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

Board of Management Meeting – March 9, 2026

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 January 12 Board of Management Meeting *(attached)*

7:10

F. Finance
- F.1. Year to Date Financial Report
- F.2. Audit Update
- F.3. Fundraising - East End Music Fest

7:30

G. Personnel & Policy Committee (*Feb 18 minutes attached*)

H. Policy
- H.1. Annual Finance Policy Review
  - i) Credit Card Use Policy (*sent separately*)
  - ii) Program Reserves Policy (*sent separately*)

7:40

I. Board
- I.1. 2026 Board Recruitment
- I.2. Board Learning Moment

7:50

Motion needed to discuss the next item in camera.

J. Applegrove Relocation

Motion needed to return to the public meeting.

8:20

K. 2025 Participation Statistics *(attached)*
L. Program and Food Hub Updates (*attached*)
M. Executive Directors Report
N. Correspondence Received

8:30

O. Adjournment

Minutes of the Board of Management Meeting
February 9, 2026 – 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, Kirstin Vanderpark, Emily Cho
Regrets:	Councillor Fletcher, Pat Jordan, Sara Erhardt, Tammy Rogers
Staff:	Susanne Burkhardt, Josh Grainger (Recorder), Monica Vela,

A. Call to Order/Adoption of Agenda

Kirstin called the meeting to order. Quorum was met. Kirstin welcomed Emily as newly appointed member of the Board of Directors for the not-for-profit corporation and noted that. A request has been submitted to the City to appoint Emily the Board of Management at the February 19 Toronto East York Community Council meeting.

B. Introductions

Introductions were done.

C. Indigenous Land Acknowledgment

Kristin presented the land acknowledgement. David reflected on being an educator and report cards, which reflect a colonial structure. He described an alternative approach with students creating report cards for themselves and for their teacher. This practice, rooted in calls to action related to reconciliation, emphasizes co-creating success criteria and being mindful of what is valued and how those values are upheld. Other members shared that that this aligns with their progress-report practices and encourages positive engagement. One member reported a feeling of a disconnect between daily life and reconciliation, and wondered how to build meaningful connections.

D. Declaration of Conflicts of Interest

No conflicts of interests declared.

E. Minutes of January 12 Board of Management Meeting

> ***MOTION*** *(Buchan/Morris)*
> *To approve the minutes of the January 12, 2026 Board of Management meeting.*
> *Carried*

F. Financial

F.1. Preliminary Year End Financial Report

Monica presented the report, with favourable results in the administrative budget reflecting lower-than-anticipated staffing costs including a temporary difference in the Program Director role and an extended employee absence. Program forecast revenue fell slightly short as a portion of grant funds, donations, and rental income received late in the year will be deferred to 2026. On the expense side costs were higher than projected due to an unscheduled employee leave that required coverage, year-end training opportunities to strengthen internal capacity and increased spending on materials and equipment across several programs. A classification issue involving deferred Food Hub costs also contributed to the variance.

F.2. Term Deposit Investments

Staff explained that the current cash balance exceeds what is needed for program delivery and recommended retaining enough to cover three months of operations plus a contingency, with the remainder invested in a short- and medium-term deposits. This approach would increase investment income, maintain staggered maturity dates and is consistent with the investment policy. Members confirmed that program surpluses do not need to be justified to the City and asked about potential future obligations such as pay-equity adjustments. It was noted that these costs are unknown and that access to funds supported by ability to draw on reserves and a staggered investment structure.

MOTION *(Lim O'Brien/Hoang)*
To receive the preliminary year end financial report.
Carried

MOTION *(Buchan/Morris)*
To approve the following investments of funds from the program account, through Alterna Savings:

a) 1 GIC term deposit at $50,000 for a term of 120 – 179 days at a rate of 1.00%
b) 1 GIC term deposit at $400,000 for a term of 15 months at a rate of 3.00%

Carried

G. Personnel & Policy Committee

Kirstin reported that a skills assessment survey had been circulated to all board members and asked it be completed promptly so that recruitment priorities can be discussed at the next meeting. The committee reviewed a board ambassador model, which sets out how board members can represent Applegrove in external interactions.

