



60 Woodfield Road, Toronto, Ontario M4L 2W6
Tel: 416-461-8143 www.applegrovecc.ca

**Board of Management Meeting
October 28, 2024**

AGENDA

7:00

- A. Call to Order/Adoption of Agenda
- B. Introductions
- C. Land Acknowledgement and TRC Calls to Action
- D. Declaration of Conflicts of Interest
- E. Minutes of September 23 Board of Management Meeting (*attached*)

7:10

- F. Finance
 - F.1. Year-to-date Financial Report (*attached*)
 - F.2. Term Deposit Renewal (*briefing note sent separately*)
 - F.3. Draft 2025 Program Budget (*briefing note sent separately*)

7:55

- G. Personnel & Policy Committee
 - G.1. Program Director Hiring Process
 - G.2. Board Training Framework

8:05

- H. Program Update (*attached*)
- I. East End Music Fest Review

8:20

- J. Executive Directors Report
- K. Correspondence Received

8:25

- L. Adjournment

**Minutes of the Board of Management Meeting
September 23, 2024**

Applegrove is a vibrant and welcoming place that delivers programming to foster joy, promote wellbeing, enrich lives and build community.

Present: Brian Buchan, Brian Wood, Camille Bettonville, Jean Lim O'Brien, Kristin Vanderpark, Pat Jordan, Susan Munn
Regrets: Sara Ehrhardt, Sarah Lasch, Tammy Rogers
Staff: Susanne Burkhardt, Josh Grainger (Recorder), Monica Vela
Guests: Susan Fletcher

A. Call to Order/Adoption of Agenda

Susan M. called the meeting to order. Quorum was met and the agenda was adopted with 3 amendments:

1. Agenda item G.1, the Police Reference Check Policy deferred to next meeting.
2. Numbering sequence on Board of Management agenda is incorrect (item G is followed by agenda item J). The version on the screen is accurate. The board package in the agency's records and posted on the website will be amended to show the correct numbering.
3. Susanne requested addition of a motion to accept the articles of amendment for ONCA.

Susanne introduced Josh and Susan Fletcher. Susanne stated that Josh will be timekeeper.

B. Indigenous Land Acknowledgment

Susan M. read the Land Acknowledgement. Pat shared his experience of opening a new office in BC with a member of the Indigenous community invited to perform a smudge ceremony. Pat also shared the historical connection between the people of Ireland and the Choctaw nation. During the Irish Potato Famine the Choctaw sent 170 dollars to Ireland in support. The government of Ireland has re-established connections with the Choctaw, built a monument in Cork and created scholarships for the Choctaw to study in Ireland. Pat emphasized that a small kind deed can forge connections for generations to come.

Brian Buchan joined the meeting 6:47 pm.

C. Declaration of Conflicts of Interest

No conflicts of interests declared

D. Minutes of July 8 Board of Management Meeting

MOTION (Bettonville/Vanderpark)

To accept the minutes of the July 8, 2024 Board of Directors Meeting.

Carried

E. Finance

E.1. Year to Date Financials

Monica Presented the Year to Date Financials. Pat asked why Applegrove pays permit fees as a non-profit. Susanne explained that Applegrove permits space for programming and that per TDSB policy we now also have to lease our own spaces after 6pm. Jean shared some history of the TDSB implementing fees. Susanne explained that permit create both financial and logistical challenges, and that the City covers permit costs for the office.

Pat asked why less staff signed up for OMERS than expected. Monica responded that many don't sign up due to age/working few hours. Susanne explained the history behind the change in OMERS registration policy for employees working under 18 hours a week.

Monica presented the Financial Statements. Pat asked about how the short-term investments were invested and their terms. Monica shared that they are GICs on 1 to 2-year terms. Susanne added that the maturation dates are staggered to maintain liquidity.

E.2. 2025 Admin Budget Submission

Susanne noted that in July the board approved submission of the budget plus a business case for an IT Worker, and that the budget was submitted accordingly.

Susanne reviewed the base budget and gave an overview of the business case submitted for a part time IT Worker. She noted that the higher benefits amount includes grandfathered benefits for some retired staff and that CRM monthly fees have been factored in. Jean felt that funds for IT equipment seem low and Susanne explained that some equipment is provided by the City. She also noted that projections include funds for a new server in two years.

