



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

**Board of Management Meeting
January 27, 2025**

AGENDA

7:00

- A. Call to Order/Adoption of Agenda
- B. Introductions
- C. Land Acknowledgement and TRC Call to Action
- D. Declaration of Conflicts of Interest
- E. Minutes of November 25, 2024 Board of Management Meeting (*attached*)

7:10

- F. Program Director Acknowledgement

7:15

- G. Finance
 - G.1. Preliminary Year-End Financials (*sent separately*)
 - G.2. Audit Update
 - G.3. Grant submission authority and advance

7:40

- H. Personnel & Policy Committee (*Dec 19 & Jan 16 min attached*)
 - H.1. Board Training
 - H.2. Revised Applegrove Remote Work Policy (*sent separately*)

Motion needed to discuss the next item in camera, as it deals with confidential information.

- F. 2024 Management Vacation Report (*sent separately*)

Motion needed to return to the public meeting.

8:05

- I. Program Update (*attached*)

8:20

- J. Executive Directors Report
- K. Correspondence Received
 - K.1. City of Toronto Reconciliation Equity and Learning team re. [CC11.2](#), City Council mandate for addressing workplace harassment and discrimination – local boards
 - K.2. Policy Framework – City Response to Demonstrations (*sent separately*)

8:30

- L. Adjournment

**Minutes of the Board of Management Meeting
November 25, 2024 - Hybrid**

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

Present: Brian Buchan, Camille Bettonville, Sarah Lasch, Jean Lim O'Brien, Kirsten Vanderpark, Susan Munn (Chair), Tammy Rogers
Regrets: Sara Ehrhardt, Councillor Fletcher, Pat Jordan, Brian Wood
Staff: Susanne Burkhardt, May Seto (Recorder), Monica Vela

A. Call to Order/Adoption of Agenda

Susan M. called the meeting to order. Quorum was met and the agenda was adopted as circulated.

B. Introductions

C. Indigenous Land Acknowledgment

Susanne shared that she met with Ojibiikaan, an organization that gardens at Ashbridge Estate and offers land-based programming with Indigenous communities. To better consider the land, Susanne read about the history of this area's land and learned that as recently as the 1880's it was marshland rich in plant and wildlife, including wild rice harvested by the Indigenous population. After colonization it's use shifted toward recreation and by the early 1900s to industrial use. She was struck by how quickly land that had been in a natural state for millennia was destroyed and what that means for Indigenous peoples and for us all.

D. Declaration of Conflicts of Interest

No conflicts of interests declared

E. Minutes of October 28 2024 Board of Management Meeting

MOTION (Bettonville/Vanderpark)

To accept the minutes of the October 28 2024 Board of Management meeting.

Carried

F. Finance

F.1. Year to Date Financials

Monica provided an overview of the report. The admin budget shows a small favourable variance in revenue and a significant favourable variance in expenses.

In response to a question about furniture expenses Susanne explained that cabinets purchased for cybersecurity needs may have been categorized as furniture. The program budget revenue has a significant favourable variance due to fundraising, as do the expenses due to reduced salaries, benefit costs and reduced summer camp permit costs. Monica noted that the 2025 budgets are a better reflection of actual costs and will reduce the large variances in the future.

Susanne and Monica will look at changing the categories of the donations, for more clarity. Monica provided an overview of the balance sheet and shared that staff are providing data to the City for actuarial calculations of benefit liabilities. The balance sheet is down from last year due to less deferred grant funding.

F.2. *Audit Update*

Susanne shared that the auditors have provided a request list and that she and Monica are working to send the information required. The audit itself has not yet been scheduled. It is not yet known whether the ONCA transition will impact audit requirements.

F.3. *2025 Program Budget*

Susanne presented the budget, highlighted minor changes from the draft budget presented previously and reviewed the assumptions made in developing the budget. She provided detail on some of the changes that are reflected, including fewer food hub grants (partners increasingly get their own grants), changes to some group sizes in some fee-based programs, fee increases and 25% increased investment in participant subsidies. It is expected that some additional fundraising and grants will supplement the budget in 2025.

MOTION (Buchan/Vanderpark)
To receive the year to date financial report.
Carried

MOTION (Bettonville/Lim-O'Brien)
To approve the 2025 Program Budget as presented.
Carried

G. Personnel & Policy Committee

No meeting this month.