H. Policy

H.1. 2026 Policy Work Plan

Susanne presented the plan and highlighted its focus on reviewing older policies. The committee is currently on track for first-quarter progress. Members asked about inputs for behaviour management guidelines. It was noted that a one-page summary may help for external sharing of new policies.

H.2. Annual Finance Policy Review

i. ***Capitalization Policy***

The proposed minor amendments were presented, which support clear accountability and align the policy with current operational practices.

ii. ***Investment Policy***

The proposed minor amendments were presented. A member noted the difficulty of exploring alternative financial institutions and reinforced the decision to remain with the current provider.

MOTION *(Wood/Hoang)*
To accept the Personnel & Policy Committee Report.
Carried

MOTION *(Lim O'Brien/Buchan)*
To approve the 2026 Policy Work Plan as presented.
Carried

MOTION *(Morris/Lim O'Brien)*
To approve the proposed amendments to the Applegrove Capitalization Policy.
Carried

MOTION *(Lim O'Brien/Buchan)*
To approve the proposed amendments to the Applegrove Investment Policy.
Carried

I. Board

I.1. Committee Membership

MOTION *(Buchan/Morris)*
To appoint Emily Cho to the Strategy & Finance Committee.
Carried

I.2. Board Recruitment

Work is underway on updating the recruitment process and materials The Policy and Finance Committee has circulated a skills survey to all board members. Members were asked to confirm their intentions for returning to the board. The importance of staggered terms to support continuity on the board was discussed.

I.3. Board Learning Moment

A board member presented on conflict of interest, outlining members' responsibilities when personal or professional interests could influence decision-making. Members asked about examples beyond obvious cases and the committee discussed potential scenarios within the organization.

> ***MOTION*** *(Lim O'Brien/Wood)*
> *To discuss the next item in camera, as it deals with confidential information.*
> *Carried*

J. Applegrove Relocation

> ***MOTION*** *(Hoang/Lim O'Brien)*
> *To return to the public meeting.*
> *Carried*

K. Program Update

With steady activity across all areas, some programs are being adjusted to better meet participant needs. Prenatal is online for the winter and EarlyON is navigating system changes while preparing new weekend programming. Afterschool enrollment remains active and planning for next year is underway. Summer camp registration returned to an in-person model, while youth programs continue to run at full capacity. Older-adult programs remain strong, particularly music, food-skills and leadership.

At the Food Hub Applegrove staff levels have increased to support daily coordination, and space bookings are ongoing. The partners collaborated on a grant application to reduce waste with reusable service ware. Program planning is becoming more integrated through a joint partner committee. Community initiatives underway, include workshops, seasonal events and market activities. The partners are beginning to plan how the space will be activated for the event this years Doors Open Toronto event..

L. Executive Directors Report

At a recent meeting of Executive Directors with Social Development concerns raised included the need to simplify approval of digital tools and processes. The Food Hub lease is nearing the end of negotiations pending and there is discussion on whether rent payments should come through Applegrove or Corporate Real Estate Management. Recruitment for the Evening Office Coordinator is underway and planning for a Volunteer Coordinator position will begin once the City budget is confirmed. Members asked about the hours for the new Volunteer Coordinator role and were advised it is a 25-hour position.

L.1. East End Music Fest Report

Susanne presented the report, highlighting attendance and financial outcomes for 2025 vs. 2024. Overall net revenue was lower than the prior year, particularly when excluding the internal investment carried forward from 2024. Expenses were generally consistent year over year with some one-time costs offset by in-kind and cash contributions. The planning committee has debriefed and will attend a future board meeting.

L.2. Strategic Plan Implementation Report for Q4 2025

Susanne noted completion of a catchment-area demographic profile using Statistics Canada and other data sources, progress on a new Volunteer Program Model, approval of the Procurement and Payments Policy, and development of three new Sage system functions. Updates were also provided on the Food Hub lease renewal and annual DEIB work plan.

M. Correspondence Received

No correspondence of note received.

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

MOTION *(Buchan/Lim O'Brien)*
To approve the accept the Executive Director's Report
Carried

N. Adjournment

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

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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
February 18, 2026 – 4:30 pm

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

1. **Welcome**
   Tammy welcomed the committee.

2. **January 21 Meeting Minutes**
   No changes needed.

3. **Staffing**

a) *Staffing Updates*
Susanne provided staffing updates. She noted that the Office Coordinator position has been posted and applications are being received.

b) *2025 ED Performance Review Discussion/Process*
The committee will schedule a time soon to complete the evaluation.

c) *2026 ED Performance Plan*
Deferred to next meeting.

d) *Succession Planning*
Kirstin has prepared and will share a draft plan. One issue for discussion is the obligations of the board in the event of a short-term absence of the Executive Director.

4. **Board**

a) *Board Skills and Diversity Assessment Survey*
Members reviewed the survey results. It was noted that the question on skills and experience does not provide guidance on criteria for when to check that a member has a specific skill that is listed i.e. are we looking for education, work experience, volunteer experience, etc. This question should be revised next year for clarity. The question on newcomer status should have an option with a shorter window of time i.e. less that five years (vs ten years) to be more relevant. Some feedback provided raised the question of how the board can let members know that they are adding value to the board. Board effectiveness question results will be discussed at the committee's next meeting.

It was recommended that an annual schedule for TRC reflections and Board learning moments be set at the first board meeting after the AGM.

A separate meeting will be set to identify recommended board recruitment priorities.

b) *Board Training*
This year's focused training will be on fundraising and should be built into the Fundraising Strategy that is under development. Members discussed that training may be provided by a professional or could be done in-house e.g. through a session on board members as ambassadors at which individual members explore and practice their way of being an ambassador.

c) *Board Ambassadors*
Susanne shared a draft presentation. Members will review and update that presentation for review at the next committee meeting.

5. Policy

a) *Draft Food Handling Policy*
Deferred to next meeting.

6. Other Business

a) *Relocation*
Susanne provided a brief update on facility relocation.

Program Update – February 2026

Prenatal Program

- Projected surplus for Q4 (fiscal year) due to lack of in-person programming throughout the year.
- Looking to schedule an in-person session in March and do increased outreach to use the funds.

EarlyON Programs

- Hiring underway for Program Worker and Program Assistant positions.
- Saturday Gross Motor Program scheduled to start Feb 28. Storage is proving to be a challenge.
- Special programming continues to be popular including Indigenous Circle Time, Baby and Toddler Yoga sessions, South Bath session and Pawsitively Pets.
- Annual Participant Survey done - reports to follow.

Afterschool

- March Break registration now open – opening spots to public due to low registration from AS families.

Summer Programs

- Liliana is almost through online registrations. Most weeks are full or close to it.
- The two short weeks are below projected registration levels – further outreach planned.
- Camp job ads are being drafted to be sent out shortly.
- Leadership needs more outreach – lots of spots remaining.

Youth Programs

- Social outing to the movies.
- Staff on leave – replacement posting out and hiring underway.
- Meeting held at Ralph Thornton with the grant partners around the future of the funding which looks hopeful to continue.

Older Adults

- Thriving Together planning a High Tea Fundraiser at the Food Hub on March 19. Canvasing local businesses with the Seniors Coordinator for donations or support.
- Income tax appointments opened, calls are picking up. 4 volunteers supporting the clinic.
- Starting Bingo on Fridays in March.
- Annual Participant Survey done - reports to follow.

