

APPROVED: December 5, 2020



**John Howard Society of Saskatchewan
Board Meeting
September 19, 2020
Minutes**

Present: Anna Robinson, Chair
Jennifer Angus
Roger Bucsis
Christine Boyczuk
Wanda Clare
Benedict Feist
Tyler Gray

Regrets: Michelle Caron
Phaedra Hitchings
Peter Braun

Staff: Shawn Fraser, CEO
Dot Lambsdown, Board Relations Coordinator
Echo Qin, Director of Finance
Nick Langshaw, Director of Human Resources

1.0 Call to Order and Opening Remarks

Ms. Robinson welcomed Board members and staff to the meeting and called the meeting to order at 8:30 a.m.

2.0 Acknowledgement of First Nations People & Treaty Land

Mr. Feist provided the acknowledgement of First Nations People and Treaty Lands. He acknowledged that the Board meeting was on Treaty 4 territory. Mr. Feist shared his hope that the spirit of Treaty guides our work at the John Howard Society of Saskatchewan.

3.0 Agenda

Ms. Robinson invited changes to the agenda. Additions were made to the September 19 meeting agenda, as follows: Governance Chair Report, Short-Term Disability Policy and SILP Apartment. There being no further amendments to the agenda, a motion was made to approve the meeting agenda, as follows:

[MOVED BY T. GRAY/ SECONDED BY B. FEIST] BE IT RESOLVED THAT the agenda of the September 19, 2020 meeting be approved, as amended. **[CARRIED]**

4.0 Conflict of Interest Declaration

Ms. Robinson asked if any director had a conflict of interest to declare. There were no conflicts declared.

5.0 Committee Reports

5.1 Governance Chair's Report

Ms. Boyczuk presented the Report of the Governance Committee, which was included in the meeting package. Highlights of the discussion included the following items:

- The Chair of the Governance Committee reported on the July 6 and September 14 meetings.
- The Board evaluation was reviewed by the Governance Committee meeting. Follow up actions were discussed, as follows:
 - A questionnaire will go out to Board members to identify topics for development.

- It was identified that Board members be visible at various JHSS events in their home communities, such as during Restorative Justice Week.
- It was noted that the strength of the Chair responses were very strong by all Board members – compliments to Ms. Robinson.

The Committee reviewed the results of the Board Member Self-Assessment Follow-up Plan.

Highlights of the discussion included, the following points:

- Review this survey in the Spring to simplify with possible yes/no responses only.
- Prioritize which topics to address in follow-up to responses to the self-assessment.

Highlights of the discussion from the 2020 AGM included the following points:

- provide video conferencing options for those who cannot attend in-person AGMs.
- continue to have stakeholders from across the province to bring greetings to AGMs (this would be in lieu of a keynote speaker).
- continue to include Board member roles/participation in AGMs, as appropriate.
- acknowledge government officials and those who were asked but unable to bring greetings to AGM.

Appointment of Committee Members

Ms. Boyczuk indicated that the new members indicated their committee membership preference, as follows:

- Roger Bucsis: Audit & Finance
- Jenn Angus: Governance
- Phaedra Hitchings: Human Resources

A motion was made to accept the new Committee appointments, as follows:

[MOVED BY B. FEIST/SECONDED BY W. CLARE] BE IT RESOLVED THAT the John Howard Society of Saskatchewan Board of Directors approve to appoint Board members to its Committees, as follows:

- Roger Bucsis – Audit and Finance Committee
- Jennifer Angus – Governance Committee
- Phaedra Hitchings – Human Resources Committee. **[CARRIED]**

The Committee agreed to establish a subcommittee to work on criteria regarding JHSS memberships. Ms. Boyczuk will work with Mr. Feist on this topic.

Items were identified at the June 27 Board meeting for follow-up by the Governance Committee, as follows:

- Targeted Board member recruitment: two areas for recruitment were identified as from the Far North and Indigenous communities – further Board discussion is required
- Standing Board meeting agenda items:
 - Call to Action Topics – the Board has a policy regarding the Land Acknowledgement statement; however further work is required to put this policy into action.
 - Group prayer prior to Board meetings – acknowledge we are coming to this meeting with an open heart and a moment for private reflection. Ms. Clare & Ms. Robinson will work on a subcommittee regarding reflective time prior to Board meetings.
- The proposed Board meeting dates for the remainder of 2020 and for 2021 were discussed and a motion was made, as follows:

[MOVED BY B. FEIST/SECONDED BY T. GRAY] BE IT RESOLVED THAT the John Howard of Saskatchewan Board of Directors approve its Board meeting dates for the remainder of 2020 and for 2021, as recommended by the Governance Committee. **[CARRIED]**

- It was noted that all Board members are required to provide a new Criminal Record Check (CRC) every three years. New Board members Ms. Angus, Mr. Bucsis and Ms. Hitchings; and current Board member Ms. Boyczuk are required to submit their current CRC to the Board Relations Coordinator, at their earliest convenience.
- Ms. Boyczuk provided an update on the John Howard Society of British Columbia situation. John Howard Canada was approached by the John Hoard Society of the Lower Mainland (JHSLM) in March 2020. They expressed dissatisfaction with their relationship with JHSBC and indicated that they were planning to leave JHSBC. JHSLM acknowledged that they did not represent BC John Howard societies but indicated that they had recently begun running some programs in the Yukon Territory and their intention was to apply for JHSC membership through the Yukon. Having more than one voting seats per province will be discussed at the next John Howard Canada AGM.

There being no further discussion, the Governance Committee Report was accepted, as presented.

[MOVED BY R. BUSCIC/SECONDED BY J. ANGUS] BE IT RESOLVED THAT the JHSS Board of Directors accept the Governance Committee Chair's Report to the Board, as presented. **[CARRIED]**

5.2 Funds Development Chair's Report

Ms. Robinson indicated that the Funds Development Committee did not meet since its last report on June 27, 2020, as such there is no report coming forward for this Board meeting.

6.0 JHSS's Enterprise Risk Management Process

Ms. Boyczuk facilitated an Enterprise Risk Management Framework presentation and small group exercises to develop a draft Risk Register identifying all significant key risks for the John Howard Society of Saskatchewan; and to determine its tolerance for each identified risk by numerically assessing each risk based on the likelihood of occurrence and the impact on the achievement of the organization's objectives, if it did occur. The risk evaluation is used to determine the top risks for the organization so management can then establish an appropriate risk management strategy in order to optimize the organization's risk management.

7.0 Calls to Action Topics

7.1 Advocacy on Remand in Saskatchewan

Mr. Hawkins has been working on a variety of initiatives with a focus on advocacy on remand in Saskatchewan. Highlights of his written report included the following points:

- The purpose of his report was to provide the Board with base line information to understand the reality of remand in Saskatchewan and to generate discussion on strategies for advocacy and the Board's role in advocacy.
- In Saskatchewan there is a high use of remand at about twice the national average and there is an overcrowding problem in correctional facilities.
- There is a disproportionate number of Indigenous people held in remand.
- People in remand are more likely to plead guilty.
- Very little programming is available in remand.
- Responsibilities for remand is divided by two Ministries.
- In terms of advocacy, there isn't a reason why the advocacy that JHSS does wouldn't line up with the other advocates in the system.
- We need to look for opportunities to work with the system to make incremental changes together.

- The idea would be to post informational items on the JHSS web site similar to what JHC does. We are all working towards a safe correctional system.

[MOVED BY T. GRAY/SECONDED BY C. BOYCZUK] BE IT RESOLVED THAT the JHSS Board of Directors direct the JHSS Public Legal Counsel to draft a letter to the Ministry of Justice's Deputy Minister and Director responsible for Prosecutorial Services. **[CARRIED]**

Actions:

1. Draft a letter to the Ministry of Justice's Deputy Minister and Director responsible for Prosecutorial Services.
2. Explore Ontario's Bail Verification and Supervision Program.
3. Post position papers / research information on JHSS web site.

7.2 Systemic Racism Follow Up

Ms. Robinson provided followed up information on the systemic racism discussion at the June 27, 2020 Board meeting. The Governance Committee established an Ad Hoc Committee to further explore systemic racism issues with Ms. Robinson and Ms. Clare appointed to this Committee. More Board discussion are required to determine how the Board wants to pursue training in this areas.

Ms. Robinson encouraged Board members to send any suggestions for training on systemic racism to her and Ms. Clare. A suggestion was made to consult with the Multicultural Society of Saskatchewan. Additionally, JHSS Public Legal Counsel agreed to write an issues paper on systemic racism and the justice system to align with the Board's interest to focus on this topic.

Actions:

4. Email ideas for future Board training on systemic racism in the justice system to Ms. Robinson and Ms. Clare.
5. Mr. Hawkins to write an issues paper on systemic racism and the justice system.

8.0 Administrative Policies Process

The most appropriate approach for policy approval was discussed and it was agreed that policies requiring Board approval would be handled, as follows:

- policies that impact a specific committee would first go to that committee for review; then,
- brought to the Governance Committee for review and to make a recommendation to the Board.