H. Program Update

May provided an overview of the Program Update report.

MOTION (Buchan/Bettonville)
To accept the program update.
Carried

I. Executive Director’s Report

Susanne shared that there has been a focus on building new relationships to support implementation of the strategic plan, for example with Ojibiikaan, Wigwamen and Toronto Community Housing Corporation (TCHC) staff.

We are hosting our second toy drive, which will serve the Don Summerville, Greenwood, Walpole and Edgewood TCHC communities. There will be a distribution event at the Food Hub on December 14. Susanne also shared that staff met with East End Arts whose funding is being increased and who want to re-build our partnership.

Staff are working on the 2025 diversity, equity, inclusion and belonging (DEIB) workplan and a draft will be available soon. Susanne provided an update on management vacation carryover for 2024. She asked members to hold Friday, January 31 from 5 – 7 pm for the Program Director’s retirement party.

J. Review – Code of Conduct for Local Boards

Susanne provided an overview of this document as a reminder for Board members and asked for thoughts and comments. Brian highlighted that sections 10 and 13 were two that stuck out and asked others to review them specifically.

K. Correspondence Received

Susanne shared that a letter was sent out on Friday from Applegrove in support of the Don Summerville developer request for a minor variance for the ground level commercial space. The letter was drafted with consultation with the Board Chair and the Councillor’s office.

MOTION (Vanderpark/Buchan)
To accept the Executive Director’s report.

Carried

L. Adjournment

The meeting was adjourned on a motion by Camille Bettonville, seconded by Kirsten Vanderpark.

Chair

Secretary

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

December 19, 2024 – 5:00 pm

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

1. Notes from October 10 Meeting

No changes needed.

2. Staffing

a) Program Director Recruitment/Hiring Process

Susanne provided an update on the status of the hiring process for the Program Director. An offer has been made and if the candidate accepts the offer it is expected that they will start in the role on January 6 as planned.

b) Staffing Updates

Susanne provided updates on current staffing issues and hiring processes.

c) Management Vacation Review Carryover Report

Committee members felt that the approach outlined in the report makes sense.

d) Quarterly ED Performance Review Discussion

Susanne provided a high-level verbal report and Committee members provided feedback. Susanne will circulate her completed performance planner before the holidays, for discussion at the January meeting.

3. Board

a) Board Exit Survey Results

Sue reported on the feedback provided and identified that a theme was a desire for more proactive efforts to build relationships among board members in order to increase confidence and comfort levels for all within the group. Members made the following recommendations, for consideration in 2025:

- Have the Board Chair do a mid-year check-in with all new Board members
- Encourage new members to get involved in working groups, event planning committees, etc.
- Build up a stronger board culture of board involvement in Applegrove events and activities – this promotes relationships building, connects members to the community
- As possible, define clear roles for board members at events and activities

- Create a 2025 calendar of events/activities for the board, and send out holds for their calendars as early in the year as possible

b) Board Skills and Diversity Assessment

c) Board Self-Evaluation tool

Committee members agreed that the timing for this needs to be adjusted to reflect the new June AGM timing, and that both surveys should be sent out at the same time in order to increase response rates. The content of the surveys does not require changes, with exception of adding a question about board participation in events and activities to the evaluation survey.

4. Policy

a) Draft Police Reference Check Policy Update

Susanne shared that she has been referred to the People and Equity and Public Appointments team at the City with respect to the question of police reference checks for Board members. She will follow up in the new year.

b) Draft IT/Cybersecurity Policy

This policy will come to the January board meeting and Susanne will invite City staff to attend.

5. Other Business

Susanne shared that another AOCC was audited for AODA compliance. She plans to review the requirements for Applegrove and thinks that Applegrove may need to create its own Accessibility Plan vs relying on that of the City. She will also confirm that all training has been done and is clearly documented.

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

January 16, 2025 – 5:30 pm

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

1. Notes from December 19 Meeting

No changes needed.

2. Staffing

a) Staffing Updates

Susanne shared that the orientation process for Josh as Program Director is underway. The Child and Youth Coordinator position has been circulated as an internal posting and she is preparing to post the Program Assistant soon. She provided an update on Finance Manager hours, management vacation planning and additional current staffing issues.

b) 2024 ED Performance Review Discussion/Review Process

Committee members have received Susanne's 2024 final draft Performance Planner. Susanne will circulate an updated version of she has any final changes/additions, as well as City information on the performance evaluation process. Sue will set a meeting for members in order to initiate the 2024 performance evaluation process in the coming weeks.

c) 2025 ED Performance Goals

Susanne shared that she has started to draft goals that reflect the strategic plan priorities, for review and discussion with the committee at its next meeting.

