Emmanuel Seniors Living Society

Minutes of Board Meeting October 19, 2022

Roll Call: Present: Andrew Yskes, Bert Kamphius, Peter Jonkman, Coby Benoit, Allan Brennan, Anko Buwalda, Hilda VanVeen-Gritter, Tony Vandermeer, Darren Sinke, Laura Pothoven and Henry Baker.

1. *Opening:* Coby Benoit led us in opening devotions. She read from Leadership Promises for Everyday from John Maxwell's book – Leading the Leader, and then opened in prayer.

2. *Additions to the Agenda:*
a. Group photo

3. Motion Carried: to accept the adjustments to the agenda.

4. Minutes of September 28, 2022, Board Meeting were reviewed as circulated. Motion to amend section 8b within the minutes. **Motion carried:** to accept the minutes of the September 28, 2022, meeting with proposed amendments.

5. *Business Arising from Previous meetings/Unfinished Business:*
a. Code of Conduct for Board Members (Pending): The Board decided to move this to a standing item under the Strategic Committee Report until its completion.

6. *CEO Report:* Darren presented his report, report is available on the Portal.

General Update:

- There are five studio suites vacant, which is a decrease from 9 vacancies, this is promising and on a positive trajectory for no vacancies come summer 2023.
- Henry and Darren to meet with some city representatives on Monday, regarding the Lighthouse and possible grant funding opportunity.
- Marketing project in the works, this will help the organization in how to communicate our story, and from there, logo work and branding material will be produced.
- There will be some significant mechanical upgrades occurring over the next few months to replace the Centre wing makeup air unit, as well as the kitchen makeup air unit. These machines were purchased a while ago but in consideration of the supply chain issues, strategically purchased, before complete breakdown to avoid any negative delays.
- November 26th is the Emmanuel Home Christmas Market, mark your calendars and stay tuned for more information.
- Flu shot and Bi-valent Covid shot to be offered to residents and staff on October 27th, 2022.

7. Standing Committee Reports:
a. Executive Committee:
i) Nothing to report.
b. Finance/Audit Committee
i) Minutes of the Finance Committee held October 13, 2022: The Board discussed the minutes with the Tiered proposal.
ii) Budget 2023: The Board discussed the Budget, which included the 4.5% rent increase, as well as the 3% wage increase, and 1.5% one-time payout to capture inflation impacts this year.

- It was noted that the bank requires EH to have a 1.1:1 debt services ratio and that we are required to build equity.
- The 1.5% one-time payout for staff is meant to capture the inflation impacts of

2022. It will be given to staff ahead of the Christmas season, but communication would be reflecting the inflation impacts and it is not meant to be seen as a Christmas Bonus.

- Staffing adjustments were a significant impact in achieving this budget.

iii) Tiered Rent Proposal and discussion:

- It was noted that when planning ahead, if no substantial changes are decided soon, EH will be in trouble as the rent rates will be significantly below market value, and subsequently, very quickly, the wage increases will not be sustainable.
- The rent rates, in either decision proposed, will continue to provide rents at an affordable rate, lower than market value.
- The Board discussed the avenues of income per unit based on tax form assessments, and the idea is that higher rent payers support a subsidized rent for the lower payers.
- The proposed Tiered proposal approach would be a long-term way of narrowing the gap of rent rate differences between market value and EH.
- The West Wing will not be subject to the Tiered rent proposal.
- It was noted that as a Non-Profit we should be looking to build contingency funds.
- The West wing rent rates are tied to affordable housing and must meet the parameters outlined by this, therefore cannot be part of the Tiered program.

iiii) **Motion Carried:** That the Board approve the 2023 budget of 5.2 million dollars, which includes a 4.5% rent increase, and a 3% wage increase, plus a by 1.5% one-time wage offset payment prior to Christmas this year (2022).

v) Recommended **Motion:** That the Board approve the proposed 'Tiered Rents' Proposal, increasing rents for new residents by 15% in early 2023. This motion was tabled.

Motion Carried: To table the motion for the Tiered Rent Proposal and refer the discussion items back to the finance committee for further review, and request was made to present a table showing the proposed approach for clarity at the next Board meeting.

vi) COLA discussion for CEO: The Board discussed COLA for CEO in camera.

Motion Carried: that Darren receives the 2023 base wage increase of 3% and a 1.5% offset payment.

- It was mentioned that starting November when the CEO starts at 80%, Darren's wages are captured in the EH budget for 1 day, and The Lighthouse for 3 days.
- The Director of Finance wages are captured in 1 day at The Lighthouse as well.
- The Board will be provided with quarterly progress report on financials for project and state of affairs going forward.

c. Strategic Development Committee

i) Minutes of the Strategic Development Committee meeting held October 12, 2022: It was noted that it makes more sense to have the financial audit information and the Board annual report in the Spring ECHO vs. the Fall.

ii) **Motion Carried:** The Board adopts the following policies, with amended grammatical and format errors: Gov 18, Gov 21, Gov 22, Gov 23, EPP 1, EPP 2, EPP 3.

iii) Board Orientation Manual: (Pending).

vi) Code of Conduct for Board Members (Pending).

8. *New Business:*

a.) Board Recruitment: Darren has exchanged emails with Loretta Monsma but nothing has been initiated.
b.) CEO Evaluation: To be completed and recorded within 6 months, tentatively set for January.

9. *Correspondence:*
a.) none.

10. *Round Table:*

- Darren mentioned the impacts of the extra committee meetings has added additional evening work, which takes time away from being present during the day for the residents. This meant 3 evening meetings in a week recently. He will also be on holidays for 5 days from October 26th.
- Anko updated the Board on his wife, Trincy's cancer treatments, and how she is doing. He thanked the Board for the prayers and coveted prayers going forward. They are both looking forward to Christmas at their daughters house this year, as Trincy will be done her last treatment before then.
- Hilda had a good trip in Eastern Canada despite the hurricane present and the effects of that.
- Andrew requested prayers for those traveling soon.
- Coby is away to Mexico on November 15th to 29th and will be back to chair the November Board Meeting on the 30th.
- Peter is leaving on Friday to Florida, and will be back on December 8th, he thanked Coby for her willingness to chair the next meeting.

11. In Camera

12. Group Photo

13. *Closing*: Allan Brennan closed in prayer and the meeting was adjourned.

NEXT MEETING: Wednesday, November 30, 2022, AT 7:30 p.m.