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Board of Management Meeting
November 9, 2026

AGENDA

7:00

A. Call to Order/Adoption of Agenda
B. Introductions
C. Land Acknowledgement and TRC Calls to Action
D. Declaration of Conflicts of Interest
E. Minutes of October 5, 2026 Board of Management Meeting (attached)

7:10

F. Staff Presentation – Volunteer Hub

7:20

G. Finance
G.1. Year to Date Financial Report (attached)
G.2. Q3 2026 Program Forecast Report (attached)
G.3. 2027 Program Budget Update
G.4. Proposed Amendment to Program Reserve Policy (sent separately)

7:25

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

H. Management Vacation Report (sent separately)
I. Applegrove Relocation
J. Program and Personnel Update

Motion needed to return to the public meeting.

7:45

I. Board
I.1. Board Learning Moment: Diversity, Equity, Inclusion and Belonging (OWL DEI Basics Module #1: What is Diversity?)

7:55

J. Personnel & Policy Committee
J.1. Multi Year Accessibility Plan (attached)

8:20

K. Program Update (attached)
L. Executive Director Report
M. Correspondence Received

8:30

N. Adjournment

Minutes of the Board of Management Meeting
October 5, 2026 – Virtual

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

Present: Brian Buchan, David Hoang, Emily Cho, Jean Lim O'Brien, Kathryn Edgett-Emirzian, Kirstin Vanderpark, Lesley Nilsson, Tammy Rogers

Regrets: Pat Jordan, Councillor Fletcher
Staff: Josh Grainger (Recorder), Monica Vela, Susanne Burkhardt
Guests: Pierre Bois

A. Call to Order/Adoption of Agenda

Tammy called the meeting to order. Quorum was met. The agenda was amended to include a new item H.3 Recognizing Councillor Fletcher. The agenda was adopted as amended.

B. Introductions

Pierre was introduced as an ex-board member and community member of the East End Music Fest Planning Committee.

C. Indigenous Land Acknowledgment

The Chair read the City of Toronto Indigenous Land Acknowledgment and African Ancestral Acknowledgement.

The Board discussed progress on the 94 Calls to Action, noting advances in public awareness, Indigenous child welfare, language revitalization, and accountability, while significant gaps remain in justice, health, education, and economic reconciliation.

D. Declaration of Conflicts of Interest

No conflicts of interest were declared.

E. Minutes of September 14 Board of Management Meeting

MOTION *(Buchan/Lim O'Brien)*
To approve the minutes of the September 14, 2026 Board of Management meeting.
Carried

F. Finance

September year-to-date finances will be reviewed by the Strategy & Finance Committee in October and come to the Board in November.

F.1. East End Music Fest

The Board received an overview of the East End Music Fest as a fundraiser to diversify revenue and expand participant reach. The event aligns with Applegrove's strategic outcomes, with proceeds supporting strategic initiatives. Board members were encouraged to support ticket sales, engage potential donors, help promote and attend.

F.2. Term Deposits

The Board reviewed recommendations for two maturing term deposits. A one-year term was recommended to align with the maturity of the remaining deposits and allow time to explore alternative investment options for 2027.

F.3. Request for Quotations

The RFQ for new servers will be issued in the next week.

MOTION *(Cho/Buchan)*

To approve the re-investment of funds from the program account, through Alterna Savings:

a) Term deposit #25 for a term of 1 year at a rate of 2.65 %, and
b) Term deposit #26 for a term of 1 year at a rate of 2.65%.
Carried

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

G. September 14 In-Camera Meeting Minutes

MOTION *(Vanderpark/Edgett-Emirzian)*
To return to the public meeting.
Carried

MOTION *(Nilsson/Buchan)*
To approve the September 14, 2026 Board of Management in-camera meeting minutes.
Carried

H. Board

H.1. Q2/Q3 Risk Report

The Board reviewed the risk register updates. Resourcing risks have decreased, IT infrastructure risks remain high and succession planning and cybersecurity are trending

down as progress is made. Potential future risk related to pay equity was noted.

H.2. Board Learning Moment

The proposed DEIB learning framework using OWL online training modules will be integrated into Board and staff meetings. Guiding questions will support reflection.

H.3. Recognizing Councillor Fletcher

The Board wished to recognize departing Member, Councillor Paula Fletcher.