3. Board

a) Board Exit Survey Follow-Up

Susanne shared that she has drafted a 2025 events calendar and will work with staff to set more event dates in advance, which may support increased board engagement at activities/events. Staff will also work on identifying and communicating board member roles for events. Sue will plan a mid-term check in with the new board members.

b) Board Training Priorities

Members reviewed the priorities identified for recurring board training. Susanne shared that Brian B., as treasurer, has identified training on board financial management, which would be done independently online by board members. With

respect to diversity, equity, inclusion and belonging training (DEIB), members discussed the need for board members to have a base level of shared knowledge (could be online) and in-depth training on specific topics (should be in-person/experiential). Susanne shared that FoodShare offers cooking session with facilitated discussion on food and food justice and members agreed that would be a relevant area of learning for the board. Susanne will share additional information. She also noted that training on neurodiversity and child behaviour is being planned for the Afterschool Program, and that it may be possible to include board members also.

c) *Board Self-Evaluation tool*

Committee members approved the final drafts and determined that both surveys will be sent out in early February following the January board meeting so that the board skills and assessment information is available to inform board recruitment activities which will be initiated by the Nominations Committee in February. Susanne will prepare the survey forms and share access with committee members.

4. Policy

a) *Remote Work Policy*

Susanne shared that she updated this policy because it was developed in the early days of the pandemic where less information was available to the agency about remote work and cybersecurity and because remote work policies are now referenced in employment contracts. The revised version aligns closely with the City's remote work policy, with some adjustments to make it appropriate for Applegrove. Committee members recommended that the policy go forward for Board approval.

b) *Draft Police Reference Check Policy Update*

Susanne shared that no additional information has been received on the question of police reference checks for Board members and that she will continue to follow up.

c) *Draft IT/Cybersecurity Policy*

This policy will come to the January board meeting if possible, and otherwise in February. It is already being implemented and it is a requirement of the City's cybersecurity confirmation program for City agencies.

5. Committee Work Plan

Committee members reviewed the work plan. Susanne highlighted the policy work that had been deferred due to her workload and members discussed the need and scheduling for this work in 2025. Susanne noted that a food handling policy is a requirement for the EarlyON program and shared that she is considering a special project for the agency in 2025 to review and update the volunteer program, which could include policy work. This project would support the strategic plan priority of increased community engagement.

Program Update – January 27, 2025

Prenatal Program

- The program will continue virtually until the weather improves.
- Monica has projected that we will run a deficit in Q4. She has requested to Cecilia from Eastview to allocate extra funds to cover this deficit. Cecilia has approved the transfer.
- LOUs have been sent to workshop providers and signed for 2025.
- We are still having issues with people logging in and not turning on their cameras, engaging or responding virtually.

EarlyON Programs

- The December special events (Pawsitively Pets, Santa, concert) were very well attended.
- We have received confirmation that one staff will be on extended leave until at least March. We have casual/relief staff in place to cover.
- The 2024 EarlyON report and the 2025 EarlyON Budget Submission were submitted.
- Due to staff vacancy and summer relocation our budget was underspent as we approached year end. The funder authorized the transfer of staffing funds to supplies and a lot of year end spending happened in December. This allowed us to make some much needed upgrades to drop-in furniture and materials. Reduced spending in staffing is continuing into 2025 due to ongoing extended absences of 2 team members, so we will monitor it closely and work to balance out spending as possible.
- The washer/dryer has been installed at the Applegrove Connection EarlyON site.
- We have a TMU nursing placement student from January to April.

Afterschool

- Program is running well. PA day on January 17 was to the Aquarium. We saw less attendance, but this is likely due to the proximity of the Winter Break and late registration.
- We had 2 new participants join in January. We still have a handful of spots and have had some inquiries. We predict these will fill when families want to secure spots for the fall.
- Josh and Susanne had a meeting with the Program Leads, where they shared their challenges and suggestions to improve the program. Discussions centred around consistent enforcement of rules, challenging behaviours, communication logs and challenges mentoring junior staff.