9.0 Strategic Planning Session

The CEO provided an overview of JHSS' existing Strategic Plan. Highlights of JHSS accomplishments, outstanding items and capital opportunities were noted, as follows:

1) Accomplishments:

- the purchase of a house for the Lulu's Lodge project.
- a labour relations consultant was hired and provided training to management and together with management confirms gaps and areas of change in the CBA.
- organizational review is underway and has progressed well with hiring a Director of Human Resources six months ago.
- increased media awareness with a new communications strategy after recruitment of the new media relations position.
- the Gang Violence Reduction Home contract is now in place in Prince Albert.
- hired the new Branch Manager for the housing program in Moose Jaw.

- Sooksit and Liberty housing pilot projects are functioning well but are being closely monitored to ensure financial viability.
- the Law Foundation grant allowed us to hire a Public Legal Counsel and has been renewed for another year.

2) Outstanding Item:

- Indigenous Engagement requires more dedicated focus.

3) Capital opportunities for 2020/21:

- apply to Corrections Services Canada, by December 31, 2020 to own and operate a new halfway house somewhere in Saskatchewan. Other John Howards in Canada have successfully undertaken such halfway houses.
- apply to SHC for a grant to purchase an SLP apartment building in Saskatoon.
- apply for a grant to support a new youth shelter in Saskatoon.

Subsequently, the Board and management broke out into small groups then report back to the larger group after discussing the following questions:

- a) How well are we currently meeting our Ends of Sustainability, Promotion and Education/Advocacy?
- b) What have we done well this past year?
- c) What opportunities are there for improvement?
- d) What's missing from the Strategic Plan?
- e) What are our priorities for this year?

The outcome of the small group report outs were consistent with many overlaps of ideas. The Board approved four new JHSS strategic strategies for 2020/21, as follows:

[MOVED BY C. BOYCZUK/SECONDED BY W. CLARE] BE IT RESOLVED THAT the JHSS Board of Directors approve four new JHSS strategic priorities for 2020/21, as follows:

- institutional programming
- development of a capital strategy
- Indigenous engagement (broader scope), and
- human resources processes tied to Enterprise Risk Management (i.e. organizational review, CBA, compensation review and Indigenous engagement). **[CARRIED]**

10.0 Short-Term Disability Policy

Subsequent to the review and discussion of the Short-Term Disability Policy, a motion to approve the Short-Term Disability Policy was made, as follows:

[MOVED BY J. ANGUS / SECONDED BY B. FEIST] BE IT RESOLVED THAT the JHSS Board of Directors approve the Short-Term Disability Policy, as recommended by the Human Resources Committee. **[CARRIED]**

11.0 Feedback on the Meeting

- Appreciate meeting in person and everyone's hard work over the last two days of meetings.
- Meetings were great.
- As the Board has so much material to cover, the second day was long with big decision items at the end of the day.

12.0 Board Only In-camera Meeting

Management left the meeting, as the Board of Directors moved in-camera.

Motion to Move In-camera

[MOVED BY B. FEIST/SECONDED BY R. BUCSIS] BE IT RESOLVED THAT the JHSS Board of Directors approve to move its September 19, 2020 meeting in-camera at 3:47 p.m. [CARRIED]

Motion to Reconvene Meeting

[MOVED BY J. ANGUS/SECONDED BY W. CLARE] BE IT RESOLVED THAT the JHSS Board of Directors approve to reconvene its September 19, 2020 meeting at 4:17 p.m. [CARRIED]

13.0 Saskatoon Youth Shelter Application

The Board passed a motion in support of JHSS management submitting an application to the Ministry of Social Services to manage an emergency housing for homeless youth in Saskatoon.

[MOVED BY J. ANGUS / SECONDED BY W. CLARE] BE IT RESOLVED THAT management submit an application to the Ministry of Social Services to manage an emergency housing for homeless youth in Saskatoon, as approved by the JHSS Board of Directors. [CARRIED]

14.0 Next Meeting

The Board agreed to plan a shorter meeting in either late November or early December 2020.

Action:

6. Canvass the Board for a preferred meeting date and location, either Regina or Moose Jaw.

15.0 Motion to Adjourn

There being no further business of the Board of Directors, a motion to adjourn was made, as follows:

[MOVED BY T. GRAY / SECONDED BY W. CLARE] BE IT RESOLVED THAT the Board of Directors approve the adjournment of this meeting on September 19, 2020 at 4:30 p.m. [CARRIED]