2021–2025 APPLEGROVE PROGRAM UTILIZATION STATISTICS

Notes

- Averages are based on the number of years that the program was offered
- Not all programs have operated continuously throughout the 5-year period:
    - Afterschool Satellite discontinued as of June 2023
    - AG Connection EarlyON closed Mar 2020, re-opened Sept 2022 in new location (Food Hub)
    - Summer Leadership not offered in 2020
- There are annual variations in the number of programming days, number of PA Days, weeks of camp offered, etc.
- Participation levels can also vary based on grant funding available for projects and programs
- Participation in 2021 and 2022 are lower than in previous years due to the pandemic

Volunteers (2021 – 2025)

	2021	2022	2023	2024	2025	5-yr avg
Unique Volunteers	44	89	84	89	136	88
Volunteer Hours	1,722	4,345	3,078	4,205	3,535	3377
Avg Hours Per Volunteer	39	49	37	47	26	38

Program Visits over 5 Years (2021 – 2025)

Number of times any individual attends a program or activity at Applegrove.
e.g. child in Afterschool Program who attends every day in one week = 5 program visits

	visits 2021	visits 2022	visits 2023	visits 2024	visits 2025	5-yr avg
Pre/Postnatal Program	850	1,118	1,445	842	921	1,035
EarlyON Parent-Child	1,607	3,708	4,789	3,669	3712	3,497
EarlyON AG Connection	-	325	676	733	773	501
Afterschool Woodfield	5,986	8,982	11,000	10,961	13,173	10,020
Afterschool Satellite	801	1,478	574	-	-	571
PA Day/Holiday Camps	100	388	326	358	304	295
Summer Camp	1,353	1,703	2,040	2,122	1,945	1,833
Summer Leadership	173	209	358	348	268	271
Teen Program	157	60	128	210	396	190
Seniors/Older Adults	1,475	3,555	4,413	4,600	4,263	3,661
Income Tax Clinics	67	120	208	109	202	141
Meetings/Events	268	394	380	613	996	530
Total	12,837	22,040	26,337	24,565	26,953	22,546

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Unique Individuals Served over 5 years (2021 – 2025)

Number of Different People Served by Program

e.g. A child in the Afterschool Program who is in the program from January to December = 1 individual

	unique 2021	unique 2022	unique 2023	unique 2024	unique 2025	5-yr avg
Pre/Postnatal Program	54	84	90	141	168	107
EarlyON Parent-Child	164	443	694	689	717	541
EarlyON AG Connection	0	66	89	180	179	103
Afterschool Woodfield	64	80	88	80	87	80
Afterschool Satellite	12	12	8	0	0	6
PA Day/Holiday Camps	33	50	82	71	86	64
Summer Camp	165	231	196	215	221	206
Summer Leadership	20	23	20	28	24	23
Teen Program	15	14	13	26	15	17
Seniors/Older Adults	156	229	262	231	355	247
Income Tax Clinics	68	120	241	147	202	156
Meetings/Events	268	394	380	709	996	549
Total	1,019	1,746	2,163	2,517	3,050	2,099

Program Hours Delivered over 5 years (2021 – 2025)

	hours 2021	hours 2022	hours 2023	hours 2024	hours 2025	5-yr avg
Pre/Postnatal Program	74	99	90	96	97	91
EarlyON Parent-Child	606	1,078	920	945	915	893
EarlyON AG Connection	-	124	224	289	277	183
Afterschool Woodfield	333	665	628	648	686	592
Afterschool Satellite	216	401	241	0	0	172
PA Day/Holiday Camps	50	110	96	105	96	91
Summer Camp	312	390	343	380	342	353
Summer Leadership	60	120	144	148	144	123
Teen Program	47	43	84	56	58	58
Seniors/Older Adults	243	548	711	677	663	568
Income Tax Clinics	63	116	85	150	228	128
Meetings/Events	7	20	20	40	258	69
Total	2,011	3,714	3,585	3,534	3,764	3,322

East End Food Hub Update – February 2026

General

- Lease negotiations almost complete.
- Hours for Applegrove Community Food Programs Coordinator increased to allow for more day to day site coordination and programming by Applegrove. This is working well.
- Number of space bookings remains up relative to the same time last year.