Youth Programs

- The program started back up on January 14. Numbers were low in the first week, somewhat higher in the second and more said they plan to rejoin next week. Youth have mentioned some schools are in exam periods and its been extremely cold.
- 2 new youth joined for the new session, which will introduce entrepreneurship and other business themes with the goal of getting a table at the Leslieville Farmers Market in the third session.

Summer Programs

- We will likely relocate our programs for the summer due to ongoing construction at Duke. We are awaiting confirmation we can relocate to Roden School again.
- We are still planning to open registration the first week of February, with similar processes in place as last year's relocation.

Older Adults

- The program continues to do really well.
- There holiday celebration was attended by 80+ seniors. Santa attended and the seniors appreciated the photo op. Due to informal complaints about the noise and the amount of people at previous events we decided to limit the number of participants to a more manageable level for future celebrations. We will also run some program-specific parties for the Line Dancing Group, as they are a large group that can dominate at events.
- The Lunar New Year Celebration went very smoothly with about 65 attendees. People enjoyed the photo backdrop, and some commented on the great food. We set up a separate quiet room in response to the noise complaints from the previous party but it was not used.
- We applied for the Seniors Community Grant with a proposal that will enable seniors to take more of a leadership role in the program, which aligns with our strategic plan.
- The 2025 SALC budget submission is due in early February. May and Josh are working on it together.
- The Income Tax Clinic is approaching and appointments open February 3. We currently have 4 volunteers and the Social Services placement student who will be supporting the clinic this upcoming tax season. We have had a volunteer orientation meeting and are awaiting this year's software.
- We have a TMU nursing placement student from January to April.

Food Hub

- The December toy drive pick up event was at the Food Hub. It was attended by about 60 people from 3 local TCHC communities and Wigwamen (New Frontiers). On the same day toys were also distributed to TCHC Don Summerville families. Remaining surplus toys were shared with Ojibikkaan and TCHC for distribution.
- The monthly Seniors Community Café will continue throughout 2025, and is scheduled to coincide with the Nourish East End community dinners so that participants can attend both if they wish. This approach is working well and resulting in new people attending both activities.
- Applegrove is working with Nourish East End to facilitate use of our Income Tax Clinic by food bank clients.
- The popular Kitchen Party monthly cooking workshops will start up again in February.
- The Leslieville Farmers Market will hold weekly markets on Sundays starting February 2 until the market moves outdoors for summer.
- We have established contact with Woodgreen's Homeward Bound Program on Gerrard to explore potential collaboration.



60 Woodfield Road, Toronto, Ontario M4L 2W6

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

**Board of Directors Meeting
January 27, 2025**

AGENDA

8:30

1. Call to Order/Adoption of Agenda
2. Declaration of Conflicts of Interest
3. Minutes of November 25, 2024 Board of Directors Meeting (*attached*)
4. Homologation of January 27, 2025 Board of Management resolutions

8:35

5. Standing Committees
 - 5.1. Membership, Outreach & Inclusion Committee Report (*Jan 15 min attached*)
 - i) 2024 DEIB Report
 - 5.2. Strategy & Finance Committee Report (*Dec 18 & Jan 22 min attached*)

8:55

6. Directors' Concerns

9:00

7. Adjournment

Next Meetings and Events

Feb 24, 2025	(In person)
Mar 31, 2025	(virtual)
Apr 28, 2025	(in-person)
May 26, 2025	(virtual)
Jun 12, 2025 AGM	(in person)

**Minutes of the Board of Directors Meeting
November 25, 2024 - Hybrid**

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

Present: Brian Buchan, Camille Bettonville, Sarah Lasch, Jean Lim O’Brien, Kirsten Vanderpark, Susan Munn (Chair), Tammy Rogers
Regrets: Sara Ehrhardt, Councillor Fletcher, Pat Jordan, Brian Wood
Staff: Susanne Burkhardt, May Seto (Recorder)

1. Call to Order/Adoption of Agenda

Susan M. called the meeting to order. Quorum was met and the agenda was adopted as circulated.

2. Declaration of Conflicts of Interest

No conflicts of interests declared.

3. Minutes of October 28 2024 Board of Directors Meeting

MOTION (Buchan/Vanderpark)

To accept the minutes of the October 28, 2024 Board of Directors meeting.

Carried

4. Homologation of Board of Management Resolutions

MOTION (Buchan/Lim-O’Brien)

To homologate the resolutions made by the Board of Management at its November 25, 2024 meeting as presented:

To accept the minutes of the October 28, 2024 Board of Management meeting.

To receive the year to date financial report.

To approve the 2025 Program Budget as presented.

To accept the Program Update.

To accept the Executive Director’s report.

Carried

5. Standing Committees

5.1. Membership, Outreach & Inclusion Committee Report

Camille provided an overview of the committee notes. She noted that the

connections being built with Indigenous communities are great. She reminded members that the DEIB book club is open to everyone. Susanne send the invitations to all board members in future. Camille highlighted that upcoming events include the toy drive, staff/holiday party on Dec. 4 and training opportunities for staff. Members discussed the City of Toronto engagement survey AOCC results, and that information about Applegrove separately was not available. Some results were relevant and will be used for DEIB planning.

5.2. Strategy & Finance Committee Report

Brian B. shared highlights from the report. Work on the investment policy is ongoing. A fundraising working group will be launched in early 2025 and terms of reference currently being drafted. Risk management will be discussed at the next meeting as well. Members will go through the different stages of risk and do some preliminary scoring. Once the categories and thresholds are set, the committee will present a summary to the board.

MOTION (Buchan/Vanderpark)
To accept the Membership, Outreach and Inclusion Committee report.
Carried

MOTION (Bettonville/Vanderpark)
To accept the Strategy and Finance Committee report.
Carried

6. East End Music Fest Report

Susanne provided highlights of the report. The event earned \$15,500, which exceeded the organizing committee’s target of \$10,000. Staff felt it was labour intensive, and hope to see efficiencies in 2025 as this will be the second year and a lot of things were figured out in the first year. This was a great event, and a good mix of people were represented in the event planning and delivery.

7. Directors’ Concerns

None

8. Adjournment

The meeting was adjourned on a motion by Kirsten Vanderpark, seconded by Jean Lim-O’Brien.

Chair

Secretary

APPLEGROVE COMMUNITY COMPLEX

Membership, Outreach & Inclusion Committee Minutes

January 15, 2025 at 7:00 p.m.

Present: Camille, Pierre, Brian W., Sarah, Kirsten

Staff: Susanne, May, Josh, Shernel,

Regrets: Liliana

1. Welcome and Introductions

Introductions were done.

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

a. *November 13 Meeting Minute* – no changes

b. *BoardShift Update*

Susanne spoke to Boardshift. They offer 10-12 hr training to members of Indigenous, Black and racialized communities interested to serve on public sector and not-for-profit boards, a governance toolkit with a few templates for member organizations and have a matching database for member organizations and individuals who have done the training. There are 80 people in the database and 60 in the pipeline. The City is a member so she has contacted the City to see whether Applegrove could access it through the City's membership. Members asked Susanne to look into whether we could search the database by location i.e. our catchment, what the training includes and whether existing board members could access the training.

c. *Staff Pulse Survey and Results*

Josh presented the survey results. Additional probing at a staff meeting on the digital communication channel results indicates that generally this does not make sense for Applegrove. Josh, Kirsten and Susanne shared that the focus of communication was to address something immediately actionable and because communication was identified as a priority based on the City's AOCC Employee Engagement Survey results and in our DEIB Strategy and work plan, and will help advance other DEIB objectives. Camille asked what was being done with results. Susanne shared that she now bundles staff communications and sends them weekly and that this has been well received. She and Josh are considering more follow-up. Sarah wondered if email is used by younger staff, with group discussion on it being easier to manage for desk jobs vs frontline.

d. *Draft 2024 DEIB Report Update*

Josh presented the draft 2024 DEIB Report. Members felt that it is bright, friendly and strikes a good balance between being informative and consumable. Pierre asked that 'B' be added to DEI in the joint message. Camille asked that former committee

members be listed and that the 2024 workplan be moved forward in the report. Josh will make these changes and recirculate the final draft.

e. 2025 Work Plan Update

Susanne shared that a 2025 work plan will be brought to the next meeting.

