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## Board of Management Meeting – November 10, 2025

### AGENDA

#### 7:00

- A. Call to Order/Adoption of Agenda
- B. Introductions
- C. Land Acknowledgement and TRC Reflection
- D. Declaration of Conflicts of Interest
- E. Minutes of October 6 Board of Management Meeting (*attached*)

Motion needed to discuss the next item in camera.

- F. Minutes of September 8 In Camera Board of Management Meeting

Motion needed to return to the public meeting.

#### 7:15

- G. Child and Youth Programming Presentation
- H. Volunteer Program Project Presentation

#### 7:45

- I. Finance
  - I.1. Year-to-Date Financial Report (*attached*)
  - I.2. 2026 Program Budget (*briefing note sent separately*)
  - I.3. Procurement and Payments Policy and Procedures (*sent separately*)

#### 8:10

- J. Personnel & Policy Committee (*Oct 27 minutes attached*)

#### 8:15

- K. Board
  - K.1. Board Learning Moment

#### 8:20

- L. Program Update (*attached*)
- M. Executive Directors Report
  - M.1. Strategic Plan 2025 Q3 Implementation Report (*attached*)
- N. Correspondence Received

#### 8:35

- O. Adjournment



**Minutes of the Board of Management Meeting  
October 06, 2025 – Virtual**

*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, David Hoang, Jean Lim O'Brien, Juanita Morris, Pat Jordan, Tammy Rogers  
Regrets: Sara Ehrhardt, Councillor Fletcher, Kirstin Vanderpark, Rachel Power  
Staff: Susanne Burkhardt, Josh Grainger (Recorder), Monica Vela

**A. Call to Order/Adoption of Agenda**

Tammy called the meeting to order. Quorum was met. The agenda was amended to add new item I.1: "Resignation" and to defer Item F. "September 8 In-Camera Minutes" to next meeting.

**B. Introductions**

Introductions were done.

**C. Indigenous Land Acknowledgment**

Tammy delivered the land acknowledgement. David reflected on Orange Shirt Day and Truth and Reconciliation Commission Calls to Action #62–65, emphasizing unlearning, relearning and educator development and on the importance of meaningful land acknowledgements and fostering relationships through reflection and action. David recommended My Street Remembers and 52 Ways to Reconcile as resources. Members discussed approaches to creating a collective land acknowledgement process that involves the Applegrove community.

**D. Declaration of Conflicts of Interest**

No conflicts of interests declared.

**E. In Camera Minutes of September 8 Board of Management Meeting**

This item was deferred.

**F. Minutes of September 8 Board of Management Meeting**

**MOTION** (Buchan/Wood)

*To accept the minutes of the September 8, 2025 Board of Management meeting as presented.*

*Carried*

**G. Finance**

**G.1. Year to Date Financial Report**

Monica presented the report, noting a healthy balance sheet. Jean inquired about the bargaining timeline; Susanne reported that a tentative agreement has been reached and will go to Council for ratification.

**G.2. 2025 Program Budget Forecast**

Monica presented the 2025 Program Budget Forecast, noting deferred funds and adjustments due to grant timing and program surpluses.

Brian B. asked about grant-related surpluses and the process for managing them. Susanne explained that the Strategy and Finance Committee will review options, including reserves, and that the Board will decide how much to allocate. Jean asked about the operating reserve target. Susanne confirmed the target is 2–3 months of operating expenses and that reserves remain below this threshold. Jean noted the importance of maintaining these reserves.

David asked if the Afterschool Program surplus affected program quality. Josh reported that it did not, but that cooking activities were paused during school construction but have resumed in September. Monica added that it was in part due to higher than anticipated registrations.

**G.3. 2026 Program Budget**

Susanne shared that the draft 2026 Program Budget is under development and will be shared at the next Strategy & Finance Committee and Board meetings.

**MOTION** (Buchan/Jordan)

*To accept the year to date financial report.*

*Carried*

**MOTION** (Lim O'Brien/Morris)

*To approve the recommended 2025 Program Budget Forecast.*

*Carried*

## **H. Personnel & Policy Committee**

Tammy reported on the September 17 meeting. Staffing updates were provided, management is exploring options for human resource management software systems and board training was discussed. Kirstin felt that some training topics should be repeated to help ensure learning.

### ***H.1. Board Orientation and Training***

Tammy requested feedback on onboarding activities and reminded members of the upcoming Board Manual Review session on October 27. The group discussed the Board Buddy system and while few have connected, members feel comfortable reaching out as needed. Susanne offered to formalize these connections via email introductions. The committee recommended developing a board orientation form to confirm completion of onboarding activities.

Tammy shared that the committee is identifying training priorities for the year. Last year's focus was diversity, equity, inclusion and belonging (DEIB) with a FoodShare session held in May. The committee is considering fundraising for this year and members agreed. Josh suggested also exploring a joint board-staff training opportunity.

### ***H.2. Q3 Policy Work Plan Report***

Susanne presented the Q3 Policy Work Plan Report, outlining 2025 priorities and progress. Jean asked if the Food Hub Alignment of Partner Volunteer Programs timeline was realistic. Susanne noted that work has begun through joint training and that this may be an ongoing initiative.

### ***H.3. Resignation***

Tammy shared the resignation of Rachel Power due to time constraints. Rachel expressed disappointment but has offered to continue supporting Applegrove and the Food Hub with design and marketing. The Board thanked Rachel for her service.

Susanne noted that as per Section 8(6)(iii) of the City Agency Constitution, the Board may select a qualified person to serve the remainder of the term and recommend their appointment to City Council. The vacancy does not affect quorum requirements.

Jean suggested considering past applicants or recruiting an afterschool parent, as has been effective historically.

### ***H.4. Q3 Enterprise Risk Management Report***

Brian B. presented the Q3 Enterprise Risk Management Report, noting that all identified risks remain manageable and that no risk ratings have escalated since last quarter.

Succession planning remains the top risk followed by financial management. Brian highlighted that ED succession planning poses unique challenges for a small agency. Financial management risk is trending down with a procurement policy in development and audit recommendations being implemented. Cybersecurity risks are trending down, while IT infrastructure remains stable. Job evaluation and pay equity were noted as potential emerging risks.

**H.5. Board Learning Moment**

Susanne presented on the City of Toronto's Social Development Division. She outlined how AOCCs align functionally with this division and receive support through a City liaison. Susanne added that an upcoming staff report to Council will address expansion of the AOCC model.

Juanita will lead the next Board Learning Moment, followed by Pat.

**MOTION** (Lim O'Brien/Morris)

*To accept Rachel Power's resignation from the Board of Management.*

*Carried*

**MOTION** (Hoang/Jordan)

*To accept the Q3 Enterprise Risk Management Report.*

*Carried*

**I. Program Update**

All core programs are running smoothly. Prenatal and EarlyON saw quieter participation in September, though virtual sessions and yoga remain popular. Afterschool and youth programs are being refreshed with new staff, activities and fall registrations. Older Adult programs continue to thrive, with a successful Grand River trip, new Thriving Together sub-committees and preparation for the Seniors Active Living Fair.

Significant progress continues across operations and shared facilities. Upgrades include new exterior lighting, basement improvements, and a kitchenette installation. The new online booking system has streamlined scheduling and reduced space-use issues. Sanctuary rentals are increasing and work is underway to promote it as a community and event venue. Food Hub partners are collaborating closely, with a new monthly newsletter and a Food Hub Social planned to engage stakeholders.

**J. Executive Director's Report**

Susanne provided an update on key agency initiatives. Food hub lease renewal with the City and East End United Regional Ministry is underway. Tammy and Susanne attended the Don Summerville ribbon cutting with elected officials, TCHC, and developers, which highlighted the mixed housing model and at which Applegrove received positive recognition.

Susanne reported that discussion at the City about Applegrove’s potential relocation has been revived. She shared that East End Music Fest ticket sales and promotion are ongoing. Jean asked about tax receipts. Susanne clarified that in accordance with CRA requirements ticket purchases are not eligible for tax receipts. Susanne also provided an update on the ongoing process to secure a point of sale (POS) system, which is extensive. She shared information about a complaint received online. Pat and Kirsten offered to work with Susanne to draft a response.

**K. Correspondence Received**

None received.

**MOTION** (Lim O’Brien/Hoang)  
To accept the Program Update.

*Carried*

**MOTION** (Buchan/Lim O’Brien)  
To accept the Executive Director’s Report.

*Carried*

**L. Adjournment**

The meeting was adjourned on a motion by Juanita Morris, seconded by David Hoang.

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Chair

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Secretary

## FINANCIAL VARIANCE REPORT

For the period ended September 30, 2025 (January 1 to September 30)

### Admin - City of Toronto Budget

#### REVENUE

Total budget revenue for 2025	<b>\$798,066</b>
YTD budget gross revenue	<b>\$598,550</b>
YTD actual gross revenue	<b>\$599,108</b> an favourable variance of <b>\$558</b> .

The favourable variance is \$558 in bank interest.

#### EXPENSES

Total budget expenses for 2025	<b>\$798,066</b>
YTD budget gross expense	<b>\$605,373</b>
YTD actual gross expense	<b>\$543,285</b> a favourable variance of <b>\$62,088</b> .

The positive favourable variance reflects:

- Underspending in salary and benefits:
  - for union staff, due to timing of bargaining (retroactive payments will be made once the collective agreement is ratified)
  - due to Program Director salary differential (funds to be applied to 3-month contract Projects Coordinator who has been hired and started on October 14)
- Underspending, primarily in office supplies, equipment and postage - to be utilized between October and December
- Contracted services and License permits are underspent by \$10K each – contracted services expenditures are underway and will be utilized between October and December. Limited spending is expected in the licenses budget line, where underspending is due to summer relocation.