Facility Updates

- We were a partner on and helped to write the church's grant application to Western Financial's Community Infrastructure Fund. $5,000 was received to replace one fridge and purchase another. This will support our ongoing goal of adequate cold storage onsite.
- We are creating a plan to support more storage in the shared basement basement area. Storage is an ongoing challenge for all partners.
- The Food Hub office/meeting room in the basement will be re-organized to function as a staff and volunteer 'lounge' as well as meeting room. This includes a coatrack, coffee/tea station and lockers for securely storing bags while people are onsite.

Programming Updates

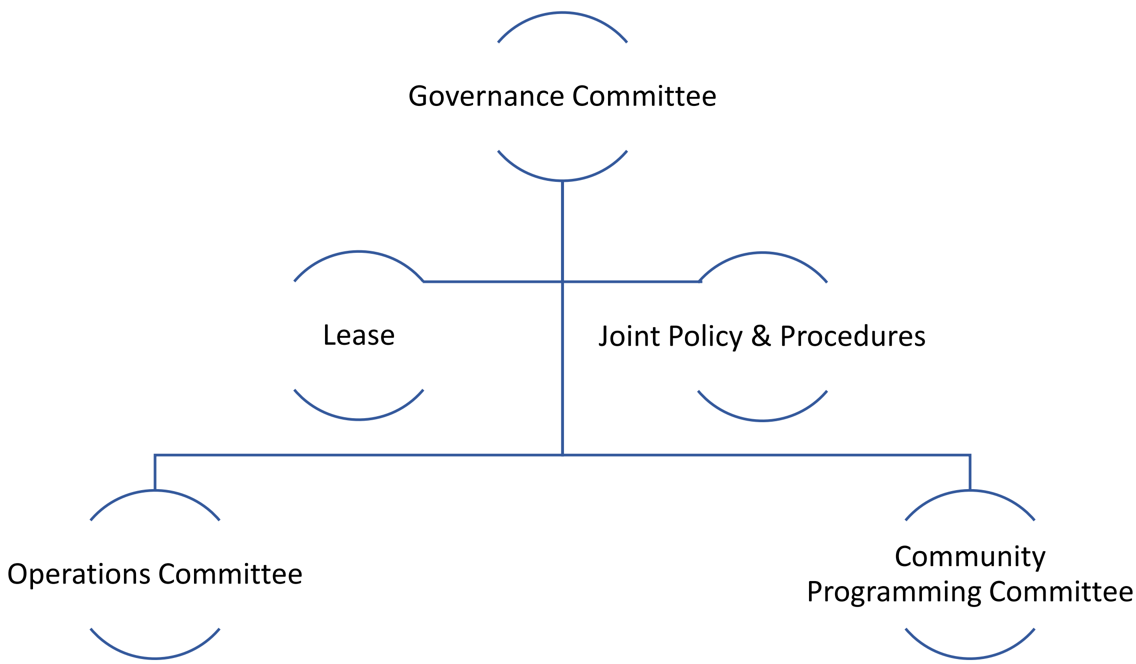
- On February 28 our 1-year EarlyON Gross Motor Program pilot will start. It will run on Saturday mornings. It will not run in summer when there is no air conditioning in the Sanctuary and EarlyON participation decreases due to weather and vacations.
- Leslieville Market will run Sundays March 1 – May 3 then move to Greenwood Park for summer.
- Scheduled events (to date), coordinated or co-coordinated by Applegrove:

  March 19 – Seniors High Tea
  April 18 - Repair Café
  May 23 – 24 Doors Open Toronto
  May 24 - Spring Planting Event
  June 10 - Applegrove AGM
  October 17 East End Music Fest
  November 23 – Community Dinner
  December – Toy Drive Holiday Party

Governance Update

- The joint Food Hub Programming Committee launched on February 24 with reps from Applegrove, the Leslieville Market, Nourish food bank and church. The Committee will:
  - Be a flexible and responsive body that aligns community programming across the core food hub partners.
  - Foster a more connected, transparent and collaborative programming ecosystem.
  - Address shared-use challenges e.g. scheduling, space access, storage, equipment.
  - Build partnership capacity among program leaders, staff, and volunteers.
  - Provide feedback to the Operations Committee on facility matters.
  - Support the East End Governance Committee on planning and partnership matters.

East End Food Hub
Partnership Governance Model



Governance Committee
To provide leadership and direction for the Core Partners of the East End Food Hub, who are committed to the shared vision of a vibrant and caring East Toronto community, supported by an innovative local food hub whose programs foster equitable access to nutritious food, cultivate local leadership, and encourage ongoing community dialogue and collaboration about just and sustainable food systems.

Operations Committee
To oversee and guide facility operations at the East End Food Hub.

Community Programming Committee
To strengthen coordination, communication, and collaboration among all community programs operating within the East End Food Hub.

applegrove
community at its core

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Board of Directors Meeting
March 9, 2026

AGENDA

8:30

1. Call to Order/Adoption of Agenda
2. Declaration of Conflicts of Interest
3. Minutes of February 9, 2026 Board of Directors Meeting *(attached)*
4. Homologation of March 9, 2026 Board of Management resolutions

8:35

5. Standing Committees
   - 5.1. Membership, Outreach & Inclusion Committee Report (*Feb 25 minutes attached*)
   - 5.2. Strategy & Finance Committee Report (*Feb 25 minutes attached*)
     - i) Annual Risk Landscape Review – Enterprise Risk Management (*sent separately*)

8:55

6. Directors' Concerns

9:00

7. Adjournment

Next Meetings and Events

Apr 13	Board Meeting (in-person)
May 11	Board Meeting (virtual)
Jun 10	AGM (in person)

Minutes of the Board of Directors Meeting
February 9, 2026 – 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, Kirstin Vanderpark, Emily Cho
Regrets: Councillor Fletcher, Pat Jordan, Sara Erhardt, Tammy Rogers
Staff: Susanne Burkhardt, Josh Grainger (Recorder), Monica Vela

1. **Call to Order/Adoption of Agenda**
   Kirstin called the meeting to order. Quorum was met and the agenda adopted as circulated.

2. **Declaration of Conflicts of Interest**
   No conflicts of interests declared.

3. **Minutes of January 12, 2026 Board of Directors Meeting**

   MOTION *(Buchan/Hoang)*
   To accept the minutes of the January 12, 2026 Board of Directors meeting.
   Carried

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

   MOTION *(Vanderpark/Lim O'Brien)*
   To homologate the resolutions made by the Board of Management at its January 12, 2026 meeting as presented:
   - *To approve the minutes of the January 12, 2026 Board of Management meeting.*
   - *To receive the preliminary year end financial report.*
   - *To approve the following investments of funds from the program account, through Alterna Savings:*
     - *1 GIC term deposit at $50,000 for a term of 120 – 179 days at a rate of 1.00%*
     - *1 GIC term deposit $400,000 for a term of 15 months at a rate of 3.00%*
   - *To accept the Personnel & Policy Committee Report.*
   - *To approve the 2026 Policy Work Plan as presented.*
   - *To approve the proposed amendments to the Applegrove Capitalization Policy.*

- *To approve the proposed amendments to the Applegrove Investment Policy.*
- *To appoint Emily Cho to the Strategy & Finance Committee.*
- *To accept the Program Update.*
- *To accept the Executive Director's Report.*

5. Standing Committees

5.1. Membership, Outreach & Inclusion Committee Report

Diversity equity, inclusion and belonging (DEIB) training modules options are being explored for board training purposes. Work on the 2026 DEIB work plan is underway. Members asked about work plan tracking measures.

5.2. Strategy & Finance Committee Report

Outstanding member training items were noted. The new financial reporting system is in place but the old system remains to finish off the fiscal year and audit. Procurement policy rollout is under discussion. The fundraising working group will meet next week.

i) 2025 Q4 Enterprise Risk Management Report

The report highlighted ongoing risks and mitigation efforts. Succession planning is on the 2026 Personnel & Policy Committee work plan and financial management risks continue to be addressed through the newly approved procurement policy, with more tools recommended for future work.

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

MOTION *(Lim O'Brien/Morris)*
To accept the Strategy & Finance Committee Report.
Carried

MOTION *(Hoang/Cho)*
To receive the 2025 Q4 Enterprise Risk Management Report.
Carried

6. Directors' Concerns

None.

7. Adjournment

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

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Chair Secretary

APPLEGROVE COMMUNITY COMPLEX

Membership, Outreach & Inclusion Committee – Meeting Minutes
February 25, 2026 at 7:00 p.m.

Present: Brian Wood, David Hoang, Juanita Morris, Fode Bangoura, Susanne Burkhardt (staff), Josh Grainger (staff, recorder), Shernel Monlouis (DEIB Committee - staff), Maryam Bhayat (DEIB Committee- staff).

1. **Welcome and Introductions**
   Introductions were made.

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

   a. *November 26 Meeting Notes*
   No changes required.

   b. *Core DEIB Training Module for Board*
   The committee discussed how to move forward with the DEIB training modules and best integrate them into board and staff learning. Members compared the two platforms: Power to Fly requires individual accounts and has longer sessions while OWL offers short, accessible modules that could be incorporated into meetings. The group emphasized that training should serve a broader purpose than compliance, ideally aligning with the board work plan and supporting reflection and shared learning. There was interest in a blended approach where some content is completed individually and deeper discussions happen collectively.

   Members considered board and committee time. Summarizing key learnings at board meetings is manageable, supports shared understanding and “Board Learning Moments” are a natural place to integrate short training segments. Staff meetings were also suggested as opportunities to share brief summaries of OWL modules. To make participation easier and give some structure three to four prompt questions could anchor discussions and help people engage without extensive preparation.

   Overall a hybrid model that draws from both training platforms, uses reflection questions to deepen meaning-making, and balances flexibility with shared learning was recommended. Next steps include clarifying costs, account logistics, and a rollout plan.

   c. *2026 DEIB Work Plan Development*
   The committee reviewed the draft 2026 DEIB Work Plan, emphasizing the importance of embedding DEIB learning into everyday practices vs treating it as a standalone activity. In the communications section the group explored how OWL training modules could be incorporated into regular staff and board meetings through reflections or learning moments. There was interest in making reflections more conversational and less formal,

while grounded in shared values. Members suggested simple framing - what happened, why it aligns with organizational values, and why it matters. This will help reduce pressure and make participation more accessible. The committee also discussed the need to explain the "why" behind DEIB engagement so staff and board members understand the purpose and feel supported in contributing.

Members suggested developing a knowledge vehicle to summarize the DEIB vision, goals, mission and guiding questions, which could be shared broadly and used to anchor reflections. Ideas included collecting artifacts such as photos, testimonials, or stories and sharing them at events or the AGM to highlight ongoing learning and impact.

The committee reviewed other sections of the work plan, including the connection to the DEIB policy, the role of community voices, and the need for meaningful input into landscape analyses. Members supported incorporating community perspectives e.g. via focus groups or interactive tools to ensure the work reflects diverse experiences, especially with the development of a Land Acknowledgement. The group discussed the challenge of defining performance evaluation metrics for DEIB and suggested framing evaluation questions in ways that spark conversation rather than rigid measurement. The meeting closed with appreciation for staff contributions to the work plan and recognition of the need for continued clarity and shared ownership as the plan evolves.

3. **November 26 MOI Committee Meeting Notes**

No changes.