3. November 13 MOI Committee Meeting Minutes - no changes

4. Events

a. Toy Drive Report

Josh reported that the toy drive grew significantly this year and was a success. 143 children and youth registered and Applegrove received about 350 toys, many from Spin Master. The pick up event at the Food Hub was attended by about 60 people and was a great community event. Overall the toy drive helps us to move forward on multiple strategic plan priorities, including outreach to underserved and vulnerable communities and community engagement. We are poised for more growth in 2025 and will continue to strengthen relationships with local TCHC staff for this and other initiatives.

b. Staff-Board Holiday Event Review

Members agreed that it was a great event and that anchor point activities with open time to socialize works well. Board participation was not very high. Susanne shared that the Personnel & Policy Committee is working to increase board engagement and an events calendar has been drafted to provide more dates in advance.

c. East End Music Fest Planning

Susanne shared that we will be starting up the planning sub-committee soon. The new Program Assistant will take more of a lead once they are hired. Camille asked about time commitment and Josh shared that last year it was 1-2 hours a month for planning and additional hours based on event needs. He thinks the commitment will be less this year as many things are now in place. Pierre suggested this year's committee focus more on revenue generation, suggested engaging with/at the Leslieville Farmers Market involved earlier, and using Linked-In for outreach.

5. AGM and Board Recruitment Planning

Susanne reminded members that the MOI Committee serves as Applegrove's Nominations Committee. She shared that the Personnel and Policy Committee will be sending out the Board Skills and Diversity Survey soon, and that the results will come to this committee next month with recommended board recruitment priorities from that committee. She provided an overview of the recruitment process, noted that formal planning will start next month and that the strategy is informed by the number of board vacancies that are anticipated.

6. Draft Incident Reporting Procedures

Susanne shared that this has been drafted but requires review by Josh and May. It will come to the next committee meeting.

7. Programs

a. 2024 Program Evaluation Reports

- Summer Camp

Josh shared the report and highlighted successes and areas for improvement. Overall the program was very well received. One specific source of negative feedback was around a child with an allergy not feeling fully included.

- Afterschool Program

Josh reviewed report highlights. The program scored very well across the report. Engagement from staff with children/parents was flagged as an area for improvement and it was suggested more training be made available for staff around behaviour management. Balancing group genders/dynamics and creating new activities (e.g. larger projects) were other suggestions. Kirsten discussed framing some of the program expectations pre-registration might help mitigate some of the concerns from guardians. Sarah shared some challenges around pick up and communication she has experienced as a program participant.

Overall members felt that the evaluations confirm that both programs are strong, operating well and meet community needs.

Next meetings

Feb 12, 2025

Mar 19, 2025

Apr 16, 2025

May 14, 2025

APPLEGROVE COMMUNITY COMPLEX

Strategy and Finance Committee Minutes

Dec 18, 2024 at 5:00 p.m.

Board Members: Brian Buchan, Jean Lim O'Brien, Pat Jordan

Staff: Susanne Burkhardt (recorder)

1. November 13 Meeting Notes – no changes needed

2. Finance

a. YTD Finance Update

Susanne reported that year end transactions are underway and preliminary numbers suggest that there will be a higher than expected surplus in the Admin and Program budgets. For Admin some will be in staffing due vacancies and summer relocation, and cybersecurity due to provision of some services by the City. Members noted that this was positive news. Susanne shared that the auditors have already requested a lot of information, and that she and Monica are liaising with them regularly.

b. Term Deposits

Susanne shared that the process of moving term deposits to Tangerine is taking longer than expected.

3. Board

a. Fundraising Working Group Terms of Reference Update

Susanne shared that she has received sample Terms of Reference from two AOCCs and has started drafting these. She will circulate the draft with the committee when it is ready.

4. Risk Management

a. Enterprise Risk Categories and Landscape Review

Brian presented reviewed the risk categories and thresholds. Members made comments and suggestions:

- i. Jean noted that there is little wiggle room in the Admin budget. She asked that the Admin budget cut amount in 2012 be considered, as it created significant challenges for operations that had ripple effects over time e.g. reduced management hours contributed to a vacation liability issue as staff were unable to manage their roles within reduced work hours. Members asked management to revisit the budget percentages and report back to the Committee.
- ii. Pat recommended an approach to reputational risk that considers the potential impact of an issue (e.g. complaint) vs number of occurrences. Members discussed that types of issues may be a more useful lens for considering level of severity e.g. safety issue - low probability but high impact

vs a minor service issue such as a complaint about program food - higher probability and low impact. Some judgement is required.

Brian presented the risk landscape for discussion i.e. the list and scoring of specific risks identified by Susanne and Brian. He noted that the highest scoring risks were succession planning particularly for the Executive Director, financial management as per last year's audit feedback, resourcing, cybersecurity and IT infrastructure.

Pat agreed that cybersecurity is a priority given the prevalence of attacks these days, and felt that the impact score may need to be higher. Jean felt that the impact score for IT infrastructure could be higher, as Applegrove operations are significantly impacted when systems are down. Susanne noted that her understanding of that category was that it relates to the need for more modern IT systems to allow the agency to function effectively and efficiently e.g. survey tool, HR software, etc. There are financial and process challenges with securing these tools – this has been flagged as an issue to the City by AOCC EDs.

Jean asked about re-ordering the risks. Brian shared that once there is agreement on the risks and scoring this will be done, and the risks will be grouped based on their priority and action required by the board i.e. High level/primary risks will be monitored more closely and reported on more frequently than emerging or lower level risks.

Brian thank members for their valuable insights. He and Susanne will make adjustments based on the feedback provided, rank the risks and create categories with associated reporting thresholds.

5. Other Business

Susanne shared that the Food Hub Governance Working Group has finalized a Terms of Reference for the East End Food Hub Governance Committee. This will be coming to the committee in the new year.

Brian wished everyone a happy holiday.

APPLEGROVE COMMUNITY COMPLEX

Strategy and Finance Committee Minutes

January 22, 2024 at 5:00 p.m.

Board Members: Brian Buchan, Jean Lim O'Brien, Pat Jordan

Staff: Susanne Burkhardt (recorder)

1. December 18 Meeting Notes

Brian requested that the wording of the last sentence in item five be corrected.

2. Finance

a. Preliminary 2024 Year End Financials

Susanne reviewed the preliminary report of the 2024 Admin year-end financials. She highlighted lower than expected expenses in employee benefits and cybersecurity which are key drivers of the projected surplus. Members discussed salary and benefits costs and related City of Toronto policy, process and authorities.

Susanne shared that preliminary 2024 Program year-end financials indicate a higher than expected surplus, in part due to higher than average fundraising and donation revenues. Members requested information on how funds raised near the end of the fiscal year are accounted for. Susanne felt that in 2025 some funds could support a project to modernize Applegrove's volunteer program, and that she has requested pro bono funding to support development of fundraising policies and procedure aligned with CRA requirements.

b. Audit Update

Susanne shared that she and Monica have provided the information requested to date and that the audit is scheduled for a 2-week period in mid-March.

c. Admin Budget Update

Susanne shared that the AOCC Admin budget submission, including the Applegrove request at the amount submitted, went to the budget committee meeting last week.

3. Revenue Generation

a. Draft Fundraising Working Group Terms of Reference

Members provided feedback on the draft. The goals for membership are to strike a balance between board and community involvement and have a group that can do the job. Pat noted it is a big task that needs expertise, and Susanne raised the idea of support from a consultant. She will inquire if other AOCCs have plans or are interested to work together on this topic.

b. Revenue Generation Strategy

Susanne reminded members that the strategic plan includes an objective to develop a revenue generation strategy. Members discussed that this should include fees and grants, along with fundraising.

4. Draft East End Food Hub Governance Committee Terms of Reference

Susanne shared that she has been part of a working group focused on building up the partnership at the East End Food Hub, which is transitioning to a governance committee to provide leadership and direction to the partnership. Members had no questions about the terms of reference. Once the document is finalized it will come to the board.

5. Risk Management

a. Enterprise Risk Management

Brian reported that there has been ongoing dialogue with management to clarify and settle on the right risk category metrics, baselines and thresholds. The process has involved calculating Customer Satisfaction Scores (CSATs) to establish one type of baseline. The full document will come to the committee at its next meeting.

b. Investment Policy

Members discussed that the draft has too much detail on investment types. Jean noted that she is unfamiliar with some of the investment instruments referred to and Brian provided information on them. Pat will review the list of investments and make suggestions, for discussion at the next meeting.

c. Board Finance Training

Brian has identified options for baseline board finance training. Members will review these and provide feedback.

6. Committee Work Plan

Brian asked how the workplan is generated and Susanne shared that it is a combination of responsibilities in the committee terms of reference and items that arise as priorities. Members requested that the revenue generation strategy and fundraising working group be added to the work plan. Members discussed the need to develop a procurement policy, including engaging the Membership, Outreach and Inclusion Committee with respect to the idea of possible alignment with social or other objectives.