MOTION *(Lim O'Brien/Hoang)*
To receive the Q2/Q3 Risk Report.
Carried

MOTION *(Vanderpark/Nilsson)*
The Board extends its gratitude to Councillor Paula Fletcher for her dedication and unwavering support of Applegrove. Her leadership and enduring commitment have left a lasting mark on Applegrove.
Carried

I. Personnel & Policy Committee Report

I.1. Draft Succession Plan

The Board reviewed the draft succession plan. Discussion focused on strengthening Board responsibilities in supporting interim leadership and providing more detail on recruitment processes. Members were invited to submit feedback. A final draft will be presented at the next Board meeting.

J. Policy

J.1. Food Safety Policy

Susanne presented an overview of the policy. Implementation is proposed for the new year to allow time for staff preparation.

J.2. IT and Cybersecurity Policy

The Board reviewed updates to the IT and Cybersecurity Policy. Discussion focused on defining acceptable risk levels and Board authority to approve cloud-based solutions.

K. Executive Directors Report

Susanne shared that the Coordinator of Volunteers and Fundraising Support was hired and is rolling out the Volunteer Hub systems. Discussion remains ongoing with the City regarding the online registration solution and business continuity and disaster planning is underway with City cybersecurity staff. Susanne presented planned updates to the EarlyON program schedule, which will make the Saturday Gross Motor Program permanent. Members expressed support for the planned changes.

MOTION *(Lim O'Brien/Cho)*
To receive the Personnel & Policy Committee Report.
Carried

MOTION *(Buchan/Hoang)*
To approve the Food Safety Policy as distributed, for implementation as of January 1, 2027.
Carried

MOTION *(Lim O'Brien/Vanderpark)*
To approve the amendments to the IT and Cybersecurity Policy as distributed, for immediate implementation.
Carried

L. Program Update

The Board received the program update.

M. Executive Directors Report

The Board received the Executive Director's report. Key updates included progress on CRM options, confirmation of eligibility for CSP funding, and recruitment for a Community Foods Coordinator. Upcoming fundraising opportunities through the Honest Impact Initiative and a potential Christmas tree fundraiser were also noted.

N. Correspondence Received

No Correspondences were received.

MOTION *(Edgett-Emirzian/Nilsson)*
To receive the Program Update.
Carried

MOTION *(Vanderpark/Hoang)*
To receive the Executive Director's Report.
Carried

O. Adjournment

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

_____ _____

Chair Secretary

FINANCIAL VARIANCE REPORT

For the period ended September 30, 2026 (January 1 to September 30)

City of Toronto Admin

REVENUE

Total budget revenue for 2026	**$716,808**
YTD budget gross revenue	**$581,476**
YTD actual gross revenue	**$581,496** a favourable variance of **$20**

The favourable variance reflects:

- $20 interest higher than budgeted

EXPENSES

Total budget expenses for 2026	**$716,808**
YTD budget gross expense	**$515,255**
YTD actual gross expense	**$466,304** a favourable variance of **$48,951**

The budget has been adjusted to reflect a reduction of $120,000 due to the transfer of Food Hub lease payment responsibility from Applegrove to the City's Corporate Real Estate Management Division.

The positive favourable variance reflects:

- 9.6% and 16.2% underspending in salary and benefits due to:
    - Office Coordinator hired May 4, working additional hours to year end
    - Volunteer Coordinator hired August 24, working additional hours to year end
    - 45.7% and 46.1% overspent in furniture/equipment and materials/supplies respectively to reconfigure and prepare the office to accommodate additional staff
    - Timing of other expenses

ADMIN - Applegrove Community Complex - September 30, 2026

	YTD Actual	YTD Budget	YTD Variance	%	Notes
Revenue					
City of Toronto	**580,910**	**580,910**	**- 0**	▼ 0.0%	Budget adjusted to reflect removal of food hub lease funds
Miscellaneous	**585**	**565**	**20**	▲ 3.5%	Alterna Saving interest
Revenue Total	**581,496**	**581,476**	**20**	▲ 0.0%	
Expenses					
Furniture and Equipment	**14,997**	**10,295**	**4,702**	▲ 45.7%	Office reorganization to accommodate new staff
Materials and Supplies	**5,527**	**3,784**	**1,743**	▲ 46.1%	Increased software and postage costs
Purchased Services	**49,192**	**53,891**	**- 4,698**	▼ 8.7%	The forecast amount will be utilized by year-end
Expenses Total	**69,716**	**67,970**	**1,746**	▲ 2.6%	
Salaries					
Benefits	**100,448**	**119,803**	**- 19,354**	▼ 16.2%	Lower than expected due to eligibility and uptake
Salary	**296,139**	**327,483**	**- 31,343**	▼ 9.6%	Volunteer Coordinator any discrepancy will reduce
Salaries Total	**396,587**	**447,285**	**- 50,698**	▼ 11.3%	
Total Revenue	581,496	581,476	20	▲ 0.0%	
Total Expenses	466,304	515,255	- 48,952	▼ 9.5%	
Excess of revenue over expenses	115,192	66,221	48,971	▲ 74.0%	Hardware purchase has been initiated

Applegrove Program

REVENUE

Total current (Q2) forecast revenue for 2026	**$1,173,671**
YTD (Q2) forecast gross revenue	**$ 936,647**
YTD (Q2)actual gross revenue	**$ 947,421** a favourable variance of **$10,574**

The favourable $10,574 variance primarily reflects:

- $10,818 Summer Camp donation received from a movie company
- $6,000 remaining funds from Ecclesiastical (CIG) grant, provided as a donation
- City of Toronto Summer Camp per diem payment not yet received
- Revenue timing and accounting adjustments:
    - Due to Federal Grant (Prenatal) fiscal year of April-March
    - Interest accounting adjustment (see miscellaneous)

EXPENSES

Total current forecast expenses for 2026	**$1,157,186**
YTD forecast gross expense	**$ 861,845**
YTD actual gross expense	**$ 842,226**, a favourable variance of **$19,619**

The $19,619 favourable expense variance primarily reflects:

- Higher than expected spending on equipment and supplies due to setting up EarlyON Gross Motor program
- Expense timing e.g. upcoming holiday events and planned training

PROGRAM - Applegrove Community Complex - September 30, 2026					
	YTD Actual	YTD Q2 Forecast	YTD Variance	%	Notes
Revenue					
Charitable Donations - Business	3,050	3,020	30	▲ 1.0%	
Charitable Donations - Individuals	44,315	43,984	330	▲ 0.8%	
Charitable Organizations	5,259	3,930	1,329	▲ 33.8%	Donations received across multiple programs
City of Toronto	316,769	323,142	-6,373	▼ -2.0%	Summer camp per diem payment outstanding
Federal Government	60,429	68,847	-8,418	▼ -12.2%	Due to Federal Grant (Prenatal) fiscal year of April-March
Foundations / Corporations	35,819	18,750	17,069	▲ 91.0%	$10K corporate donation movie company, $6K remaining CIG donation
Fundraising	5,978	9,737	-3,759	▼ -38.6%	$3.8K budgeted under Board not received
Miscellaneous	25,843	29,892	-4,049	▼ -13.5%	$3.4K interest accounting adjustment timing
Non-charitable Donations - Individuals	60		60	▲	Benevity Donation
Province of Ontario	61,633	51,330	10,303	▲ 20.1%	Payment received but not yet calendarize
User Fees	388,066	384,014	4,051	▲ 1.1%	
Total Revenue	**947,221**	**936,647**	**10,574**	**▲ 1.1%**	
Expenses					
Furniture and Equipment	8,468	5,120	3,348	▲ 65.4%	Calendarization, timing, EarlyON set up, Afterschool fall prep
Materials and Supplies	130,417	115,876	14,541	▲ 12.5%	Calendarization, timing, EarlyON set up, Afterschool fall prep
Purchased Services	125,663	166,323	-40,660	▼ -24.4%	Timing e.g. Food Hub, Music Fest, training
Total Expenses	**264,547**	**287,318**	**-22,771**	**▼ -7.9%**	
Salaries					
Benefits	86,177	75,888	10,289	▲ 13.6%	Eligibility and uptake, allocations to be done
Salary	491,502	498,639	-7,137	▼ -1.4%	Variance in multiple programs due to hiring timing and program needs
Total Salaries	**577,679**	**574,527**	**3,152**	**▲ 0.5%**	
Total Revenues	**947,221**	**936,647**	**10,574**	**1.1%**	
Total Expenses	**842,226**	**861,845**	**-19,619**	**-2.3%**	
Excess revenue over expenses	**104,994**	**74,802**	**30,193**	**40.4%**	

Company: ACCDAT
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APPLEGROVE COMMUNITY COMPLEX

Statement of Financial Position - vs prior year

	YTD		Variance	
	2026	2025	Value	Percentage
Assets				
Cash	267,535.26	669,370.80	(401,835.54)	(60.03%)
Short Term Investments	613,933.84	209,499.18	404,434.66	193.05%
Due from the City of Toronto - vacations payable	21,123.52	17,912.64	3,210.88	17.93%
Due from the City of Toronto - deficits	0.00	0.00	0.00	0.00%
Accounts Receivable	18,382.60	11,361.85	7,020.75	61.79%
Prepaid Expenses	9,101.52	13,107.68	(4,006.16)	(30.56%)
Current Assets	930,076.74	921,252.15	8,824.59	0.96%
Tangible Capital Assets	19,629.26	20,576.21	(946.95)	(4.60%)
Other Assets	161,244.00	175,538.00	(14,294.00)	(8.14%)
Total Assets	**1,110,950.00**	**1,117,366.36**	**(6,416.36)**	**(0.57%)**
Liabilities				
Due to the City	248.51	30,501.93	(30,253.42)	(99.19%)
Accounts Payable and accrued liabilities	157,469.77	163,360.26	(5,890.49)	(3.61%)
Deferred revenues	52,939.50	53,754.78	(815.28)	(1.52%)
Total Current Liabilities	210,657.78	247,616.97	(36,959.19)	(14.93%)
Post-Employment Benefits Payable	161,244.00	175,538.00	(14,294.00)	(8.14%)
Amortization of Deferred Capital Contributions	5,555.06	13,592.22	(8,037.16)	(59.13%)
Total Current and Long Term Liabilities	377,456.84	436,747.19	(59,290.35)	(13.58%)
Net Assets				
Unrestricted program funds	253,345.64	294,084.48	(40,738.84)	(13.85%)
Contribution/Deficit in current year	219,737.52	241,534.69	(21,797.17)	(9.02%)
Internally restricted - reserves	260,410.00	145,000.00	115,410.00	79.59%
	733,493.16	680,619.17	52,873.99	56.72%
	1,110,950.00	**1,117,366.36**	**(6,416.36)**	**(0.57%)**

November 9, 2026

Staff Report – Q3 2026 Program Budget Forecast

The forecast summarized below is a projection of the Program Budget based on actual expenditures to September 30 and updated revenue and expense projections to December 31, 2026.

2026 Program Forecast vs approved 2026 budget and Q2 Program Forecast

	Revenue	Expense	Surplus/(Deficit)
Q3 Forecast	1,177,770	1,150,180	27,589
Q2 Forecast	1,173,671	1,157,186	16,484
Approved Budget	1,065,639	1065,216	423

**Note: The approved budget did not include funds to be deferred to 2026 or grants that were received towards the end of 2025 or in 2026 as these were not known at the time of approval. These were included as of the Q2 forecast.*

Q3 Program Forecast – by Program

(See Appendix A for 2026 Approved Budget and Appendix B for Q2 Forecast by program)

	Revenue	Expense	Surplus/ Deficit	Projected deferral to 2027
EarlyON - Parent/Child Drop-in	217,873	219,028	- 1,155	
Prenatal Program	31,763	31,993	230	
Afterschool	329,531	286,496	43,035	
PD Days	9,655	5,533	4,122	
March Break Camp	3,240	4,240	- 1,000	
Teen Program	10,972	13,444	- 2,472	
Summer Camp	202,471	187,830	14,640	
Summer Leadership	21,139	22,745	- 1,606	
Seniors Program	119,253	134,061	- 14,807	
2025 Deferred Fundraised Revenue	48,058	33,367	14,691	11, 943
Program Assistant	-	- 35,348	- 35,348	
Food Hub	165,696	162,325	3,372	3,372
Agency/Board	18,119	17,188	931	931
Total	**1,177,770**	**1,079,484**	**27,589**	**16,246**

After deferrals, the year-end surplus is currently projected at $11,343 ($27,589-$16,246).

The Q3 Program Forecast projects a year-end surplus of $27,589 before deferrals, compared to the Q2 Program Forecast surplus of $16,484. Contributing factors are as follows:

- $4,099 increase in revenues compared to the approved 2026 Q2 Program Forecast. This change reflects:
    - $21,227 increase in Summer Camp revenue due to attendance levels, increased subsidy per diem payments from Toronto Children's Services and film company donation.
    - $9,745 increase in Food Hub revenues due to increased space rental and cost of living increase provided for project grant.
    - $3,637 increase in Summer Leadership revenues due to Canada Summer jobs staffing allocations.
    - $6,210 decrease in revenue for Afterschool due to participation variance.
    - $2,793 decrease in revenue in Seniors Program due to elimination of most program fees, increasing access and reducing administrative burden.

- $7,005 reduction in expenses compared to the approved 2026 Q2 Program Forecast. This change reflects:
    - $10,760 increase in Afterschool expenditures due to minimum wage increase, higher supply and training expenses and higher partcipation levels.
    - $8,355 increase in Summer Camp expenditures due to additional staff hired in response based on Canada Summer Jobs grant, increase in permit fees and additional trips taken due to film company donation.
    - $6,374 increase in Food Hub expenditures due to availability of additional rental and donation revenue to purchase equipment.
    - $3,077 increase in expenditures for Summer Leadership due to increased permit fees and supplies costs and additional trips taken due to film company donation.
    - $1,464 increase in EarlyOn expenditures due to purchasing of equipment, supplies and purchased services for events and training. A bus trip was offered in the fall.
    - $1,496 decrease in PA Day expenses due fewer paid trips being taken.
    - $5,238 decrease in Teen Program expenses due to lower attendance in fall.
    - $3,868 decrease in Seniors expenses due to reduction of fees across the program lowered the expense for subsidy - listed as "participant fees" . Over projected for program supplies and food costs in the Q2 forecast.
    - $14,767 decrease in deferred fundraising expenses due to delay in finalization and implementation of the fundraising strategy.

Additional Notes:

- The Q3 Program Forecast for the Agency/Board line shows a -$19,374 (-107%)%) variance in revenue and -$11,315 (-66%) variance in expenditures compared to the Q2 Program Forecast. This is due to adjustment in where these funds are accounted for. In the Q2 forecast $15,000 was transferred to the Board line (for Fundraising Strategy and East End Music Hub expenses). It has, however, been determined that for consistency, they should beheld and accounted for in the Deferred Fundraising line. They have therefore been reallocated there in the Q3 Forecast.

- Agency revenue from bank interest has not yet been included.

- Purchased assets valued over $2,000 will be amortized as per Applegrove's Capitalization Policy. This means that revenue to cover the full expense is in place, but the expense will be broken out over a number of years. This contributes to a greater than projected difference between 2026 revenues and expenses i.e. a greater than expected surplus. As an example, we purchased a new fridge valued at $3,059 and of that amount only $306 will be expensed to 2026 as an amortization cost.

Recommendation

That the board approve the Q3 2026 Program Budget Forecast.

Appendix A: Approved 2026 Program Budget – By Program

	Revenue	Expense	Surplus/Deficit
EarlyON	221,050	219,117	1,933
Prenatal Program	31,763	31,763	-
Afterschool	324,690	294,212	30,478
PD Days	8,790	8,870	- 80
March Break Camp	7,420	6,874	546
Teen Program	9,981	15,255	- 5,273
Summer Camp	157,887	154,244	3,643
Summer Leadership	21,509	21,948	- 439
Seniors Program	88,109	103,540	- 15,431
Program Assistant	-	26,277	- 26,277
Food Hub	154,891	154,891	-
Agency/Board	39,550	28,225	11,325
TOTAL	**1,065,639**	**1,065,216**	**423**

Appendix B: Approved Q2 Program Budget Forecast – By Program

	Revenue	Expense	Surplus/ Deficit
EarlyON - Parent/Child Drop-in	217,558	217,564	- 6
Prenatal Program	31,763	31,763	- 0
Afterschool	335,741	275,736	60,005
PD Days	7,820	7,029	791
March Break Camp	3,240	4,240	- 1,000
Teen Program	15,254	15,263	- 9
Summer Camp	181,244	179,475	1,769
Summer Leadership	17,502	19,668	- 2,166
Seniors Program	122,046	137,929	- 15,883
2025 Deferred Fundraised Revenue	48,058	48,134	- 76
Program Assistant	-	35,930	- 35,930
Food Hub	155,951	155,951	-
Agency/Board	37,493	28,503	8,990
Total	**1,173,671**	**1,157,186**	**16,484**

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 22, 2026 – 1:00 pm

Present: Tammy Rogers (Chair), Kirstin Vanderpark, Kathryn Edgett-Emirzian
Staff: Susanne Burkhardt (recorder)

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

2. **September 22 Meeting Minutes**
   No issues.

3. **Staffing**
   a. *Staffing Updates*
   Susanne provided staffing updates and shared that the hiring process for the Community Food Programs Coordinator was underway.

   b. *Hiring Reports*
   Members reviewed and discussed the hiring reports for the Afterschool Program and Coordinator of Volunteers and Fundraising. Opportunities for improving the hiring process were discussed including reviewing best practices for group interviews, particularly those that involve both returning staff and candidates who are new to Applegrove.

   c. *Management Vacation Status Review*
   The committee reviewed the draft Management Vacation Status Report and had no questions. The final report will come to the next board meeting.

   d. *Succession Planning*
   The committee reviewed the most recent version of this document and recommended additional review and revisions with consideration of roles and timelines. The question was raised of whether the hiring protocol should be more prescripive and robust. It was determined that feedback be sought from board members with experience and expertise in this area.

4. **Board**
   a. *Board Self-Evaluation*
   Due to technical challenges members were unable to view the results and have a fulsome discussion. It was noted that a few areas require discussion. Members discussed time spent on the TRC reflection and considered overall meeting pacing and time management. Fewer comments were provided than expected, which may

make it difficult to identify concrete steps where a need for improvement is indicated.

b. Board Training – Community Ambassadors

Members will continue to jointly draft this document via a shared online copy. It was noted that some information needs to be added by the Executive Director. The Committee will aim to have a solid draft ready for the January 14 Committee meeting.

5. Policy

a. Draft Accessibility Plan

Members reviewed the plan and were in agreement with the approach of incorporating priorities into the Applegrove's annual diversity, equity, inclusion and belonging (DEIB) work plan. Kathryn will share a tool for accessibility planning for events.

b. Draft Vacation Policy

Susanne reported that she is drafting this policy, however it is proving to be more complex than anticipated due to the need to ensure that it reconciles requirements under the Employment Standards Act, collective agreement, City policies and operational needs.

6. Other Business

a. 2026-2027 Committee Work Plan

The Volunteer Policy was added as a new work plan item.

Applegrove Community Complex
Multi Year Accessibility Plan (2027-2031)

This Multi-Year Accessibility Plan outlines Applegrove Community Complex's strategy to prevent and remove barriers for persons with disabilities and to meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA) and the Integrated Accessibility Standards Regulation (IASR).

1. Statement of Commitment

Applegrove Community Complex (Applegrove) is committed to providing programs, services, and facilities that are accessible to all members of the community, including persons with disabilities. We are dedicated to treating all individuals with dignity and independence and ensuring equal opportunity and integration wherever possible. We will meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA) and the Integrated Accessibility Standards Regulation (IASR).

Applegrove strives to hear, learn, and continuously adapt by listening to the lived experiences of individuals with disabilities and implementing meaningful changes. We commit to proactively identifying, removing, and preventing these barriers to ensure our programs, services and facilities are accessible to everyone.

This plan outlines our strategy to identify, remove, and prevent barriers to accessibility in our programs, services, facilities, communications, employment practices, and community engagement. This plan will be available in accessible formats upon request.

2. Past Achievements to Remove and Prevent Barriers

- Developed and implemented an Accessibility Policy and Diversity, Equity, Inclusion and Belonging Policy.
- Created a public feedback mechanism for accessibility-related concerns.
- Evaluated and restructured organizational website to conform to the AODA, including colour contrast, document structure, use of images vs text, alt tags, and all other applicable WCAG 2.0 AA criteria.

- Added accessibility information to Applegrove and East End Food Hub websites.
- Worked with East End Food Hub landlord and partner to secure funds and install an accessible washroom at the East End Food Hub.
- Integrated more inclusive hiring practices and accommodation language in recruitment.
- Implemented requirement that new employees and volunteers receive training on the Accessibility Standards for Customer Service Regulation, on the IASR and on the Human Rights Code during their orientation period.
- Introduced summer camp staff training on creating belonging, with practical strategies for inclusive counselling (focus on neurodiversity to date).
- Introduced diversity, equity, inclusion and belonging (DEIB) training in annual board training requirements.
- Introduced organizational Belonging Learning Framework is to support ongoing DEIB learning across the organization through a shared and consistent approach to reflection, dialogue, meaning making, and action.

3. Strategies and Actions (2027–2031)

Customer Service Standards

- Review and update Accessibility Policy in 2027, with subsequent 2-year review cycle.
- Require refresher AODA training for employees every two years.
- Incorporate accessibility considerations into all new programs.
- Report accessibility feedback annually to the Board of Management/Directors.
- Explore additional ways to gather community feedback on accessibility e.g. surveys or focus groups, put into practice as a cyclical practice.

Information and Communications Standards

- Maintain WCAG 2.0 Level AA compliance and transition toward WCAG 2.1 best practices.
- