

# board recruitment 2017

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compassion



moving people  
forward



shelter



reversing the  
stigma

Never doubt a small group of thoughtful,  
committed citizens can change the world.  
Indeed, it is the only thing that ever has.

~Margaret Mead~



## Mission Statement:

- To provide subsidized shelter along with access to appropriate support services for single adults, couples, families with children, and youth in our community who are homeless.

## Vision:

- To provide temporary, economical and dignified accommodation to homeless single adults and families in our community.
- To assist the homeless of our community by ensuring that everyone has a safe place to return to at the end of the day.
- To establish partnerships with other agencies/organizations that would be mutually beneficial to all clients.
- To address the immediate needs of our clients by way of services within our mandate and/or through referrals to and client advocacy with appropriate agencies.

## Values:

- We believe that shelter is not only a 'basic need' but is a right for all regardless of cultural or religious traditions.
- A Place Called Home's membership is made up of non-judgmental individuals whose core values are rooted in social justice.
- Beyond providing shelter to those who are homeless, we believe that:
  - (i) An attempt should be made to include an awareness/education component in each of our activity/fundraising events.
  - (ii) Our work provides opportunities to challenge our municipal, provincial and federal politicians and other community/business leaders to become more aware of the issues around homelessness and to seek out new and innovative ways to support our efforts.

## **ORGANIZATIONAL AND SERVICES OVERVIEW**

Serving the City of Kawartha Lakes and the County of Haliburton, A Place Called Home currently operates a 19-bed shelter and is accessible 24 hours a day, seven days a week to men, women and families with children (including seniors and youth 16 years of age or over) who do not have a safe place to return to at the end of their day.

A Place Called Home's core program is the shelter (hostel) which is a safety net for those who have fallen on hard times and are temporarily unable to pay the rent, meet the demands of soaring utility costs and/or are trying to cope with mental illness and/or the complications of substance abuse. Having reached a critical point, our residents are no longer able to provide the basic needs for themselves or that of their families. All services and supports are accessible.

Additionally, APCH administers several homeless prevention/stabilization programs.

In addition to the core shelter program, A Place Called Home offers trusteeship services, advocacy and needed supports to youth 16-17 years old who do not have parental support to access benefits and other services but have passed the threshold for support through our local Children's Aid. In many instances A Place Called Home's support is combined with other appropriate services within the community in order to increase the chance of a successful outcome.

In 2016 A Place Called Home will be offering a new program that will provide intensive one on one supports to individuals who are identified as having the greatest risk of falling into a cycle of homelessness. The Intensive Case Management Program will provide a succession of services and supports combined with other relevant services in the community.

Coupled with the Intensive Case Management Program, additional staffing within our shelter system have been hired to provide a continuum of supports to sheltered and unsheltered clients who have been identified as having the highest risk of imminent homelessness or are currently homeless with many barriers. The Community Integration and Stabilization Program will lend a higher level of support to both the shelter program and the Intensive Case Management Program seven days a week and during identified critical times.

## **HISTORICAL OVERVIEW**

**In the Fall of 1990**, the late Rev. Dr. John McMurray encountered two women with small children at his door who appealed to him for help as they were homeless and had nowhere to go at the end of their day.

On that day Rev. Dr. McMurray recalled a presentation given at one of his services by a local woman, Zita Devan (A Place Called Home's Founding Chair), appealing to his congregation for support for the homeless of, what was then, Victoria County. At that time it was hard to imagine that our community had any homeless people, but on that day Rev. Dr. McMurray called Mrs. Devan asking her what had come of her crusade.

Even though there was still no funding or supports for the homeless at that time, through the kindness of the church and other caring individuals, the two women and their families were put up in a local motel until they were able to move into more permanent accommodations.

The event recalled above turned out to be a catalyst to action and, through the efforts of the Lindsay and District Ministerial Association, a call went out from the association looking for representatives from the various church communities to form a committee with a goal to create an independent, incorporated organization whose goal it was to provide temporary shelter to single adults, couples and families with children who were homeless.

## **ORGANIZATIONAL TIMELINE**

### **February 1991**

The new Transitional Housing group met for the first time.

### **January 1992**

The group changed their name to "A Place Called Home" and started to develop a plan to house homeless people now or as quickly as possible with the least amount of red tape as they possibly could.

### **May 1992**

A Place Called Home made its first financial appeal to the local faith community.