Applegrove Community Complex  
Statement of Operations  
Admin for the month ended September 30, 2025

	Admin		Variance		
	Actual	Forecast	\$	%	
<b>EXPENSES</b>					
Salary	275,592	311,383	-35,792	-11%	AG hired a temporary position starting on October 2025
Benefits	106,229	111,080	-4,852	-4%	
Materials & Supplies	2,238	3,063	-825	-27%	
Furniture & Equipment	7,400	7,136	264	4%	
Purchased Services	151,827	172,711	-20,884	-12%	
<b>Total</b>	<b>543,285</b>	<b>605,373</b>	<b>-62,088</b>	<b>-10%</b>	
<b>INCOME</b>					
Government Funding					
City of Toronto	598,549	598,550	0	0%	
<b>Total Government</b>	<b>598,549</b>	<b>598,550</b>	<b>0</b>	<b>0%</b>	
Others					
Misc.	558	0			
<b>Total Others</b>	<b>558</b>	<b>0</b>	<b>-558</b>		
<b>TOTAL INCOME</b>	<b>599,108</b>	<b>598,550</b>	<b>558</b>	<b>0%</b>	
<b>Surplus (deficit)</b>	<b>55,822</b>	<b>-6,824</b>	<b>62,646</b>	<b>-918%</b>	

## Program Forecast

### REVENUE

Total forecast revenue for 2025	<b>\$1,051,829</b>
YTD forecast gross revenue	<b>\$832,666</b>
YTD actual gross revenue	<b>\$849,871</b> a favourable variance of <b>\$17,205</b>

The favourable \$17,205 variance reflects the projected East End Music Fest deferred amount to 2026.

### EXPENSES

Total forecast expenses for 2025	<b>\$933,612</b>
YTD budget gross expense	<b>\$692,096</b>
YTD actual gross expense	<b>\$663,299</b> favourable variance of <b>\$28,797</b>

The positive \$28,797 expense variance primarily reflects:

- Underspending in salary and benefits for union staff, due to timing of bargaining (retroactive payments will be made once the collective agreement is ratified).
- Admin funding availability to support Afterschool permit costs from Jan-Apr (normally these funds are used for summer camp, but they were not required for that program this year due to the summer relocation).

Applegrove Community Complex  
Statement of Operations  
Program for the month ended September 30, 2025

	Program		Variance		
	Actual	Forecast	\$	%	
<b>EXPENSES</b>					
Salary	402,051	414,564	-12,512	-3%	Part due to projected increase after union negotiations and
Benefits	70,349	79,773	-9,424	-12%	Reduced benefits expenditures due to staff changes
Materials & Supplies	79,158	77,073	2,085	3%	Classification
Furniture & Equipment	3,812	5,899	-2,087	-35%	Classification
Purchased Services	107,928	114,787	-6,859	-6%	Timing
Total	663,299	692,096	-28,797	-4%	
<b>INCOME</b>					
Government Funding					
City of Toronto	293,883	288,241	5,643	2%	Previously Partnership deferred funds \$10K
Province of Ontario	54,462	59,990	-5,528	-9%	SALC grant small increase in 2025
Federal Government	62,475	60,335	2,140	4%	Prenatal grant small increase in 2025
Total Government	410,821	408,566	2,255	1%	
Non-Government Funding					
Charitable Organizations	1,826	1,641	186	11%	
Foundations/Corporations	500	500	0	0%	
Total Non-Government	2,326	2,141	186	9%	
Donations/Fundraising					
Charitable Donations-Individual	30,663	21,076	9,588	45%	Includes \$10,000 defer from 2024, Canada Helps Donations
Charitable Donations-Business	3,500	3,500	0	0%	
Fundraising	9,386	4,823	4,562	95%	\$2,400 Defer from 2024 + AS, PC and EEMF
Total Donations/fundraising	43,549	29,399	14,150	48%	
Others					
User Fees	370,248	365,850	4,399	1%	Food Hub rent deferred from 2024 plus new rentals
Misc.	22,926	26,711	-3,784	-14%	
Total Others	393,175	392,560	615	0%	
TOTAL INCOME	849,871	832,666	17,206	2%	
SURPLUS(DEFICIT)	186,573	140,570	46,002	33%	

**APPLEGROVE COMMUNITY COMPLEX**  
**STATEMENT OF FINANCIAL POSITION**  
**September 30, 2025**

	<b>2025</b>	<b>2024</b>
<b>CURRENT ASSETS</b>		
Cash	670,231	405,967
Short-term investments	209,499	199,315
Due from the City of Toronto - vacations payable	17,913	21,677
Due from the City of Toronto - deficits	-298	18,852
Accounts Receivable	11,362	23,722
Prepaid Expenses	13,108	5,987
	921,814	675,520
 Tangible Capital Assets	 20,576	 33,267
 Long-term Receivable - City of Toronto	 175,538	 186,704
	1,117,928	895,491
<b>LIABILITIES, NET ASSETS AND RESERVES</b>		
<b>Current Liabilities</b>		
Due to the City	30,204	-
Accounts payable and accrued liabilities	163,360	170,608
Deferred revenues	53,755	1,350
	247,319	171,958
 <b>POST-EMPLOYMENT BENEFITS PAYABLE</b>	 175,538	 186,704
 <b>Deferred Capital Contributions</b>	 13,592	 23,110
	436,449	381,773
<b>Net Assets</b>		
Core Etransfer Account	7,663	7,663
Agency level funds	69,653	55,141
Program current period un-distributed	186,573	104,480
Admin current period	55,822	48,611
	536,479	368,719
	972,928	750,491
<b>Reserves</b>		
Operating	120,000	120,000
Infrastructure	15,000	15,000
Strategic plan	10,000	10,000
	145,000	145,000
	1,117,928	895,491

# 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 27, 2025 – 4:00 pm

Present: Tammy Rogers (Chair), Kirsten Vanderpark  
Regrets: Sara Ehrhardt  
Staff: Susanne Burkhardt (recorder)

#### 1. Welcome

Tammy welcomed the committee.

#### 2. September 17 Meeting Minutes

No changes needed.

#### 3. Staffing

##### a) Staffing Updates

Susanne provided staffing updates.

##### b) Hiring Reports

Members discussed the Afterschool Program and Youth Leadership program hiring reports. Susanne noted that job promotion also uses Applegrove social media accounts. Members discussed the number of applicants and noted that the number of employees choosing to return to employment with Applegrove is positive.

Susanne shared that hiring for the Projects Coordinator position was done. Stephanie Ta began in the position on October 14 and will attend the next Board meeting to share more about the volunteer program project that is underway. A full hiring report will be provided at the next committee meeting.

##### c) Management Vacation Status Review

Susanne provided an overview of City policy on non-union vacation. Members noted that the overall trend is of vacation carry-over levels going down over time. Kirsten asked if vacation time is tracked in days or hours. Susanne shared that it is tracked in hours, in part due to our high proportion of part-time employees.

#### 4. Board

##### a) Board Training Plan

Members confirmed fundraising as a training focus for this board year. Kirsten reported that the workshop she attended was effective in providing a mindset shift and knowledge base for leveraging board members' enthusiasm for Applegrove to best support fundraising. It was identified that a good training output could be a short document or deck to be shared in future years and updated as needed. Short

activities to build capacity could be integrated into board meetings. Kirsten will share the workshop provider information with Susanne for follow up.

## **5. Policy**

### *a) 2025 Policy Work Plan Report*

Susanne shared that the draft Procurement and Purchasing Policy was reviewed at the last Strategy & Finance Committee meeting, the draft Diversity, Equity, Inclusion and Belonging (DEIB) Policy was reviewed at the last Staff-Board DEIB Committee meeting, and that the East End Food Hub Space Use Policy would be reviewed at today's meeting. Additionally, work will begin soon on updating the Volunteer Policy. Members felt good progress is being made on policy this year.

### *b) Draft Amendments to Food Hub Space Use Policy*

Susanne provided an overview of the key changes, including fee rates and new sections on liability and insurance and decision-making criteria when space is limited. Kirsten asked if the City is considered a Food Hub partner for space use purposes and Susanne responded that it would be when there was a program partnership. It was recommended that the prohibition on commercial activity be removed or further clarified so that social enterprise revenue generation opportunities for the food hub are not inadvertently blocked. Members discussed how to align with the DEIB policy with respect to access for marginalized groups.

Members discussed liability. Susanne flagged that the requirement to release Applegrove (the City) from all liability could be a barrier to rentals by US film companies which have requested that liability due to negligence be included. Kirsten suggested exploring more restrictive language e.g. "gross negligence". Susanne will do more research on how other AOCCs and the City address this.

Members noted that generally the policy is comprehensive, aligned with Applegrove values and supports DEIB.

## **6. Other Business**

Tammy asked if there were any updates on an issue that took place over the summer with a participant. Susanne shared that there were no updates.

## Program Update – October 2025

### Prenatal Program

- In-person session cancelled due to staff illness and low registration

### EarlyON Programs

- 2026 Budget Submission due in November; Management met with Consultant
- Hosted an International Student from Central Eglinton's bridging program for a week-long placement.
- One employee who was on leave has returned to work.

### Afterschool

- A few more children have left to go to the new ARC program at SH Armstrong.
- Several new volunteers supporting the program.
- Staff Evaluations held with the Program Leads and a few counsellors.
- Halloween event was held.

### Youth Programs

- 14 youth have registered and attended regularly throughout October.
- Nursing placement student planning a workshop and supporting this program.

### Older Adults

- Successful trip to Peterborough. Implemented a new registration date for trips.
- Thriving Together planned a Diwali Celebration with Indian Food and a tabla performer.
- Elevator has been broken for 2 weeks; impacting access to programs.
- Advisory Meeting was held; a seniors membership fee was brought up and discussed.
- Planning ramped up for November 14 Seniors Active Living Fair.

## FOOD HUB UPDATE

### Facility

Facility improvement are ongoing and linked to a collaborative space visioning process:

- Stage has been removed in basement to increase usable space.
- Pews have been removed from the Sanctuary and in-floor electrical outlets installed
- Kitchenette and over-the-toilet shelf installed in the Barbara Christie Room

### Communications

- Monthly East End Food Hub newsletter to launch soon.
- Website is currently being updated to add an events calendar.
- Branding for the Sanctuary and a community / event venue is underway.

### Governance

- Quarterly Governance Committee Meeting held on September 30.

- Biweekly Operations Committees taking place.
- New joint Programming Committee being created; terms of reference in development.

### **Grants**

- Request for \$5,000 to buy 2 fridges submitted to the Western Communities Foundation by the church. More cold storage will allow more donations to be made to the food bank by Leslieville Market vendors and support other programming.

### **Programming Highlights**

- From October to June and in partnership with Foodshare the Food Hub is home to monthly LGBTQ2S+ BIPOC Senior Cooking + Gardening workshop program
- As of November and by participant request, our weekly Gentle Fitness class is moving back to the Narthex at the Food Hub
- Nourish is registering clients for our toy drive and family holiday event in November.
- November 2 - The Leslieville Market moved back to the Hub for the winter season.
- November 8 – Repair Café being hosted in partnership with the Toronto Repair Cafe
- November 24 – Monthly Community Café for Older Adults & Seniors
- November 24 - Applegrove is partnering with Nourish to host the monthly Community Dinner, to be followed by bingo.
- December 4 – Food Hub Social for key stakeholders to take place.
- December 13 – Toy Drive Family Holiday Event

### **Venue/Rentals**

- Interest continues to grow. Recent space users have included a local housing co-op, Toronto Community Housing, a film company and City Planning.
- A final draft of an updated Food Hub Space Use Policy is ready, with a few issues remaining to be confirmed before it comes to the Applegrove board for approval.

### **Training**

- A food handler training and certification session was held on October 3, with 23 participants from Applegrove, Nourish and the Leslieville Market.

### **Asset Management**

- We continue to maintain a consolidated asset inventory that confirms ownership of all major assets in the building (appliances, equipment, etc.).
- The inventory also lists minor assets that are available for shared use (e.g. trolleys, coffee urns, AV equipment, etc.). Work is underway to create a sign out system.

# Applegrove Strategic Plan Progress Report – Q4 2025

Not initiated
  Initiated
  Ongoing/well underway
  Completed

	Goal	Desired Outcome	KPI	2025 Milestone Progress				Milestone updates
				Q1	Q2	Q3	Q4	
<b>A Responsive Organization:</b> To respond to the needs of our changing communities, we will evolve our organization to be more accessible, equitable and inclusive.	Enhance our delivery of high-quality programs and services that respond to and address changing community needs	Diverse community members have access to and are engaged in our programs and services	Program participant profiles reflect community diversity					<ul style="list-style-type: none"> <li>· Program evaluation framework drafted</li> <li>· Catchment area demographic profile in progress</li> <li>· Food Hub Program Committee being created</li> <li>· Seniors' leadership pilot program underway</li> </ul>
	Improve outreach to and engagement with communities that experience barriers to programs and services	Our services and programs are having a measurable positive impact in the community, particularly for those who experience barriers to services	People who report experiencing service barriers report positive impacts from Applegrove programs and services					<ul style="list-style-type: none"> <li>· Relationship with area TCHC staff stronger</li> <li>· More community event-based and door-to-door TCHC outreach being done</li> <li>· Joint program planning initiated with Food Hub core partners</li> <li>· Supporting Don Summerville tenant return</li> </ul>
	Increase community engagement in programming, volunteering & organizational decision making		# people engaged as program/event volunteers, program advisors, board/committee members					<ul style="list-style-type: none"> <li>· Volunteer program model in development</li> <li>· Advisory meetings taking place in 1 program</li> <li>· Seniors Advisory Group re-established</li> <li>· Afterschool Advisory Meeting planned</li> </ul>
<b>Service Excellence:</b> To deliver exceptional services to our communities, we will develop our staff and volunteers and enhance our processes, systems and tools.	Strengthen our organizational infrastructure and capacity	Our IT system and internal processes support efficient and effective operations	Time spent on recurring high- volume tasks is reduced					<ul style="list-style-type: none"> <li>· Program CRM system agreement in progress</li> <li>· Procurement policy drafted</li> <li>· 2 new Sage functions near completion – grant tracking, financial report templates</li> </ul>
	Strengthen skills and competencies across the organization	We have a highly qualified team of staff and volunteers	Average # training hours per employee and per program/event volunteer					<ul style="list-style-type: none"> <li>· Board onboarding/training plan in place</li> <li>· Staff training framework in place</li> <li>· Admin funding for IT Worker secured</li> <li>· Admin funds for Vol Coordinator requested</li> <li>· Program Director succession/transition done</li> </ul>
<b>A Centre for Future Generations:</b> To ensure that our communities have access to Applegrove for years to come, we will grow our revenues and address our infrastructure priorities.	Increase and diversify revenues	We have a more secure, balanced and diversified funding model	33% year over year increase in revenue from donations and fundraising					<ul style="list-style-type: none"> <li>· 2024 saw a 98% increase in fundraising and donations revenue vs 2023</li> <li>· Fundraising Working Group created</li> </ul>
	Implement strategies that will help to address facility challenges	We have consistent access to space that meets our operational and program needs	Agreements and funding in place to secure adequate and appropriate facility space					<ul style="list-style-type: none"> <li>· Food Hub lease renewal process underway</li> <li>· City-level discussion on relocation re-initiated</li> </ul>
<b>Organizational Culture and Capacity:</b> To create a supportive and collaborative culture we will advance diversity, equity, inclusion and belonging.	Attain our Diversity, Equity, Inclusion and Belonging (DEIB) goals	People feel a sense of belonging at Applegrove	Achievement of our Annual DEIB Work Plan					<ul style="list-style-type: none"> <li>· 2024 work plan and annual report implemented</li> <li>· 2025 work plan being implemented</li> </ul>
			Staff and volunteer engagement scores increase over strategic plan period					<ul style="list-style-type: none"> <li>· Need to set baseline</li> </ul>

# Narrative Report

## Key Achievements

- We have seen strong progress in our IT and finance capacity:
  - We have a permanent, part time IT Worker to support increased and improved use of technology
  - Our finance staffing model has settled and we have increased capacity to use our Sage software, which has made overall financial operations smoother and more consistent.
- Our new program planning and evaluation framework is being finalized and formalized.
- New finance and DEIB policies in place or underway are strengthening our governance and operating frameworks, reducing risk and building trust.

## Key Challenges

- 2025 saw much change in the core program team. The transition to a new Program Director created cascading staff changes and a few employees have been on long-term leave. This reduced focus on strategic goals due to unavoidable gapping and requirements of onboarding and settling into new roles.
- The extensive process required by the City to secure technology solutions that meet City requirements and meet our needs is very labour and time intensive.
- Maintaining time and focus for plan implementation and reporting is a challenge for the ED due to ongoing immediate pressures.

## Risks

- Extensive City processes for securing technology solutions/systems could impede progress on improving our internal systems, which in turn could affect progress and timelines for other strategic goals. We have requested 2 additional hours per week for our IT Worker time in the Admin budget and will continue to advocate for more simplified review processes for AOCCs and to leverage existing City solutions/systems where possible.
- Revenue generation is increasingly difficult in today's economic climate. This has already reduced grant funding available to us. It may also impact the potential of our fundraising strategy and should be considered in developing the strategy.

## Financials/Budget

- Fundraising plan implementation is likely to require investment e.g. dedicated time, communications/promotion and events. High level estimates have been included in the draft Program Budget and can be refined in budget forecasts once the plan is in place.
- New systems/solutions create one time set up and monthly subscription costs. Where these are essential to overall centre administration, these costs will be included in the Admin budget. The 2026 Admin budget includes funds for the CRM system. Moneris Vault and a POS system costs can be covered by the Program Budget, as most payment transactions are for programs.

## Next Steps

- Detailed review of 2026 implementation milestones by the Strategy and Finance Committee.
- 2025 strategic plan implementation report with progress on Key Performance Indicators (KPIs) to be issued in Q1 2026.



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**Board of Directors Meeting  
November 10, 2025**

**AGENDA**

**8:35**

1. Call to Order/Adoption of Agenda
2. Declaration of Conflicts of Interest
3. Minutes of October 6, 2025 Board of Directors Meeting (*attached*)
4. Homologation of November 10, 2025 Board of Management resolutions

**8:40**

5. Standing Committees
  - 5.1. Membership, Outreach & Inclusion Committee Report (*Oct 22 minutes attached*)
  - 5.2. Strategy & Finance Committee Report (*Oct 22 minutes attached*)

**8:55**

6. Directors' Concerns

**9:00**

7. Adjournment

**Next Meetings and Events**

Dec 4	East End Food Hub Social
Dec 9	Staff-Board Social
Jan 12	Board Meeting (virtual)
Feb 9	Board Meeting (in person)
Mar 9	Board Meeting (virtual)
Apr 13	Board Meeting (in-person)
May 11	Board Meeting (virtual)
Jun 10	AGM (in person)



**Minutes of the Board of Directors  
Meeting October 06, 2025 – Virtual**

*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, David Hoang, Jean Lim O’Brien, Juanita Morris, Pat Jordan, Tammy Rogers

Regrets: Sara Ehrhardt, Councillor Fletcher, Kirstin Vanderpark, Rachel Power  
Staff: Susanne Burkhardt, Josh Grainger (Recorder), Monica Vela

**1. Call to Order/Adoption of Agenda**

Tammy called the meeting to order. Quorum was met and the agenda adopted as amended to include new item “Resignation” prior to Item 5: Standing Committees.

**2. Declaration of Conflicts of Interest**

No conflicts of interests declared.

**3. Minutes of Sept 8, 2025 Board of Directors Meeting**

**MOTION** (Jordan/Buchan)

*To accept the minutes of the Sept 8, 2025 Board of Directors meeting.  
Carried*

**4. Homologation of Board of Management Resolutions**

**MOTION** (Morris/Wood)

*To homologate the resolutions made by the Board of Management at its Oct 6, 2025 meeting as presented:*

- *To accept the minutes of the Sept 8, 2025 Board of Management meeting.*
- *To accept the year to date financial report.*
- *To approve the 2025 Program Budget Forecast.*
- *To accept the Q3 Enterprise Risk Management Report.*
- *To accept the Program Update.*
- *To accept the Executive Director’s Report.*

**5. Resignation**

**MOTION** (Lim O’Brien/Buchan)

*To accept Rachel Power’s resignation from the Board of Directors.  
Carried.*

## 6. Standing Committees

### 5.1. *Membership, Outreach & Inclusion Committee Report*

Josh provided the committee report. Tammy asked whether the committee is providing input into the Sanctuary branding. Susanne clarified that this is a partnership project with Leslieville Farmers Market and the Food Hub.

Juanita asked about compensating elders or knowledge keepers for their contributions to the land acknowledgement. Susanne confirmed that the Board has approved a budget of \$2,000 for this purpose.

### 5.2. *Strategy & Finance Committee Report*

Brian B. provided the committee report. He noted the committee work plan was drafted, with the donation and risk management policies scheduled for the new year. Implementation of the strategic plan will be presented at the next meeting along with the procurement policy. Updates on the volunteer program were shared, and the Fundraising Working Group plans to present recommendations to the Strategy & Finance Committee in December before bringing them to the Board.

**MOTION** (Lim O'Brien/Jordan)

*To accept the Membership, Outreach & Inclusion Committee Report.*

*Carried*

**MOTION** (Wood/Lim O'Brien)

*To accept the Strategy & Finance Committee Report.*

*Carried*

## 7. Directors' Concerns

Jean asked whether recent City of Toronto concerns about funding cuts from provincial and federal levels would affect Applegrove. Susanne responded that at this time she does not anticipate a direct impact.

## 8. Adjournment

The meeting was adjourned on a motion by Brian Buchan, seconded by David Hoang.

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Chair

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Secretary

## APPLEGROVE COMMUNITY COMPLEX

### Membership, Outreach & Inclusion Committee – Meeting Minutes

October 22, 2025 at 7:00 p.m.

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Present: Brian Wood, David Hoang, Juanita Morris, Susanne Burkhardt (staff), Josh Grainger (staff), Shernel Monlouis (staff)  
Regrets: Pierre Bois  
Guests: Maryam Bhayat (staff), Stephanie Ta (staff)

#### 1. Welcome and Introductions

Introductions were made.

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

##### a. September 24 Meeting Notes

No changes.

##### b. Draft DEIB Policy Discussion

Policy Scope:

- Juanita suggested explicitly including Board members as they are a distinct group, not simply “volunteers.”

Language and Accessibility:

- Brian recommended in Section 1(B) – Use broader term “individuals” vs specific groups (e.g., “individuals with disabilities”) when referring to accommodations.
- Brian suggested that the Directors section include a reference to training or knowledge of accommodation processes.
- Juanita noted a typo in Section 2(B) – “AI” should read “all.”
- Juanita and Susanne discussed refining the word “differences” to a more positive term (e.g., “embraced”) to align with the Strategic Plan.
- Stephanie felt the sentence defining discrimination helps distinguish from bullying, though it could be better linked to the Human Rights Code.
- David recommended a 2-page plain language summary version of the policy to make it easier for staff and community members to understand.

Employee and Volunteer Requirements:

- Susanne will add the Incident Reporting Procedure to the list of policies that employees must review annually.

Recruitment and Hiring:

- Brian highlighted new AI reporting requirements in hiring processes and suggested that the policy specify that staff involved in recruitment should receive anti-bias or unconscious bias training.

#### Accountability and Evaluation:

- Susanne wondered about surveying staff and participants to get a sense of diversity and gauge perspectives on Applegrove's DEIB efforts.
- Juanita asked whether such a survey is permitted or poses any risk. Susanne clarified that participation would be voluntary and handled respectfully. Gathering information about diversity is increasingly expected by funders.
- Shernel expressed concern that demographic questions might make individuals identifiable. There was agreement on the importance of ensuring that responses remain anonymous and unlinked to individuals.
- Brian cautioned that questions about disability should focus only on accommodation needs, not medical details.
- The committee agreed that the diversity survey questions would be adapted from the previous audit and reviewed by the committee before use.

#### Additional Notes:

- Josh asked staff (Shernel and Maryam) to review the previous DEIB Report and provide feedback by year-end to support development of the next report.
- Juanita inquired who monitors the Board email account and Susanne confirmed that it is the Secretary.
- Shernel asked about the submission timeline for a discrimination or harassment report and Susanne will confirm this.

#### *c. Core DEIB Training Module for Board*

Susanne shared that she found some free training opportunities offered by Cornerstone. She proposed identifying a selection of potential trainings for the committee to review and assess. The committee was in favour of this approach.

### **3. September 24 MOI Committee Meeting Notes**

No changes.

### **4. Volunteer Program Development Project**

Stephanie provided an update on the Volunteer Hub project, noting ongoing challenges related to volunteer tracking, onboarding processes, and accessibility. Shernel asked about the process for reaching out to previous volunteers. Stephanie explained that she is currently working with staff to determine which past volunteers to contact and how best to streamline outreach and engagement moving forward. The discussion highlighted the importance of improving systems to better support volunteer management and participation.

### **5. Communications/Outreach**

#### *a. East End Food Hub Newsletter*

Susanne provided an update about the new newsletter for the Food Hub.

### **6. Programs**

#### *a. Participant Engagement Updates*

##### *i. Advisory Groups/Meetings*

Josh shared that Seniors Advisory meetings have been taking place and that an Afterschool Parent Advisory meeting is planned. Expanding program advisory groups is part of the new evaluation framework currently in development.

ii. Seniors Thriving Together

This project is progressing very well. The group has been actively planning activities, trips, and celebrations. A new volunteer-led ukulele program is in development and members recently completed their Food Handlers training. Several participants are volunteering at the East End Music Fest and the Seniors Active Living Fair. Josh will connect with Juanita regarding these two events.

**7. Events**

a. Upcoming

i. East End Music Fest (Oct 25)

Susanne provided a final reminder about East End Music Fest on Saturday and encouraged committee members to make a final promotional push.

ii. Seniors Active Living Fair (Nov 14)

Josh shared that planning is progressing well, though vendor recruitment has been slower than expected. He noted that volunteers are needed to assist.

iii. Nourish Community Dinner (Nov 24)

Susanne reminded members that Applegrove will host the Nourish Community Dinner on November 24 and encouraged members to volunteer.

iv. East End Food Hub Social (Dec 4)

Invitations will be shared soon.

v. Toy Drive

Josh provided an overview and highlighted opportunities for members to volunteer to wrap gifts or assist at the holiday event.

vi. Board-Staff Social

Susanne noted that the date will be confirmed and details shared shortly.

**8. Other Business**

None.

Next meetings

Nov 26

Dec 17 (if needed)

## APPLEGROVE COMMUNITY COMPLEX

### Strategy and Finance Committee Minutes

October 22, 2025 at 5:00 p.m.

Board Members: Brian Buchan, Jean Lim O'Brien, Pat Jordan  
Staff: Susanne Burkhardt (recorder), Monica Vela

#### 1. Welcome

Brian welcomed members.

#### 2. September 24 Meeting Minutes

No changes required.

#### 3. Finance

##### *a. Year to Date Financial Report*

Monica presented the draft report. Brian noted that the conventions used to show surplus/deficit are not the same on the statements of operation for the Admin budget and the Program budget, and that for the Program budget the brackets denote deficits and that he is familiar with them being used to show positive balances. Monica shared that the report templates were inherited from the previous Finance Manager, and that she has been working with our Sage provider to create new reports that will be coming soon. Brian inquired about the spending plan for end of year. Susanne responded that planned spending is underway, but that there will be surplus funds in some budgets including Admin and possibly EarlyON due to TDSB permit fees that were not incurred because of summer relocation, and due to unanticipated staff leaves. Brian noted that Program surplus funds could be used to top up reserve funds.

##### *b. 2026 Program Budget*

Susanne shared that work is underway on this and that a copy will be circulated to the committee prior to the circulation of the board package.

##### *c. Draft Procurement Policy*

Susanne provided an overview of the content added to the policy since it was last reviewed by the committee, including the connection of signing officers to Applegrove's governance documents for the City Agency and the Not-For-Profit Corporation. The current City Agency Constitution limits signing officers to the Board Chair, Treasurer, Secretary and Executive Director. The Not-for-Profit Corporate governance documents do not limit who may be a signing officer, and state that the Corporation shall adopt and maintain financial policies that address signing officers, among other things.

Members discussed signing authorities including in the context of electronic funds transfer (EFT) approvals. Jean asked what was different relative to having two

signing officers signing off on cheques. Monica explained that an approval process would be set up for EFT payment approvals via the Global Payments portal, which Alterna uses to process payments.

Monica provided an overview of the payroll process and approval timeline. Members discussed the role of the Program Director and Monica clarified that the intent is for then to have the ability to log in to Global Payments and approve payroll as a last resort in the event that it was not possible to have two other signing officers approve within the required timeline. At this point authority could only be for Program payroll, however this may change based on future updates to City Agency governance documents. Members discuss that payroll is operational, with management level oversight.

Members recommended clarifying Program Director authority in section 3.3 and of approval requirements for expenditures of \$10,000 and above in section 3.1. Brian noted that social procurement criteria should be included in a scoring matrix, and that value for money not be the sole determinant for decision-making. Brian asked whether there was consideration of where RFPs are posted, asked whether AOCCs use the City's procurement system, and noted that member-based e-procurement sites such as Biddingo have a wide reach and processes to support transparency and fairness. Susanne shared that AOCCs have not had access to the City procurement system, that community agencies circulate such postings across the sector and that Applegrove has also posted them on Charity Village and other sector sites. It was recommended that the policy state that RFPs will be posted in a way that is fair and transparent.

#### **4. Planning**

*a. Strategic Plan Reporting*

Susanne shared that the reporting template will come to the next board meeting.

*b. Fundraising Working Group*

Brian provided an update on the working group membership and activities, and highlighted that the committee reviewed Applegrove donor statistics to inform the strategy. The working group aims to have a plan that can be reviewed and finalized by this committee in 2025 as planned.

#### **5. Other Business**

*a. Volunteer Program Review Update*

Susanne shared that the 3-mnth Projects Coordinator position has been filled with Stephanie Ta starting in the position on October 14. The project is progressing well, with a landscape review currently underway. She noted that it is very helpful to have an employee focused on this work and reminded members that a request for a part-time Volunteer Coordinator was included in the 2026 Admin budget submission to oversee implementation of the volunteer program over the longer term.