4. **Board**

a. 2026 Recruitment Process

Susanne shared priorities identified by the Personnel and Policy Committee. Members discussed skills and perspectives most needed on the board. Upcoming gaps include DEIB and legal expertise, and possibly finance. Members agreed with a key priority being people who are engaged in the community and prepared to participate actively. The group noted gaps in representation, including LGBTQ and gender-diverse voices, younger demographics, and individuals from a broader range of income levels. Targeted communication channels will be explored to reach underrepresented groups.

The committee reviewed the recruitment materials and timeline. Next steps are updating the materials for review, presenting them to the board, then launching recruitment. Historically, people who applied but were not elected were invited to join committees. It as suggested to communicate this approach as some may find committee involvement more accessible. The use of BoardShift was revisited. It was not very successful last year but worth trying again. The committee will continue identifying effective recruitment channels as part of the outreach plan.

b. AGM Planning

The committee reviewed early AGM planning and discussed options for keeping the event engaging and manageable for a weekday evening. Ideas included an activation activity related to the creation of a land acknowledgement, or a performance from an

East End Music Fest musician. The committee noted the value of incorporating quick reflection moments like those at school events, and need to plan for translation into Chinese to support broader participation.

A subgroup will explore a possible map-based activity or similar interactive element related to the Land Acknowledgement separately.

5. Programs

a. 2025 Program Statistics

The committee reviewed the 2025 program statistics. Members raised questions about whether the organization might continue losing children to a nearby afterschool program and the impact of this. Staff noted that Applegrove has built a strong waiting list and expects demand to remain steady, as the size of the other program is limited. The committee expressed interest in comparing participation trends with community demographic maps to better anticipate future needs.

Susanne shared that overall population growth was about 22 percent in the catchment area between 2016 and 2021. Members noted that upcoming census data will be important, especially given the amount of new development in the neighbourhood.

6. Other Business

Members shared thoughts on the recent board/staff dinner and movie night for Black History Month.

<u>Next meetings</u>
Mar 25
Apr 22
May 27

APPLEGROVE COMMUNITY COMPLEX

Strategy and Finance Committee Minutes

February 25, 2026 at 5:00 p.m.

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

1. **Welcome**
   Brian welcomed members.

2. **January 28 Meeting Minutes**
   No changes required.

3. **Finance**
   a. *Allowance for Doubtful Accounts*
      Monica explained that this would be a credit account that can cover write offs and confirmed that it is similar to a bad debt expense account. Members asked about the history of unpaid amounts, which have been tracked since 2022. It was determined that an account up to $2,000 makes sense.

   b. *Audit Update*
      Monica shared that the auditors have been in. They have not asked for as many sample in the past, In order to maintain timelines staff will check in and if needed request assurances from the audit manager that timeline can be maintained.

   c. *Annual Policy Review*
      i. Credit Card Use Policy: It was asked whether it is reasonable to require that receipts show purpose in Section 5, with discussion on receipt item listings providing an indicator of purpose. It was noted that reimbursements must be accompanied by supporting documentation – ideally a return receipt but another form of documentation is that is not available.

      ii. Program Reserves Policy: Susanne to correct the typos on the second paragraph of the second page and in Section 3. Members discussed calculation of recurring program operating costs and estimated employee termination costs. It was noted that at the current monthly program operating and employee termination cost levels Applegrove is not in compliance with this policy. Members discussed that after the audit is complete there will be discussion on allocating reserve funds.

4. **Planning**
    a. *Fundraising Working Group*
    Brian reported that the working group met recently to review the draft Fundraising Strategy Framework and that once it is updated and completed it will come to this committee for review.

5. **Risk Management**
    a. *Annual Risk Review*
    Brian provided an overview of the enterprise risk management approach at Applegrove. Members reviewed and updated the risk landscape, with staff updates and committee discussion on each risk item. Susanne will document the discussion and will circulate the updated risk landscape for review.
    b. *Risk Management Checklist – Fundraising Activities*
    This item was deferred to the next committee meeting.

6. **Other Business**
    a. *2026 Agreement with Neighbourhood Food Project*
    Susanne provided an update on the status of this item.