



60 Woodfield Road, Toronto, Ontario M4L 2W6

Tel: 416-461-8143 [www.applegrovecc.ca](http://www.applegrovecc.ca)

## Board of Management Meeting – October 6, 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 September 8 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. Finance
  - A.1. Year-to-Date Financial Report (*attached*)
  - A.2. 2025 Program Budget Forecast (*sent separately*)
  - A.3. 2026 Program Budget

#### 7:35

- H. Personnel & Policy Committee (*Sept 17 minutes attached*)
  - A.4. Board Orientation and Training
  - A.5. Q3 Policy Work Plan Report (*attached*)

#### 7:50

- I. Board
  - A.6. Q3 Enterprise Risk Management Report (*attached & sent separately*)
  - A.7. Board Learning Moment

#### 8:10

- J. Program Update (*attached*)

#### 8:20

- K. Executive Directors Report
- L. Correspondence Received

#### 8:30

- M. Adjournment

**Minutes of the Board of Management Meeting**  
**September 08, 2025 – In-Person**

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

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

Tammy called the meeting to order. Quorum was met and the agenda was amended to correct item F.3. to say “2023 Admin Deficit”.

**B. Introductions**

Introductions were done.

**C. Indigenous Land Acknowledgment**

Tammy provided the Land Acknowledgement. Brian B. reflected on Biidaasige Park, developed in consultation with Indigenous stakeholders. The park integrates Indigenous values and teachings into its design, including plantings of cultural significance, interpretive signage, and community-informed features. Juanita acknowledged Councillor Fletcher’s role in the park’s creation and noted there will be a nature walk at the park on Saturday. David will provide a reflection at October’s meeting and Kirstin in November.

**D. Declaration of Conflicts of Interest**

No conflicts of interests declared.

**E. Minutes of July 8 Board of Management Meeting**

Jean noted an error in name of the actor in the description of her reflection. Susanne will amend the minutes accordingly.

***MOTION*** (Buchan/Morris)

*To accept the minutes of the July 8, 2025 Board of Management meeting as amended.*

*Carried*

**F. Finance**

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

Monica presented the Year-to-Date Financial Report. Admin variances are due to the City making an overpayment early in the year based on pre-budget approval estimates. Salary expenses are underspent due to incomplete bargaining process and a Program Director salary differential. Brian B. asked if accruals and a forecast will be ready for the first Strategy and Finance Committee meeting. Monica confirmed both would be.

**F.2. 2026 Core Admin Budget Submission**

Susanne provided budget submission highlights, including a request for a new part time position. She noted that the proposal is consistent with City guidance, was discussed with the City Budget Analyst and that it reflects alignment with the AOCC model and strategic plan priorities. In response to member questions, she shared that staff reporting is based on overall complement rather than individual positions. The budget submission will go through the City budget process, with final approval is expected in February.

**F.3. 2023 Admin Deficit Update**

Susanne provided an overview of how AOCC deficits are managed by the City. Applegrove recently received payment for its 2023 deficit and the 2024 surplus will likely need to be repaid in 2026. She noted that these amounts are carried on the balance sheet until settled.

**F.4. 2024 Program Fund Account Transfers**

Monica presented on the 2024 Program Fund Account transfers. She explained that transfers had previously been done annually but were missed in 2023 and 2024 due to the shift in auditors. Staff plan to address this earlier in the 2025 audit. It was noted that program budget surpluses are allocated to the general agency.

**MOTION (Jordan/Morris)**

*To accept the year to date financial report.*

*Carried*

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

*To approve the recommended 2026 Core Admin Budget submission and authorize the Executive Director to submit it to the City of Toronto for consideration and approval as part of the annual City of Toronto budget process.*

*Carried*

**MOTION (Morris/Buchan)**

*To approve the 2024 Program Fund transfers.*

*Carried*

**G. Personnel & Policy (PP) Committee**

No report because the committee has not met since the July 8 board meeting

**MOTION** (Vanderpark/Wood)

*To discuss the next item in camera, as it deals with identifiable individuals and confidential information.*

*Carried*

**H. Job Evaluation Update**

**MOTION** (Jordan/Vanderpark)

*To return to the public meeting.*

*Carried*

**I. Board**

**I.1. Board Orientation Checklist**

Most members have completed the AODA training. The City's board orientation is expected in November and members are asked to review the non-profit board training videos circulated. As follow up to the August Board 101 session a Board Manual review session is planned for October. The required finance training for Strategy and Finance Committee members is recommended for all members. Members were invited to visit during program hours.

**I.2. Board Meeting and Events Schedules**

Tammy presented the updated board schedule, noting meetings will now take place on the second Monday of each month to allow financial reports to be reviewed by the Strategy and Finance Committee in advance. She also reviewed notice requirements under the City constitution and non-profit bylaw: members must receive at least seven days' notice (unless waived by a set schedule), and meeting notices will be posted publicly on the Applegrove website and on-site.