MOTION (Bettonville/Jordan)

To receive the year to date financial report.

Carried

MOTION (Vanderpark/Lim O'Brien)

To confirm approval of the 2025 City Admin Budget submission.

Carried

F. Personnel & Policy Committee

Susan M. shared that a Police Reference Check Policy has been drafted. One item considered is requiring board members to get police reference checks. She invited members to share their thoughts. Jean felt checks are a routine requirement for most employment/boards. Susanne shared it would not be a vulnerable sector check but a criminal check. Camille asked about current reasons to not accept a board applicant. Susanne shared that this is outlined in the policy. Brian B. suggested there should also be a credit check for members who have direct access to funds. Jean shared that third-party background checks (education, credit) are routine in the corporate world, and suggested we ask the City what is considered appropriate. Camille suggested reaching out to a human rights organization on equity issues related to background checks.

MOTION (Buchan/Bettonville)

To accept the Personnel & Policy Committee report.

Carried

G. Executive Directors Report

Susanne shared the East End Music Fest poster and details. Susanne encouraged the board to attend and promote ticket sales. The event aims to create a fundraising foundation and connections to grow the donor base. She shared that the SmartServe requirement [resented a new staff development opportunity.

Challenges related to the school construction project continue. We have to keep everything 2 feet away from the radiators at night and the construction has resulted in more mouse activity. The ceilings are open and there is still much work to be done.

Susanne shared that a new sign-in process was implemented to help manage attendance and punctuality challenges. So far it has been helpful. Any staff with a pattern of being late/absent will meet with management. The staff development opportunities offered as part of the DEIB plan have seen good uptake. Over the past year there has been a focus on reducing management vacation accrual, which is challenging because absences increase the workload for others. She reminded the board that May is retiring at the end of January, and that she is finalizing the posting and process with input from the Personnel & Policy Committee.

Susanne updated the board that the CRM tool risk treatment plan is still sitting with the City and that we still hope to be able to roll out the new system in 2025.

H. 2024 – 2025 Board Schedule

The board received the 2024-2025 meeting schedule. There were no concerns.

I. Correspondence Received

Susanne shared the City's letter on the AOCC Ontario Not-for-Profit Act (ONCA) transition.

MOTION (Bettonville/Wood)
To accept the Executive Director's Report.
Carried

MOTION (Buchan/Lim O'Brien)
To approve the 2024-2025 Board Schedule.
Carried

J. Program Update

Josh presented the program update.

MOTION (Jordan/Vanderpark)
To accept the Program Update.
Carried

K. Adjournment

MOTION (Bettonville/Buchan)
To adjourn the meeting.
Carried

Chair

Secretary



FINANCIAL VARIANCE REPORT

For the period ended September 30, 2024 (January 1 to September 30)

Admin - City of Toronto Budget

REVENUE

Total budget revenue for 2024	\$728,382
YTD budget gross revenue	\$536,585
YTD actual gross revenue	\$536,650 a favourable variance of \$65 .

The \$65 favourable variance is due to bank interest received on the Admin/Core account.

EXPENSES

Total budget expenses for 2024	\$728,382
YTD budget gross expense	\$546,606
YTD actual gross expense	\$487,940 a favourable variance of \$58,766 .

The \$58,766 favourable variance is comprised of:

Cybersecurity	12,844.00	Funds are still available.
License/Permit Fees	8,800.00	TDSB permit fees.
Audit Fees	26,842.40	Audit accrual for fiscal 2025.
Various	<u>10,279.00</u>	
	58,765.40	

APPLEGROVE COMMUNITY COMPLEX

STATEMENT OF OPERATIONS

ADMIN ACTUAL VS BUDGET

As of September 30, 2024

	Admin		Variance	
	Actual	Budget	\$	%
EXPENSES				
Salary	271,915	279,574	7,659	3%
Benefits	88,993	93,260	4,267	5%
Materials & Supplies	865	2,953	2,088	71%
Furniture & Equipment	6,767	1,133	-5,634	-497%
Purchased Services	119,400	169,686	50,286	30%
Total	487,940	546,606	58,667	11%
INCOME				
Government Funding				
City of Toronto	536,585	536,585	0	
Total Government	536,585	536,585		
Others				
Misc.	65	0	-65	
Total Others	65	0		
TOTAL INCOME	536,650	536,585		
SURPLUS(DEFICIT)	48,711	(10,021)	-58,732	586%

Program Budget

REVENUE

Total budget revenue for 2024	\$961,879
YTD budget gross revenue	\$786,440
YTD actual gross revenue	\$770,562 an unfavourable variance of \$15,878 .

The negative variance in revenue primarily reflects lower than anticipated fundraising revenue.

EXPENSES

Total budget expenses for 2024	\$949,635
YTD budget gross expense	\$716,770
YTD actual gross expense	\$664,851 favourable difference of \$51,918 .

The positive \$51,918 variance includes:

- Reduced salary costs of \$9,390 due to Teen Program running 1 (vs 2) nights, EarlyON position vacancy, lower than budgeted vacation entitlement due to probation periods
- Reduced benefit costs of \$11,530 due to staff not signing with OMERS, and one fewer employee with full benefits
- Materials/supplies over-expenditure of \$5,383 due to Seniors program grant timing

APPLEGROVE COMMUNITY COMPLEX
STATEMENT OF OPERATIONS
Program ACTUAL VS BUDGET
As of September 30, 2024

	Program		Variance	
	Actual	Budget	\$	%
EXPENSES				
Salary	381,445	390,835	9,390	2%
Benefits	76,107	87,637	11,530	13%
Materials & Supplies	78,737	73,355	-5,383	-7%
Furniture & Equipment	2,989	0	-2,989	
Purchased Services	125,573	164,944	39,371	24%
Total	664,851	716,770	51,918	7%
INCOME				
Government Funding				
City of Toronto	247,362	307,978	60,616	20%
Province of Ontario	64,554	38,245	-26,309	-69%
Federal Government	60,862	50,413	-10,449	-21%
Total Government	372,778	396,636	23,858	6%
Non-Government Funding				
Charitable Organizations	1,971	3,000	1,029	34%
Foundations/Corporations	3,530	4,000	470	12%
Total Non-Government	5,501	7,000	1,499	21%
Donations/Fundraising				
Charitable Donations-individual	12,720	2,625	-10,095	-385%
Charitable Donations-Business	4,000	0	-4,000	
Non-charitable Donations-Indiv.	100	0	-100	
Non-charitable Donations-Bus.	1,000	0	-1,000	
Fundraising	1,141	23,896	22,754	95%
Total Donations/fundraising	18,961	26,520	7,559	29%
Others				
User Fees	340,811	335,339	-5,472	-2%
Misc.	32,511	20,945	-11,566	-55%
Total Others	373,322	356,283	-17,038	-5%
TOTAL INCOME	770,562	786,440	15,878	0
SURPLUS(DEFICIT)	105,711	69,671	-36,040	-1

APPLEGROVE COMMUNITY COMPLEX
STATEMENT OF FINANCIAL POSITION
September 30, 2024

	2024	2023
CURRENT ASSETS		
Cash	405,967	443,358
Short-term investments	199,315	146,009
Due from the City of Toronto - vacations payable	21,677	27,833
Accounts Receivable	23,722	-8,172
Prepaid Expenses	5,987	6,685
	<hr/>	<hr/>
	656,668	615,712
Leasehold improvements - Admin	40,002	40,002
Accum. Amort. Leashold improvements	-24,001	-16,001
Equipment - EarlyON	2,103	0
Equipment - Safe Start	8,034	8,034
Accum. Amort. Safety Start	-4,017	-2,410
Equipment - Seniors	4,014	4,014
Accum. Amort. Seniors	-3,024	-1,814
Equipment - Food Hub	6,547	0
Equipment - Summer Camp	2,603	2,603
Accum. Amort. Summer Camp	-607	-87
Tangible Capital Assets	<hr/>	<hr/>
	31,653	34,340
Long-term Receivable - City of Toronto	<hr/>	<hr/>
	186,704	197,359
	<hr/>	<hr/>
	875,025	847,412
 LIABILITIES, NET ASSETS AND RESERVES		
Current Liabilities		
Due to the City	298	(21,024)
Accounts payable and accrued liabilities	168,994	134,845
Deferred revenues	1,350	30,246
	<hr/>	<hr/>
	170,642	144,068
POST-EMPLOYMENT BENEFITS PAYABLE	186,704	197,359
Deferred Capital Contributions		
Deferred Capital Contributions - Leashold Impr.	32,002	32,002
Accum. Amort. Deferred C.C. - Leasehold Impr.	(16,001)	(8,000)
Deferred Capital Contributions - EarlyON	2,103	-
Deferred Capital Contributions - Safe Start	8,034	8,034
Accum. Amort. Deferred C.C. - Safe Strat	(4,017)	(2,410)
Deferred Capital Contributions - Seniors	4,014	4,014
Accum. Amort. Deferred C.C. - Seniors	(3,024)	(1,814)
	<hr/>	<hr/>
	23,110	31,824
	380,457	373,251
Net Assets		
Program funds	(19,889)	(24,002)
Parent/Child Drop-in	13,986	(9,529)

Afterschool	114,922	86,919
Teen program	733	2,148
Seniors programs	(55)	3,106
Summer programs	45,639	43,972
The Applegrove Connection	(11,791)	9,123
HOBG	4,657	10,425
Food Hub	4,620	(1,592)
Core Etransfer Account	(11,487)	7,645
Agency level funds	55,141	66,171
Program current period un-distributed	104,480	154,698
Admin current period	48,611	(5,803)
	<u>349,569</u>	<u>343,282</u>
	<u>730,025</u>	<u>716,533</u>
Reserves		
Operating	120,000	120,000
Infrastructure	15,000	15,000
Strategic plan	10,000	(4,143)
	<u>145,000</u>	<u>130,857</u>
	<u>875,025</u>	<u>847,390</u>

APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

Tel: 416-461-8143 www.applegrovecc.ca

“COMMUNITY AT ITS CORE”

Personnel and Policy Committee

Meeting Minutes

October 10, 2024 – 5:00 pm

Present: Susan Munn (Chair), Tammy Rogers
Regrets: Sara Ehrhardt
Staff: Susanne Burkhardt (recorder)

1. Notes from September 12 Meeting

No changes needed.

2. Committee Work Plan

Members reviewed the updated work plan, which reflects the deferral of some policy work in order to help manage staff workloads.

3. Staffing

a) Updates

Susanne provided updates on current staffing activities and issues.

4. Succession Planning

a) Program Director Recruitment/Hiring Process

The committee reviewed the draft terms of reference for the Program Director Hiring Advisory Committee and determined that Susan Munn will be the board representative on the committee. Members discussed the approach to be taken to integrate Applegrove’s commitment to diversity, equity, inclusion and belonging (DEIB) is reflected in the hiring materials and process.

5. Board

a) Board Exit Survey

Sue has received one (of three) responses to date and will follow up.

b) Draft Board Training Framework

Committee members reviewed the draft and felt that it reflects a solid approach to training for board members. Susanne will finalize it and circulate it to the board.

6. Policy

a) Draft Police Reference Check Policy

Committee members discussed feedback provided at the September board meeting, and felt that the proposed policy addresses the issues raised. Susanne noted that the City may have a position on police record checks for appointed members of City

boards. Committee members asked Susanne to contact governance staff at the City to inquire about this matter.

b) Draft IT/Cybersecurity Policy

Susanne has not had the time to complete the final piece of this policy, so it will be deferred to the November board meeting.

c) Afterschool Policy Update

Susanne shared that as a result of the ongoing discussion on subsidies, staff are working with the Membership, Outreach & Inclusion (MOI) Committee to develop an overall Afterschool Program document which will address various aspects of the Afterschool Program, including but not limited to subsidy, payment and attendance. She will keep this committee updated.

Program Update – October 2024

Prenatal Program

- The program continues to be online with the last Monday of the month in-person.
- Toronto Public Health nurses who were re-assigned to other duties during the pandemic are starting to return to support the program.
- The GTA-CPNP group who meets quarterly has also started to meet again which allows programs from all over the GTA share how and what programs are doing.
- This program has received a funding extension until March 2026. For the 2026-27 funding year, there will be a new call out for proposals.

EarlyON Programs

- Both programs are up and running with their usual operating hours but on some days attendance can be low, so staff doing more outreach, including park visits, handing out flyers, and two children's tables at the Leslieville Farmer's Market in summer and fall (to promote all Applegrove programs).
- EarlyON is doing some work on its funding model and looking to make changes to provide a more equitable method of distribution of funds. May and Susanne attended a session at which they highlighted 4 different potential funding models and shared that the average (from 2023 stats) of all existing agencies is \$63/visit. May's calculation for Applegrove EarlyON programs shows that our cost is \$31/visit. However, we still feel that our programs can be better attended and will continue to work on reaching out to new families in the community.
- May and Susanne worked on the EarlyON budget in preparation for Applegrove's budget review meeting on Oct 28. As staffing costs rise, the program will cost Applegrove more in 2025. The budget is due on November 30.

Afterschool

- Program is running well. The PA days in September/October were well attended.
- The Nov 15 PA day will be held at the Food Hub and cooking will be the main activity.
- We are receiving more requests for subsidy and have had to go to the board for additional funds.
- We are not currently full and still have a few more spaces available to fill.

Youth Programs

- The first session ran on October 8 and was well attended.
- Two youth program workers and a peer worker staff the program.
- We will once again get funding from the Toronto Urban Health Fund which is in partnership with Ralph Thornton and Eastview. This is the 2nd year of a 3-year funding project. This program focuses on leadership activities for at-risk and at-risk youth from our TCHC communities. Workshops, leadership activities and social outings are planned during 3 sessions of 8-10 weeks.

Older Adults

- There's a lot going on for the month of October. Highlights include the bus trip to St. Jacob's, our quarterly birthday celebration, a COVID/FLU clinic and a workshop on income, expense and budgeting. Our usual programs include line dancing, knit & crochet, games, movie matinee, book club, Spanish, and yoga and all are well attended
- We are hosting our annual Seniors Active Living Fair on Friday, November 15 from 10:30 – 2:30 pm. The event will take place in the Duke gym as well as one of the classrooms where the workshops will be held. Exhibitors are at the event to provide information and resources to our Older Adults. We usually see over 100 attendees.
- We are working on getting additional funds/donations to help pay for a coach bus for a trip out of the city. May has prepared a donation letter and will circulate to businesses.

Food Hub

- Applegrove programs starting up again at the Food Hub include monthly Food Champion sessions and a quarterly cooking activity for seniors and a PA day program.
- May is working with Nourish East End to offer future income tax clinics on site and has had a meeting with them to discuss initial steps.
- We hosted our first Seniors Café, in partnership with Nourish East End in September and there was a good turn out. Participants came by for some social interaction, refreshments, card and board games. We scheduled the program just before the Community Dinner to encourage participants to attend afterwards and was hoping some of the Community Dinner attendees would come early to hang out at the Café.



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Board of Directors Meeting

October 28, 2024

AGENDA

8:25

1. Call to Order/Adoption of Agenda
2. Declaration of Conflicts of Interest
3. Minutes of September 23 Board of Directors Meeting (*attached*)
4. Homologation of October 28 Board of Management resolutions

8:35

5. Standing Committees
 - 5.1. Membership, Outreach & Inclusion Committee Report (*Oct 16 notes attached*)
 - 5.2. Strategy & Finance Committee Report (*Oct 16 notes attached*)
 - i) Fundraising Working Group

8:50

6. Ontario Not-for-Profit Transition Update

8:55

7. Directors' Concerns

9:00

8. Adjournment

Next Meetings and Events

Board meetings

- November 25 (in person at Food Hub)

Events

- November 25 Nourish Community Dinner at Food Hub (volunteer opportunity)
- December 4 (TBC) Staff-Board Holiday Event

**Minutes of the Board of Directors Meeting
September 23, 2024**

Applegrove is a vibrant and welcoming place that delivers programming to foster joy, promote wellbeing, enrich lives and build community.

Present: Brian Buchan, Brian Wood, Camille Bettonville, Jean Lim O'Brien, Kristin Vanderpark, Pat Jordan, Susan Munn
Regrets: Sara Ehrhardt, Sarah Lasch, Tammy Rogers
Staff: Susanne Burkhardt, Josh Grainger (Recorder), Monica Vela
Guests: Susan Fletcher

A. Call to Order/Adoption of Agenda

Susan M. called the meeting to order. Quorum was met and the agenda was adopted after including 2 changes:

1. Brian suggested to move the ONCA Discussion forward in the agenda.
2. Susanne requested adding a subsidy discussion to the agenda after the MOI Committee report.

B. Declaration of Conflicts of Interest

No conflicts of interests declared.

C. Minutes of July 8 Board of Directors Meeting

MOTION (Bettonville/Jordan)

To accept the minutes of the July 8, 2024 Board of Directors Meeting.

Carried

D. Homologation of Board of Management Resolutions

MOTION (Buchan/Bettonville)

To accept the minutes of the July 8, 2024 Board of Management meeting.

To receive the year to date financial report.

To confirm approval of the 2025 City Admin Budget submission.

To accept the Personnel & Policy committee report.

To accept the Executive Director's Report.

To approve the 2024-2025 Board Schedule.

To accept the Program Update.

Carried

E. Ontario Not-for-Profit Act (ONCA)

Susanne and Susan F. presented the changes proposed to the Articles (Letters Patent), Bylaws and Procedural Policies to be compliant with ONCA. The presentation highlighted changes made to support alignment with the City Board of Management. Board members agreed with the changes made, felt that the ONCA Working Group had done a good job of reviewing and updating Applegrove's corporate governance documents and thanked the Working Group for its hard work.

The next steps are to have the Articles of Amendment, Bylaws and Procedural Policies approved by the Board, then to have the Articles of Amendment and Bylaws approved by the membership at a Special Meeting of Members, with a two thirds majority vote.

MOTION (Buchan/Bettonville)

To approve the proposed changes to the Articles of Amendment for the not-for-profit corporation.

MOTION (Buchan/Jordan)

To approve the resolution to adopt the new Bylaw for the not-for-profit corporation as presented.

Carried

MOTION (Lim O'Brien/Bettonville)

To approve the resolution to adopt the new Procedural Policy for the not-for-profit corporation as presented.

Carried

F. Members Meeting

MOTION (Jordan/Bettonville)

To hold a Special Meeting of Members for the purpose of approving the Articles of Amendment and the new Bylaws for the not-for-profit corporation, with the date to be determined by staff.

Carried

G. Standing Committees

G.1. Membership, Outreach & Inclusion Committee Report

Camille presented Highlights from the report. The DEIB budget is underspent to date. Staff-Board Retreat needs to be organized.

The MOI Committee requested that the Board approve an additional expenditure to subsidize another family in the Afterschool Program. Camille reported that the family qualifies for 90% subsidy, which can be covered by the savings from the summer permits in 2024. Jean asked if the subsidy increase would be budgeted into the 2025 program budget. Susanne stated that projections suggest that

\$22,000 will be needed next year and should be considered when creating the 2025 program budget. Other considerations are anticipated wage increases due to upcoming bargaining and that this program surplus supports other programs.

With a trend of increasing subsidy demand a policy is needed to support the equitable distribution of funds available. Staff reported that as some subsidized families do not use the full program time, attendance requirements may be considered. Susan M. felt that any attendance requirements should apply to all participants, not only those who are subsidized and board members agreed.

MOTION (Buchan/Jordan)
to approve the additional expenditure of subsidy to accommodate an additional subsidy request up to \$20,000 for 2024.
Carried

G.2. Strategy & Finance Committee Report

Brian B shared highlights from the report including that ONCA changes were to be brought to this meeting and that the committee is working on an Investment Policy

MOTION (Jordan/Lim O'Brien)
To accept the Membership, Outreach & Inclusion Committee Report.
Carried

MOTION (Bettonville/Wood)
To accept the Strategy & Finance Committee Report.
Carried

H. **Directors' Concerns**
None

I. **Adjournment**

MOTION (Jordan/Wood)
To adjourn the meeting.
Carried

Chair

Secretary

APPLEGROVE COMMUNITY COMPLEX

Membership, Outreach & Inclusion Committee Minutes

October 16, 2024 at 7:00 p.m.

Present: Brian Wood, Camille Bettonville, Pierre Bois, Kirsten Vanderpark, Sarah Lasch
Staff: Josh Grainger, Liliana Sanchez-Valdez, May Seto (recorder), Susanne Burkhardt

1. Welcome and Introductions

Introductions were done.

2. Board-Staff Diversity, Equity, Inclusion & Belonging (DEIB) Committee

a. *September 18 Meeting Notes*

No changes are needed.

b. *2024 Monthly Work Plan Report*

Susanne reported that there are not many updates as it has been a busy time. She is looking at available DEI policies and shared that EarlyON requires us to have an inclusion policy. She has started work on an updated incident reporting procedure. Josh provided an update on the PA Day program trip to the Indigenous legacy fair at Nathan Phillips Square. Susanne shared that she attended a full day Indigenous Awareness training session as leadership for the EarlyON program.

c. *2025 Work Plan*

It was suggested that the pulse survey check in on progress to date and gather information to inform the 2025 work plan. Josh, Liliana and Susanne will also consult with staff to get input. Kay suggested a progress report be created to share with staff and board – staff will work on this. Susanne suggested that a draft work plan be created. Kay, Pierre and Sarah are interested to be part of the process.

d. *City of Toronto Engagement Survey Update*

At a recent AOCC ED meeting, the Talent Management team from the City presented the findings of this staff engagement survey for only the AOCCs as a group. Information was not available by individual AOCC so we don't know where Applegrove sits compared to others. Once the City sends Susanne the deck she will share it with the committee. Some of the results were similar to the last time it was filled out. It was suggested, for the pulse survey, to include some of the priorities from this survey.

e. *Toronto Neighbourhoods Centre Relationship Audit Tool Update*

Susanne provided background on the TNC group and the project of developing a relationship audit tool so that organizations could assess their readiness/capacity for working with Indigenous partners. For Applegrove, Liliana and Susanne walked through it and reported back the results to TNC. Susanne, Liliana, and Camille will review the

tool and results, which can inform the 2025 DEIB work plan. TNC is doing a panel discussion on the tool and Susanne will sit on the panel.

f. *BoardShift* <https://leadership.civicaction.ca/boardshift/organization-information/>
This is an organization focused on equity and diversity in governance and provides resources, connects members to training, and is a mechanism for board recruitment of diverse board members. Susanne asked for feedback on whether to register since the cost is reasonable at \$200. Members felt that it might be useful as it offers policy templates, though there is little information on their website. Susanne will see if other AOCCs are members and call them for more information.

3. September 18 MOI Committee Meeting Notes

No changes are needed.

4. Events

a. East End Music Fest

Josh reported that the event is coming along well. Highlights include that Don Summerville tenant volunteers, seven works of art to auction and an article in the Beach Metro News. Pierre suggested a photographer so we have pictures to promote future events. Susanne shared that Josh has done a great job with all the moving parts and informed the committee that Mayor Chow and Councillor Fletcher will be attending.

b. Toy Drive

Last year our event was really successful and staff have already connected with the TCHC staff person. The event will take place in late November or early December with the possibility of pick up happening at a casual holiday event.

c. Staff-Board Holiday Event

Susanne provided an overview of last year's event and asked members to share their thoughts. Members liked the idea of having the event at the Food Hub again as it's more difficult to have good conversations at a restaurant, and of ordering food locally. Another idea is to bring in an activity ie. painting, etc. Staff will look at a date that makes sense and send out "save the date" emails.

d. Community Dinner

The November board meeting will be in-person at the Food Hub as Applegrove will host the community dinner and provide food and some volunteers for the event. Board members are invited to volunteer and have dinner before the board meeting. Susanne shared that our new Seniors Café is scheduled it before the community dinner to reach out to some of the community dinner participants. The first café was well attended and some of our participants went down to the community dinner afterwards.

5. Programs

a. Program Evaluations Update

Susanne shared that programs are working on 2024 participant surveys to go out soon. In past, Applegrove piloted gathering socio-demographic data in the seniors' surveys

which provided a lot of good information on who we are serving. Susanne suggested an annual participant survey to get this information across programs so we can understand who we are/are not serving. Kirsten suggested to keep it as short as possible.

b. Afterschool Policy

Susanne felt that Applegrove may not need a subsidy policy but rather an Afterschool Program manual that consolidates information and expectations about attendance, payment, subsidy information, etc. Susanne has a skeleton document going and will add to the document as we decide on more information.

May shared that another family has requested subsidy for the Afterschool Program. The subsidy amount of \$3198 (for 2024-25 school year) requires board approval as 2024 budgeted subsidy funds have been used, and the 2025 budget will be impacted. The committee felt it is important to have information on the 2025 program budget before a decision could be made. Therefore, the subsidy increase discussion will take place at the October Board meeting.

APPLEGROVE COMMUNITY COMPLEX

Strategy and Finance Committee Notes

October 16, 2024 at 5:00 p.m.

Board Members: Brian Buchan, Pat Jordan, Jean Lim O'Brien, Brian Wood
Guests: Susan Fletcher (ONCA Working Group member)
Staff: Susanne Burkhardt (recorder), Monica Vela

1. September 18 Meeting Notes – no changes needed, accepted

2. Finance

a. 2025 Program Budget

Susanne provided an overview of assumptions that staff are working with in drafting the budget, including anticipated staff wage increases and pay equity, inclusion of confirmed and confirmed annual grants only, and the need for fee increases. She shared that surpluses in some programs have historically been used to cover deficits in other program areas. Rising costs and, in some cases, stagnant funding is contributing to budget challenges this year. Committee members agreed that fee increases are needed, asked how Applegrove fees compare to those of other agencies (they are generally comparable), and expressed concern about tolerance for such increases in relation to meeting needs and maintaining participation levels.

Members asked staff to provide two scenarios for the board's consideration.

Members also requested that when presenting the draft budget to the board, staff identify possible revenue generation opportunities e.g. grants, fundraising.

Members noted that the challenges in this budget reinforce the identified need for Applegrove to diversify its revenues.

b. YTD Finance Report

Susanne provided an overview of the draft year to date financial report, reviewed the rationale and breakdown for the variances. The committee had no questions.

c. Term Deposits

The committee agreed with the staff recommendations for renewal of the maturing term deposits and noted that it was a prudent approach.

d. Draft Investment Policy

Brian noted that section 3a speaks to diversification but that in practice Applegrove has only used a ladder GIC approach, and that section 4 presents additional options which he will review in more detail. Members discussed what types of Applegrove could/should consider and whether restrictions are in place for government agencies. Jean asked Susanne to look into whether the City provides any guidance on investment.

3. Board

a. Fundraising Working Group

The committee agreed that a working group should be struck. Susanne will draft preliminary terms of reference for the working group for committee review.

b. Articles of Amendment for the Corporation

Susanne shared that the lawyer at McMillan will file the Articles of Amendment for the Ontario Not-for-Profit Corporation (ONCA).

4. Risk Management

Brian presented the proposed approach to risk management. He noted that Applegrove does not have an enterprise risk management (ERM) framework, and that the proposed process will require some upfront work after which reporting can be streamlined. In the proposed approach, risks that exceed the determined threshold will go to the board with a risk management plan. Pat felt that the approach aligned with what he has seen, noted that risk management can often fall down in the reporting stage, and recommended reporting have a continuous flow so that changes/progress can be tracked. Jean is familiar with tech sector use of very detailed checklists and asked whether there are comparable tools and models available for non-profits. Brian felt that ERM approaches are relatively consistent at their core and that we need to right-size Applegrove's approach so that it is appropriate for the agency and its capacity. Susanne felt that checklists could be useful tools in some areas e.g. financial measures. Members agreed that Brian and Susann would proceed with developing the proposed model and bring it back to the committee for further discussion.

5. Strategic Plan Implementation Update

This item was deferred.