
2. *We involve in our work people who have been, or are at risk of being homeless. "Nothing about us without us."*
3. *We respect members' individual mandates and focus our efforts on common goals.*
4. *We collaborate with community partners to strengthen our reach and influence.*
5. *We focus our efforts where we can have impact.*



Donna Gray Bio



Donna Gray, General Manager of the Community and Social Services Department has over 28 years of service at the City of Ottawa. Over Donna's tenure, her passion to help the most vulnerable is something that has never left her. During her time at the City, as Donna moved into different positions and departments, she funneled her desire to make a difference by focusing on ways to improve the City's workplace culture and evolve the services that the City delivers.

Prior to Donna's recent transition on May 1, 2019 to the Community and Social Services Department, she served as the General Manager of the City's Service Innovation and Performance Department (SIPD). SIPD was a new department created in 2016 to serve a dual mandate. The first being to deliver public front-line services through the City's various channels, on behalf of all departments. The second being to provide the internal knowledge, resources and expertise to improve the City's organizational effectiveness, provide a one-stop shop for City's Human Resource needs and to lead the digital strategy for the City. Under Donna's leadership, SIPD implemented several successful corporate-wide initiatives in three short years.

Donna brings a wealth of experience in strategic planning, organizational transformation and innovation, organizational development, project management, outreach and engagement and over 20 years of experience leading complex transformation initiatives at the City of Ottawa.

In past roles at the City, Donna was involved with leading several large transformation projects. Some of which include: the development and implementation of the 2016 organizational alignment for the City of Ottawa; leading the \$80 million Service Ottawa technology and innovation initiative; leading the corporate strategic planning process for the past two terms of council; leading the redesign of social services into an integrated delivery model; managing the creation of a new department that integrated lower tier recreation services with public health and social services; and, leading the strategy and project management for the amalgamation of emergency services from eleven departments into one.

Donna's goal as the new General Manager of Community and Social Services is to build on the department's momentum, bring positive change to those who need help and continue to advocate and care for the community's wellbeing.

Donna is native to Ottawa. She is a graduate of Carleton University with an Honours in Psychology and has obtained a Masters' Certificate in Municipal Leadership.