**I.3. Board Learning Moment**

Susanne shared that the City provides Errors and Omissions coverage for the Board of Management and Applegrove also purchases separate Directors and Officers insurance for the Board of Directors. This provides liability coverage for board members, protecting them from claims arising from their decisions and actions as part of their duties.

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

*To approve the final 2025-2026 schedule of meetings for the Board of Management and Board of Directors.*

*Carried*

**J. Program Update**

Josh shared highlights from the report, noting strong participation across EarlyON Park Days, afterschool, and summer camp offerings. Youth programs will launch earlier this fall with an emphasis on outreach. Older adult programming included trips and the new Thriving Together leadership initiative. At the Food Hub, Applegrove deepened

partnerships, co-hosted events, and continued facility improvements. It was noted that recent grant applications to HelpAge Canada and the Metcalf Foundation were not successful and new funding opportunities are being explored. Members inquired about grant feedback and Susanne noted funders did not provide detailed responses.

**K. Executive Director's Report**

Planning for the East End Music Fest is progressing well. Board members are encouraged to promote the event within their networks. Several art pieces have been collected for the auction and a local event planner is assisting with logistics.

Recent hiring includes 12 afterschool staff, 3 youth staff, and a Seniors Worker. Recruitment is underway for a short-term Projects Coordinator. Collective bargaining is ongoing. Executive Director meetings with the City continue, with increased participation from various departments. After the ONCA transition Applegrove needs to plan for updating its City Agency Constitution to maintain alignment.

Susanne reported on two incidents. The first involved an interaction by an after-school participant with a child in the Woodgreen daycare, for which appropriate follow-up and consequences were implemented. The second involved a negative online review from a former participant. The situation was investigated and an understanding of what happened has emerged. There is a need to respond to the review publicly and communications support was offered by board members with communications and issue management experience.

**L. Correspondence Received**

Susanne shared a City letter outlining upcoming Council meeting dates for the board to note. The Board President of RTCC is exploring how other AOCC boards operate and has proposed a survey. The board expressed interest in participating and seeing the results.

**MOTION** (Wood/Buchan)  
To accept the Program Update.

**Carried**

**MOTION** (Jordan/Morris)  
To accept the Executive Director's Report.

**Carried**

**M. Adjournment**

The meeting was adjourned on a motion by Kirstin Vanderpark, seconded by Brian B.

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Chair

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Secretary

## FINANCIAL VARIANCE REPORT

For the period ended August 31, 2025 (January 1 to August 31)

### Admin - City of Toronto Budget

#### REVENUE

Total budget revenue for 2025	<b>\$798,066</b>
YTD budget gross revenue	<b>\$532,044</b>
YTD actual gross revenue	<b>\$532,549</b> an favourable variance of <b>\$505</b> .

The favourable variance is \$505 in bank interest.

#### EXPENSES

Total budget expenses for 2025	<b>\$798,066</b>
YTD budget gross expense	<b>\$541,326</b>
YTD actual gross expense	<b>\$489,306</b> a favourable variance of <b>\$52,020</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 currently being hired)
- Underspending, primarily in purchase services due to timing of expenditures.

Applegrove Community Complex  
Statement of Operations  
As of August 31, 2025

	Admin		Variance		
	Actual	Budget	\$	%	
<b>EXPENSES</b>					
Salary	244,700	276,785	32,086	12%	AG will be hiring a temporary position starting on October 1, 2025
Benefits	96,137	98,738	2,601	3%	
Materials & Supplies	2,189	2,723	534	20%	
Furniture & Equipment	8,420	6,437	-1,983	-31%	
Purchased Services	137,861	156,643	18,782	12%	The AS permit will be paid, totalling \$11,000, from Sep-Dec
<b>Total</b>	<b>489,306</b>	<b>541,326</b>	<b>52,020</b>	<b>10%</b>	
<b>INCOME</b>					
Government Funding					
City of Toronto	532,044	532,044	0	0%	
<b>Total Government</b>	<b>532,044</b>	<b>532,044</b>	<b>0</b>	<b>0%</b>	
Misc.	505	0	-505		
<b>Total Others</b>	<b>505</b>	<b>0</b>			
<b>TOTAL INCOME</b>	<b>532,549</b>	<b>532,044</b>	<b>-505</b>	<b>-0.09%</b>	
<b>SURPLUS(DEFICIT)</b>	<b>43,243</b>	<b>(9,282)</b>	<b>-52,525</b>	<b>566%</b>	

## Program Budget

### REVENUE

Total budget revenue for 2025	<b>\$906,706</b>
YTD budget gross revenue	<b>\$609,422</b>
YTD actual gross revenue	<b>\$695,639</b> a favourable variance of <b>\$86,217</b>

The favourable \$86,217 variance reflects:

- Unbudgeted new grant for Income Tax Clinic (\$3,500).
- Deferred 2024 income not yet known when budget was approved (\$47,916 remaining).
- Funds allocated to cover increased salaries and benefits after bargaining (c.a. \$15,000).
- Admin funding availability to support Afterschool permit costs from Jan-Apr (\$10,300).

### EXPENSES

Total budget expenses for 2025	<b>\$906,704</b>
YTD budget gross expense	<b>\$646,794</b>
YTD actual gross expense	<b>\$600,410</b> favourable variance of <b>\$46,383</b>

The positive \$46,383 expense variance reflects:

- Reduced salary costs due to short term vacancies in the Child and Youth Coordinator Program Assistant and Afterschool Lead positions as a cascading result of the transition to the new Program Director.
- Underspensing 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  
As of August 31, 025

	Program	Prg. Bud. Total	Variance		
	Total		\$	%	
<b>EXPENSES</b>					
Salary	360,692	386,064	25,372	7%	Part due to projected increase after union negotiations and staff turnover
Benefits	62,241	83,093	20,852	25%	Reduced benefits expenditures due to staff changes
Materials & Supplies	67,197	65,902	-1,295	-2%	
Furniture & Equipment	3,476	378	-3,097	-819%	Timing
Purchased Services	106,806	111,357	4,551	4%	Timing
<b>Total</b>	<b>600,410</b>	<b>646,794</b>	<b>46,383</b>	<b>7%</b>	
<b>INCOME</b>					
<b>Government Funding</b>					
					CSP funds received in August, budgetted for September as previous year. \$5,050 Summer Camp funds not yet received.
City of Toronto	205,779	185,640	-20,139	-11%	
Province of Ontario	41,962	40,000	-1,962	-5%	SALC grant small increase in 2025
Federal Government	61,520	42,774	-18,746	-44%	Summer Camp, Canada Summer Jobs funding was received earlier and we also had a small increase in our Prenatal grant
<b>Total Government</b>	<b>309,261</b>	<b>268,414</b>	<b>(40,848)</b>	<b>-15%</b>	
<b>Non-Government Funding</b>					
					The Toronto Start Fresh Fund was budgetted higher, but we only received \$1,300, plus United Way Funds.
Charitable Organizations	1,641	3,766	2,126	56%	
Foundations/Corporations	500	0	-500		
<b>Total Non-Government</b>	<b>2,141</b>	<b>3,766</b>	<b>1,626</b>	<b>43%</b>	
<b>Donations/Fundraising</b>					
Charitable Donations-individual	24,598	466	-24,132	-5179%	Includes \$10,000 defer from 2024, Canada Helps Donations and \$3,500 EEMF Sponsorship
Charitable Donations-Business	3,500	0	-3,500		Includes \$2,400 defer from 2024
Non-charitable Donations-Indiv.	0	0	0		
Non-charitable Donations-Bus,	0	0	0		
Fundraising	8,636	2,065	-6,571	-318%	\$2,400 Defer from 2024 + AS, PC and EEMF
<b>Total Donations/fundraising</b>	<b>36,734</b>	<b>2,531</b>	<b>(34,203)</b>	<b>-1351%</b>	
<b>Others</b>					
User Fees	326,726	311,791	(14,936)	(0)	
Misc.	20,777	22,921	2,144	0	
<b>Total Others</b>	<b>347,503</b>	<b>334,711</b>	<b>(12,792)</b>	<b>(0)</b>	
<b>TOTAL INCOME</b>	<b>695,639</b>	<b>609,422</b>	<b>(86,217)</b>	<b>(0)</b>	
<b>SURPLUS(DEFICIT)</b>	<b>95,229</b>	<b>(37,371)</b>	<b>(132,600)</b>	<b>355%</b>	

**APPLEGROVE COMMUNITY COMPLEX**  
**STATEMENT OF FINANCIAL POSITION**  
**August 31, 2025**

	<b>2025</b>	<b>2024</b>
<b>CURRENT ASSETS</b>		
Cash	622,486	381,133
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	15,983	4,747
Prepaid Expenses	33,109	5,356
	898,692	631,080
Leasehold improvements - Admin	40,002	40,002
Accum. Amort. Leashold improvements	-32,002	-24,001
Equipment - EarlyON	2,103	2,103
Accum. Amort. EarlyON	-421	0
Equipment - Safe Start	8,034	8,034
Accum. Amort. Safety Start	-5,624	-4,017
Equipment - Seniors	4,014	4,014
Accum. Amort. Seniors	-3,725	-3,024
Computers	1,614	1,614
Accum. Amort. Seniors	-404	0
Equipment - Food Hub	6,547	4,738
Accum. Amort. Food Hub	-1,038	0
Equipment - Summer Camp	2,603	2,603
Accum. Amort. Summer Camp	-1,128	-607
Tangible Capital Assets	20,576	31,458
Long-term Receivable - City of Toronto	175,538	186,704
	1,094,806	849,241

**LIABILITIES, NET ASSETS AND RESERVES**

**Current Liabilities**

Due to the City	30,204	-
Accounts payable and accrued liabilities	184,262	142,078
Deferred revenues	113,653	-
	328,120	142,078

**POST-EMPLOYMENT BENEFITS PAYABLE**

	175,538	186,704
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**Deferred Capital Contributions**

Deferred Capital Contributions - Leashold Impr.	32,002	32,002
Accum. Amort. Deferred C.C. - Leashold Impr.	(24,001)	(16,001)
Deferred Capital Contributions - EarlyON	1,682	2,103
Deferred Capital Contributions - Safe Start	8,034	8,034
Accum. Amort. Deferred C.C. - Safe Strat	(5,624)	(4,017)
Deferred Capital Contributions - Seniors	1,614	-
Accum. Amort. Deferred C.C. - Safe Strat	(404)	-

Deferred Capital Contributions - Seniors	4,014	4,014
Accum. Amort. Deferred C.C. - Seniors	(3,725)	(3,024)
	<u>13,592</u>	<u>23,110</u>
	517,250	351,893
<b>Net Assets</b>		
Program funds	-	(19,889)
Parent/Child Drop-in	-	13,986
Afterschool	182,527	114,922
Teen program	-	733
Seniors programs	-	(55)
Summer programs	34,241	45,639
The Applegrove Connection	-	(11,791)
HOBG	-	4,657
Food Hub	-	4,620
Core Etransfer Account	7,663	7,663
Agency level funds	69,653	55,141
Program current period un-distributed	95,229	98,836
Admin current period	43,243	37,886
	<u>432,557</u>	<u>352,349</u>
	949,806	704,241
<b>Reserves</b>		
Operating	120,000	120,000
Infrastructure	15,000	15,000
Strategic plan	10,000	10,000
	<u>145,000</u>	<u>145,000</u>
	<u>1,094,806</u>	<u>849,241</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

September 17, 2025 – 4:30 pm

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

### 1. Welcome

Tammy welcomed the committee to its first meeting.

### 2. May 15 Meeting Minutes

No changes needed.

### 3. 2025-2026 Committee Work Plan

Members reviewed and approved the draft work plan, noting that it can be adjusted as needed over the course of the coming board cycle. Kirsten noted that board training review is duplicated. Susanne will make the correction.

### 4. Staffing

#### a) Staffing Updates

Susanne provided staffing updates and reported on the status of the fall hiring process for child and youth programs. Susanne shared information on how time off (sick, vacation) etc. is tracked, which is very labour intensive. As of January 2026 any leave time (e.g. even if an afterschool staff gives up a scheduled shift) will be eligible for purchase back from OMERS so we will need a way to track it. She and Monica increasingly feel that Applegrove needs HR software and are starting to explore options, and committee members were in agreement.

#### b) Hiring Reports

Members reviewed the hiring report for the Summer Camp and Youth Leadership programs. Kirsten asked whether the number of applicants was typical or a cause for concern. Susanne shared information on how the positions are promoted, that the number of applicants was fairly typical and that often afterschool employees apply for camp and vice versa. Susanne provided an update on the Projects Coordinator hiring that was currently underway. Members discussed the challenges of screening applications given the increasing use of AI by applicants.

c) *Quarterly ED Performance Discussion*

The 2025 ED performance plan report was reviewed, and committee members discussed progress and current challenges with Susanne.

**5. Board**

a) *Board Member Exit Questionnaires*

Members discussed results and noted that many board members feel that they lack understanding of finance details, and that finance has been an ongoing board recruitment priority. The suggestion was made to integrate financial information into board learning moments, and to ensure that the board skills assessment has members report clearly on their skills in this area. Committee members suggested that the idea of scheduled formal check-ins with new board members, for example by board buddies, be raised at the next board meeting. The ongoing need for diverse representation on the board was discussed. The idea was raised of having more opportunities to engage members in discussions, for example advisory meetings or input evenings that could be focused on specific topics.

b) *2025 -2026 Board Training Plan*

The committee reviewed the board training framework. it was recommended that the mentorship component be elaborated on. The suggestion was made to create a board orientation form that members are required to sign off on, in order to confirm that they have completed the required activities. Discussion on current training priorities identified fundraising as an option, which relates to current strategic priorities. Kirsten noted that she was registered in a workshop on fundraising for boards, and that she would share the information.

**6. Policy**

a) *2025 Policy Work Plan Report*

Members reviewed the report at a high level and will revisit it in more detail at the next meeting.

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

Susanne shared that these have not yet been completed and will come to the next meeting. The proposed amendments are intended to streamline the policy and align it with what is needed at this time vs what was needed when the policy was first developed in 2022.

September 17, 2025

**2025 Policy Work Plan Report**

Category	Policy	Outcome	Status	Timeline
Draft (finalize)	Food Handling and Safety Policy			Q4
	Incident Management and Reporting Procedure	Finalized Mar 19, 2025		
	IT and Cybersecurity Policy	Approved Feb 24, 2025		
	Investment Policy	Approved Mar 31, 2025		
	Acceptable Use of Technology			Q3
Existing (review)	Behaviour Guidance Policy (2009)			2026 – Q1
	Board Reimbursement Policy (2024)	No changes required		
	Capitalization Policy (2024)	Amended Mar 31, 2025		
	Credit Card Use Policy (2024)	Amended Mar 31, 2025		
	Police Records Check Policy (1997)	Revised Mar 31, 2025		
	Program Reserves Policy (2024)			
	Remote Work Policy (2020)	Amended Jan 27, 2025		
	Student Placement Policy (1993)			2026 – Q1
	Volunteer Policy (1993)			2026 – Q1
New (create)	Diversity, Equity, Inclusion & Belonging (DEIB) Policy			Q4
	Procurement & Purchasing Policy			Q4
Food Hub	Alignment of Partner Volunteer Programs			Q4
	Joint Fundraising Approach/MOU			2026 - TBD
	Data Sharing Protocol			2026 - TBD
	Food Hub Space Use Policy & Fees			Q3

Completed
In Progress
Not Initiated

# Enterprise Risk Management Report – Q3

## COMMENTS:

- No escalation from previous risk ratings (Q1).
- All risks within manageable thresholds (non-critical).
- Job evaluation/pay equity being monitored as potential future risk

	Insignificant	Minor	Moderate	Major	Severe	
Very Likely	Low Med	Medium	Med Hi <sup>2</sup>	High	High	Critical
Likely	Low	Low Med	Medium <sup>3 4 5</sup>	Med Hi	High	Significant
Possible	Low	Low Med	Medium	Med Hi <sup>1</sup>	Med Hi	Disruptive
Unlikely	Low	Low Med	Low Med	Medium	Med Hi	Managing
Very Unlikely	Low	Low	Low Med	Medium	Medium	Controlled

#	Risk	Definition	Category	Trend	Comments
1	Succession Planning	Sufficient plans not in place to mitigate unexpected and prolonged absences.	People, Operational	↔	Internal knowledge transfer activities initiated for Program Director transition and are ongoing, ED succession plan recommended for 2026 PP Committee work plan
2	Financial Management	Insufficient policies and financial systems in place for financial management and meeting audit standards.	Financial	↑	Procurement policy in development for approval in Q4, Finance risk management checklists/tools recommended for 2026 SF Committee work plan
3	Resourcing – Available Staff	Insufficient staff available to fulfil program and admin requirements.	People, Operational	↓	Volunteer Coordinator position included in 2026 Admin Budget submission, Bookkeeper hired & completed probation
4	Cybersecurity	Cyber vulnerabilities leading to a security incident (breach or ransom attack).	Technology, People	↓	City cybersecurity program overall control rating at 94%. Disaster recovery and business continuity plan required. Endpoint detection and vulnerability scanning implemented, managed email in progress.
5	IT Infrastructure	Insufficient or outdated systems to support admin and operations.	Technology, People	↔	CRM/online registration system agreement outstanding. Cybersecurity assessment for Moneris Vault and POS system initiated with City. Requirements for Human Resource Management System to be drafted.

## Program Update – September 2025

### Prenatal Program

- On track for spending.
- Low attendance at in-person in September. Virtual has 23 families registered, average attendance of 12-13 families weekly.
- Nursing student to plan a workshop.

### EarlyON Programs

- New mental health supports and workshops available for staff and parents in partnership with Lumenus.
- Quiet in September at both locations.
- Yoga sessions still popular.
- Planning more events and guests for Oct-Dec, as these tend to be better attended.
- Nursing students have been supporting this program twice a week.

### Afterschool

- Spots available, a few children have left to go to the new ARC program at SH Armstrong, which is heavily subsidized.
- Hired one new relief staff to support program
- Implementing new programming activities and expectations for groups including joint-programming sessions and activities, new program planning form, dedicated time for homework help across the program, increased events and fundraisers.
- PA Days registered to Dec, September PA Day trip was to the new park in the Portlands.

### Youth Programs

- Staff hired and planning sessions were held.
- Program is registering currently and will begin Oct 7.
- Nursing student planning a workshop for this program.

### Older Adults

- Grand River Trip was a huge hit. We have received complaints about registration process and are implementing a registration start date for October so there is time for calendars to reach seniors before trips fill-up.
- New Horizons grant was submitted to continue the leadership (Thriving Together) work.
- Thriving Together sub-committees have formed to support upcoming celebrations, trips, and programming (ukulele sessions and Writing Series). Long n McQuade are donating to help us purchase 15 ukeleles.
- New Program Worker has started and is supporting the Coordinator.
- Planning underway for the November 14 Seniors Active Living Fair.
- Combined Knit and Crochet and Games into one program now called Seniors Social Circle due to the low attendance of the separate programs.

## **FOOD HUB**

### **Facility**

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

- New exterior lighting has been installed and looks great.
- Basement stage has been removed, but work is not yet completed.
- New kitchenette to be installed in the Early ON room in October.

### **Communications**

- A monthly East End Food Hub newsletter will launch in October.
- Website is currently being updated to add an events calendar

### **Governance**

- Quarterly Governance Committee Meeting held on September 30.

### **Grants**

- Applegrove submitted a grant to enhance its Seniors Leadership Program to the New Horizons for Seniors Program. Unfortunately, summer absences and timing did not allow to actively engage Nourish in developing a joint application, however the application includes funds to support at least one community dinner and to support any senior Nourish volunteers or participants interested to participant in the leadership program activities.
- Susanne and Pino in discussion with the Western Foundation regarding their Community Infrastructure Grant, which awards grants up to \$500,000 to support the enhancement, upgrade, and construction of community spaces and assets across Canada.

### **Fundraising**

- Nourish continues to have a weekly booth at the Leslieville Farmers' market, where they are successfully building community awareness about Nourish and receiving an increasing amount of fresh food donated by vendors at the end of the market day.
- There has been no further movement on joint fundraising for a stove - waiting to hear re. possible contributions from a private school that Pino has been in discussion with.
- A Food Hub Social is planned for Thursday December 4. This event will provide an opportunity for the Food Hub partners to bring together stakeholders who do/could support the East End Food Hub as a whole (vs its individual partners) and will showcase some of the joint activities of the East End Food hub partners, with food and drinks provided. To date Daniel, Susanne and Mark (Nourish) have been involved in planning discussions. This group would like to have a representative from EEURM involved also.

### **Programming**

Follow up from the joint programming meeting held in April is ongoing:

- A community conversation on food security will take place on November 3 led by EEURM. Applegrove and the Neighbourhood Food Project available to support as needed.
- Nourish is currently being onboarded to Applegrove's toy drive and family holiday event
- The Microgreen farmers have started to make donations to Nourish.
- The Leslieville Market will be moving back to the Food Hub for the winter season as of November 2.

### **Operations**

- Cobot, the new community booking system, is now live with all food hub partners trained and onboarded. It has been running smoothly without incident.
- A weekly Hub Updates & Reminders email—sharing the upcoming program schedule and key notices—has reduced space-use issues significantly.

### **Venue/Rentals**

- Interest in rental of the Sanctuary starting to grow. Applegrove is reviewing its Food Hub Space Use Policy and Agreement to ensure that its approach to space use balances community use with revenue generation, which is needed to support the community food initiatives at the Food Hub.
- A new Applegrove board member whose company, Power by Design, does communications and marketing for not-for-profits has volunteered to help create branding for the Sanctuary as a community and event venue. A preliminary meeting has taken place and as the process unfolds the food hub partners will be engaged.

### **Training**

- A joint food handler training and certification session is scheduled for October 3, using funding available through the Food Hub and Applegrove. There will be 26 participants, of which 2 are Leslieville Market members/partners, 13 are Applegrove staff and seniors' leadership program participants and 11 are Nourish staff and volunteers.

### **Asset Management**

- We now have a consolidated asset inventory that confirms ownership of all major asset in the building (appliances, equipment, etc..) and of those minor assets that are available for shared use (e.g. trolleys, coffee urns, AV equipment, etc.). The operations committee has initiated work on developing a borrowing and sign out system.

### **Signage & Wayfinding**

- Snap-in signs have been installed at strategic indoor locations These allow for interchangeable signage to be posted to improve wayfinding and communication within the building. Two exterior signs for the East End Food Hub, which include the logos for all partners, have been installed on the east and east and west sides of building.



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**Board of Directors Meeting  
October 6, 2025**

**AGENDA**

**8:30**

1. Call to Order/Adoption of Agenda
2. Declaration of Conflicts of Interest
3. Minutes of September 8, 2025 Board of Directors Meeting (*attached*)
4. Homologation of October 6, 2025 Board of Management resolutions

**8:35**

5. Standing Committees
  - 5.1. Membership, Outreach & Inclusion Committee Report (*Sept 24 minutes attached*)
  - 5.2. Strategy & Finance Committee Report (*Sept 24 minutes attached*)

**8:50**

6. Directors' Concerns

**9:00**

7. Adjournment

**Next Meetings and Events**

Nov 10, 2025 Board Meeting (in-person)



**Minutes of the Board of Directors**  
**Meeting September 08, 2025 – In-Person**

*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, Rachel Power, Kristin Vanderpark  
Regrets: Sara Ehrhardt, Councillor Fletcher  
Staff: Susanne Burkhardt, Josh Grainger (Recorder)

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

Tammy called the meeting to order. Quorum was met and the agenda adopted.

**2. Declaration of Conflicts of Interest**

No conflicts of interests declared.

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

**MOTION** (Buchan/Lim O’Brien)

*To accept the minutes of the July 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 Sept 8, 2025 meeting as presented:*

- *To accept the minutes of the July 8, 2025 Board of Management meeting as amended.*
- *To accept the year to date financial report.*
- *To approve the 2024 Program Fund transfers.*
- *To approve the final 2025-2026 schedule of meetings for the Board of Management and Board of Directors.*
- *To accept the Program Update.*
- *To accept the Executive Director’s Report.*

**5. Standing Committees**

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

No meeting was held.

**5.2. Strategy & Finance Committee Report**

No meeting was held.

**6. Directors' Concerns**

None.

**7. Adjournment**

The meeting was adjourned on a motion by Kirstin Vanderpark, seconded by Brian Buchan.

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Chair

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Secretary

## APPLEGROVE COMMUNITY COMPLEX

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

September 24, 2025 at 7:00 p.m.

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Present: David Hoang, Juanita Morris, Susanne Burkhardt (staff), Josh Grainger (staff)  
Regrets: Brian Wood, Pierre Bois

#### **1. Welcome and Introductions**

Introductions were made.

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

##### *a. May 14 Meeting Notes*

No changes.

##### *b. Q3 Work Plan Report*

Josh presented highlights from the Work Plan and noted that some deadlines were extended due to it being a transition year at Applegrove. Juanita suggested asking Councillor Fletcher's office for resources or leads to support the development of a Land Acknowledgement and asking other local agencies how they developed their own. David asked about what prompted the recommendation from the previous committee and Susanne shared that the intent was to create a land acknowledgement that was specific to Applegrove's geography and the work that we do.

##### *c. Staff Pulse Surveys*

Using the July staff survey results, Josh will draft a Code of Conduct document by the end of the year for committee review. Juanita asked about the process behind creating and delivering the pulse surveys. Committee to reflect and present ideas for the next pulse survey at next meeting.

##### *d. Incident Reporting Procedure Roll Out Update*

Susanne reported that the new procedure was rolled out at a June 20 all-staff meeting, and that a locked box for anonymous forms has been purchased but not yet installed. Staff have identified that the fillable form does not expand enough to allow adequate space for content, and Josh plans to update the form.

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

Susanne let members know that the committee had recommended identifying a training module to get all board members on the same page about basic DEIB concepts. This item will require further discussion.

##### *f. Staff-Board DEIB Learning Activity*

The committee will consider ideas for an activity, which may be connected to the process of creating a Land Acknowledgement.

### **3. May 14 MOI Committee Meeting Notes**

No changes.

### **4. 2025-2026 MOI Committee Work Plan**

Members reviewed the work plan, noting that it is an iterative document and will evolve as the year progresses.

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

#### *a. Leslieville Farmers' Market*

Josh highlighted Applegrove's recent activations at the Leslieville Farmers Market. He asked if anyone was interested in attending in future. Juanita expressed interest.

#### *b. Food Hub Sanctuary & Branding*

Susanne introduced the Sanctuary and the current branding exercise which new board member Rachel is supporting with creative/design work. Susanne also shared that the Fundraising Working Group will also be developing new marketing messaging and materials focused on Applegrove's fundraising efforts.

### **6. Events**

#### *a. Reports*

Seniors Movie Matinee - Josh reported on and shared the learnings that came out of this joint event with Leslieville Farmers Market. Juanita suggested applying those learnings to the East End Music Fest. Josh confirmed the learnings will be applied to all Applegrove events.

#### *b. Upcoming*

East End Music Fest (October 25) - Susanne and Josh presented updates on the Music Fest. Planning is on track and the committee is currently very focused on promotion. Members were encouraged to attend and promote through their networks.

Seniors Active Living Fair (November 14) - Josh provided an overview of the purpose and format of this annual event. Juanita offered to volunteer at both the East End Music Fest and the Seniors Active Living Fair and will follow up with Josh.

Nourish Community Dinner (November 24) - Susanne explained that Applegrove sponsors one Nourish community dinner each year and that Board and staff members are encouraged to volunteer. Juanita shared her positive experiences volunteering with another agency at the community dinner.

East End Food Hub Social (Dec 4) - Susanne shared there is an upcoming social for food hub supporters and partners. Josh shared Applegrove is considering planning a similar event in future to support fundraising efforts.

Toy Drive - Josh explained the event and flagged related volunteer opportunities. Juanita suggested approaching Swag Sisters for support and creating a suggested donation sheet for donors based on age ranges of children. Josh highlighted the need for infant toys and gifts for youth as a focus for promotion.

Board-Staff Social (TBD) - Holiday Board-Staff social details will be released shortly. This event is usually at the food hub with in-house entertainment or activities.

## **7. Programs**

### *a. Draft Evaluation Framework*

Juanita suggested involving staff in evaluation framework creation. She also suggested that community/city/demographic reviews could be considered as part of the agency level evaluations in the framework. Members discussed post-event surveys and the best way to collect data.

## **8. Other Business**

Juanita shared she is part of a planning team for a large Halloween street party on Woodfield every year and potential opportunity for Applegrove to get involved in some manner in the future.

### Next meetings

Oct 22

Nov 26

Dec 17 (if needed)

## APPLEGROVE COMMUNITY COMPLEX

### Strategy and Finance Committee Minutes

September 24, 2025 at 5:00 p.m.

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

#### 1. Welcome

Brian welcomed members to the first meeting of this board cycle.

#### 2. May 14 Meeting Minutes

No changes required.

#### 3. 2025-2026 Committee Work Plan

Committee members discussed the draft work plan and recommended that a donation policy and a risk management policy be developed in 2026, with drafts coming to the committee in February and March respectively. Strategic Plan implementation will be adjusted to a quarterly reporting schedule.

#### 4. Finance

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

Monica presented the draft report. She noted that adjustment entries had been completed and that bargaining is still underway so final staffing costs are still not confirmed. Jean asked how far back retroactive payments will be required once the new collective agreement is ratified and Monica confirmed that payment will be made retroactive to January 1, 2025. The committee discussed the challenge of understanding and preparing for the future financial impact of the job evaluation and pay equity given that it is not yet known how far back retractive payments will be required or whether City support will be available for program staff.

##### b. 2025 Forecast Update

Monica reported that the forecast for the Program budget has been drafted and is almost finalized and noted that the Admin budget operates on a cash basis and has not been forecasted. She shared the forecast summary with the committee and noted that there has been movement in various areas, for example an increased Prenatal Program grant and permit fee expense shifts due to summer relocation. The forecast predicts a strong surplus for 2025, primarily due to higher than projected enrolment in the Afterschool Program and reduced permit fee costs across the agency due to summer relocation. She is integrating the updated East End Music Fest budget and Brian noted that the event proceeds will be deferred to 2026 due to its timing late in the calendar year. Monica will share the finalized forecast with the committee prior to it coming to the board at its meeting in October.

*c. 2026 Program Budget Process*

Susanne shared that an early draft Program Budget will be presented at the October Board meeting, and that the draft budget will be shared with committee members prior to it being shared with the board.

*d. 2025 Audit Process*

Susanne reported that the auditors have contacted Applegrove to gather information to set timing for planning activities, site work and deadlines for 2026 committee, board and annual meeting dates.

## **5. Updates**

*a. Draft Procurement and Payments Policy Update*

Susanne reported that she and Monica will review the policy in relation to our financial procedures and then finalize it for the committee to review at its meeting in October.

*b. Strategic Plan Reporting Update*

Susanne shared that the reporting template has not yet been completed. She will bring it to the October committee meeting for review. Brian offered his support for completing the template. Susanne will follow up with him.

*c. Volunteer Program Review Process*

Susanne reported that she is drafting a project outline for creation of a volunteer program that includes recruitment, screening, onboarding, monitoring, training and development, evaluation and retention. She reminded members that hiring is underway for the contract position of Projects Coordinator to oversee this project.

*d. Fundraising Working Group*

Brian provided an update on the working group membership and activities. He shared slides from the September 15 working group meeting and highlighted the proposed areas of focus and timeline for the fundraising plan. The working group aims to have a plan that can be reviewed and finalized by this committee at its meeting in December.

## **6. Other Business**

*a. Risk Management Reporting*

Committee members discussed the need to finalize the risk reporting template and initiate quarterly reporting. Susanne and Brian will work on this so that reporting is initiated in 2025.