### **March 1993**

A Place Called Home was officially incorporated as a registered charity.

### **November 1993 (Bricks and Mortar)**

A letter of intent to lease a five-bedroom house, rent geared to income was sent to what was then called Victoria Haliburton Housing Authority.

### **August 1994**

An application was submitted for a grant that would provide seed money to hire a project coordinator for one year.

### **October 1994**

A Place Called Home was informed that they were approved to rent a 5-bedroom rental unit that would be available January 1<sup>st</sup> of 1995.

**October 1994**

A Place Called Home was approved for a one year grant to hire a project coordinator to develop guidelines for and would manage their transitional house. Funding would begin in January of 1995.

**December 1994**

The upcoming official opening of A Place Called Home was celebrated with an ecumenical service of thanksgiving.

A project coordinator was hired.

**January 1995**

The doors of the transitional house were opened to the first resident.

**January 1997 - 2001**

Lindsay Town Council acknowledge the group's efforts by endorsing "Homeless Awareness Week" during the third week of January.

**March 1999**

Development of Strategic Plan in order to establish a 24-hour Emergency Shelter for the growing numbers of homeless in our community.

**October 2001**

The purchase of property with side by side buildings that would accommodate a 24-hour emergency shelter following renovations.

**December 2002**

Renovations completed to the first building (McMurray House) ready for occupancy and with the first residents moving in just days before Christmas.

**June 2003**

Renovations completed to the second building (Pinto House) providing a total of 19 beds to serve the homeless of our community.

**July 2003**

Official Ribbon Cutting

**January 2004**

The first Homeless Prevention Programs were developed and implemented to assist those at risk of becoming homeless remain housed.

**September 2008**

Official Ribbon cutting held for the newly renovated accessible administration offices with offices for our Homeless Prevention Programs. The renovation was funded by the Lindsay Legacy CHEST Fund and the Ontario Trillium Foundation.

**June 2013**

Pilot project to expand services on the ground in Haliburton County begins. Office would remain in operation for 26 months until the programs were absorbed by the City of Kawartha Lakes.

**2016**

A five year strategic plan was developed and approved at the Annual General Meeting.

## **JOB DESCRIPTION – BOARD MEMBER**

**Reports to:** The Chair of the Board

### **Description:**

As a member of the Board of Directors, you will be responsible for the organization's consistent achievement of its mission and organizational objectives. Core responsibilities include: policy formulation, decision-making, and oversight. The board member will demonstrate strong leadership skills, resourcefulness, creativity and commitment. She/he seeks out solutions to board related challenges and identifies and capitalizes on new opportunities. The ideal board member will be one whose personal philosophies mirror the beliefs and value systems of A Place Called Home.

The Board works closely with internal committees and will advocate for the agency within the community to *help to bring awareness around homelessness* to individuals, groups, businesses. This position will provide leadership in several capacities such as:

- Reviewing and approving organizational budgets;
- Approving policies that govern A Place Called Home;
- Authorization of unbudgeted expenses;
- Reviewing issues and projects brought forward by the Staff, Committees, and Executive Director, and makes recommendations about and/or refers feasible projects to Committees as appropriate; and
- Approving membership of special committees to the Board.

### **Eligibility:**

- Applicants must pass a "vulnerable sector" criminal reference check.
- Applicants must be of sound mind and not currently be involved in a bankruptcy claim.
- Applicants must be 18 years of age or over.
- Board Members must live or work in the City of Kawartha Lakes or in the County of Haliburton and will, at minimum, have a basic knowledge of the community (*CKL or Haliburton or both*).
- An ideal Board Member will have experience in and/or represent one or more of the following – human resources (*which includes the voluntary sector*), business management, trades, medical, education, emergency services (*police, fire, etc*), legal, government, faith community, accounting, fund development or marketing.
- Attendance to monthly board meetings is mandatory. (*A Director who misses 3 consecutive board meetings, without being granted leave, may be asked to reconsider their involvement with the organization.*) At the current time, monthly Board Meetings are held on the **last** Wednesday of every month, starting at 6:00PM at 64 Lindsay Street South in our Board Room. Our Annual General Meeting is held at the Cambridge Street United Church Parlour in Lindsay.
- A director may serve for up to three consecutive terms of two years.

## **EXPECTATIONS OF BOARD MEMBERS**

As a member of the Board, and in contributing to the collective achievement of the role of the Board, the individual director is responsible for the following:

### ***Fiduciary Duties***

Each member is responsible to act honestly, in good faith and in the best interests of A Place Called Home and, in so doing, to support the corporation in fulfilling its mission and discharging its accountabilities.

A member shall apply the level of skill and judgment that may reasonably be expected of a person with his or her knowledge and experience. Members with special skills and knowledge are expected to apply that skill and knowledge to matters that come before the Board.

A member's fiduciary duty includes a requirement that he or she avoid situations where the interests of the member are in conflict with the interests of A Place Called Home.

Candidates must be able and willing to assume the legal/financial risks and liabilities associated with the standards of care and fiduciary responsibility imposed on directors.

### ***Accountability***

The director is not solely accountable to any special group or interest and, in the capacity of Board Directors of A Place Called Home, shall make decisions that are in the best interest of the corporation as a whole. The director shall become knowledgeable of the stakeholders (client base) to whom the corporation is accountable and shall appropriately take into account the interests of such stakeholders when making decisions as a director, but shall not prefer the interests of any one group if to do so would not be in the best interests of the corporation.

Directors are expected to exercise their own thought and judgment in the decision-making process and should not "rubber stamp" the opinions of others.

### ***Not for Profit Knowledge***

During their term a director shall become knowledgeable with the duties and responsibilities of directors in a charitable organization. Guidelines and publications will be made available to each Board member.

### ***Board Member Capacities***

A Board member must:

- Be committed to the work of the organization – become informed on the programs, services and organizational matters and participate in discussion and decisions at Board meetings;
- Be willing to serve on a minimum of one committee and attend such committee meetings;
- Attend monthly Board meetings and the Annual General Meeting (AGM);
- Be involved in committee work;
- Support the events of A Place Called Home and be willing to actively serve at a minimum of two annual fundraising events;
- Read and understand A Place Called Home's bylaws, review minutes, reports and contracts;
- Read, understand and agree to all policies related to the Board of Directors.

### ***Nominations***

Directors shall be elected from the candidates selected by the Nominations Committee at the Annual General Meeting.

**Time Commitment and Events**

Directors are expected to attend monthly Board meetings as well as the AGM. Beyond participation in a minimum of two events, Board members are encouraged support as many of our special events as possible. Current events are listed below; changes are expected.

- Homeless Awareness Week – tba
- Polar Plunge – First Sunday in February
- E-Waste Day – April
- Newfoundland Night – June
- Antique Show and Sale – July
- Mark-A-Thon – August
- Kawartha Classic Cycle Tour – August
- Various promotional events throughout the year

**Board Size**

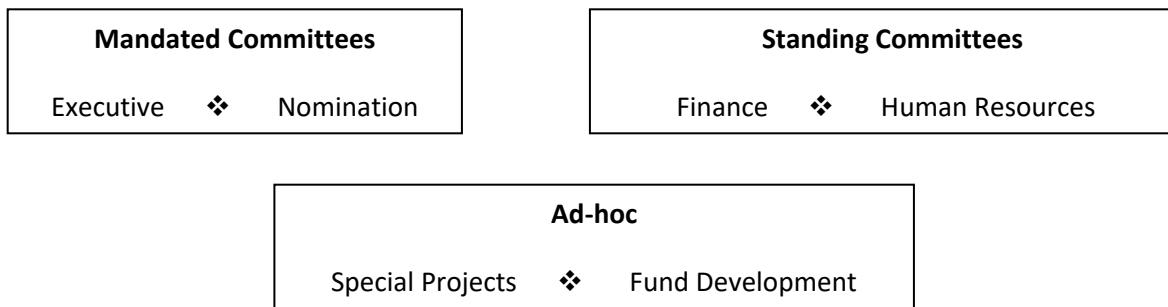
The Board will consist of ten members. A quorum will exist when a majority of the current membership is present.

**Board Meetings**

Board meetings are held on the **last** Wednesday of each month, starting at 6:00pm and lasting no longer than 1.5 hours under normal circumstances.

**Board Committees**

The current committees of the Board are as follows: *(ad hoc committees are struck from time to time)*



**Benefits of being a Board Member**

You will be part of a committed and passionate group of supporters and advocates who guide the vision of A Place Called Home. Your involvement will help make a difference in the lives of hundreds of community members, individuals and families within the City and region. You will be part of a growing organization that provides umbrella services to those in crisis while aiding in the development of future programs and strategic visioning.

**Orientation**

New Board Members will be given a comprehensive orientation package (that will include terms of reference of all committees), will be given a tour of the public areas of our facility, and will have an opportunity to meet management/supervisory staff and program leaders who will answer any questions you may have. Minutes from the last 6 board meetings will also be provided as well as the minutes from the previous AGM.



General Skill Set of Board Members	Specific Skill Set within the Board of Directors
<ul style="list-style-type: none"> <li>• Ability to devote sufficient time and energy to the performance of duties as a member</li> <li>• Willingness to assume the responsibilities associated with being a member</li> <li>• Demonstrated integrity, high ethical standards and respect of privacy and confidentiality</li> <li>• Ability to recognize and assess business risks and strategic opportunities</li> <li>• Ability to distinguish between Board and Management roles</li> <li>• Ability to think, act and speak independently and with conviction and confidence</li> <li>• Strong oral and written communication skills</li> <li>• Ability to conceptualize and think strategically</li> <li>• Good problem-solving and interpersonal skills</li> <li>• Ability to meet time commitments</li> <li>• Ability to participate in group decision-making</li> <li>• Willingness to participate in board orientation and continuing education</li> <li>• Objectivity</li> <li>• Values consistent with those of the organization</li> </ul>	<p>In addition to the general skill set of board members, the board ideally will collectively represent the following range of expertise:</p> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Strategic planning</li> <li>• Financial literacy (e.g. able to read and understand financial statements and reports, and assess the implications)</li> <li>• Fundraising</li> <li>• Networking</li> <li>• Legal</li> <li>• Government relations/advocacy</li> <li>• Faith community</li> <li>• Communication</li> <li>• Marketing</li> <li>• Non-Profit/Charitable sector representation</li> <li>• Negotiation</li> <li>• Leadership</li> <li>• Budgeting</li> <li>• Time management</li> <li>• Media relations</li> <li>• Post-Secondary degree/diploma or a combination of qualifications/experience</li> <li>• Previous board experience</li> </ul>

## 2016-2017 Board of Directors

### Executive Members

President

**John Atkins**

705-878-3862 (H) / 705-928-3695 (C)

[chair@apch.ca](mailto:chair@apch.ca) or [john.da44@hotmail.com](mailto:john.da44@hotmail.com)

Joined: 2009-07-01

Committees: Finance, Nominating, Ex-Officio

Vice President

**John McLeod**

705-879-1923 (C)(T) / 705-324-2303, x. 201 (W)

[j.mcleod@klbe.com](mailto:j.mcleod@klbe.com)

Joined: 2015-01-28

Committees: Finance, Human Resources, Nominating

Secretary

**Cheryl Bryant**

705-879-4284 (H) / 905-767-1673 (C)(T)

[cherylanne.bryant@i-zoom.net](mailto:cherylanne.bryant@i-zoom.net)

Joined: 2012-05-23

Committees: Human Resources, Nominating

Treasurer

**Norman Price**

705-320-9448 (H) / 705-928-8310 (C)

[normanlp@gmail.com](mailto:normanlp@gmail.com)

Joined: 2001-05-30

Committees: Finance, Nominating

Executive Director

**Lorrie Polito**

705-328-0905, x. 222 (W) or 705-928-6936 (C) (T)

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### Board Members

**John Hassan**

705-340-5388 (H) / 705-934-4277 (C)

[hassan.team@sympatico.ca](mailto:hassan.team@sympatico.ca)

Joined: 2016-06-29

Committees:

**Lisa Loader**

705-328-5325 (C)(T) / 1-800-461-8953, x. 42 (W)

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Joined: 2016-01-27

Committees: Human Resources

**Glenda Morris**

705-344-3143 (C) (T)

[morrisglenda0@gmail.com](mailto:morrisglenda0@gmail.com)

Joined: 2016-06-29

Committees:

**Rev. Paul Reed**

705-879-2886 (H) / 705-879-2886 (C)(T) / 705-324-3547 (W)

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Joined: 2013-06-26

Committees: Advisor to Executive Director

**Rebecca M. Riley**

705-879-8993 (H) (C) (T) / 705-324-2393 (W)

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Joined: 2014-10-29

Committees:

**Karen Round**

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Joined: 2016-06-29

Committees: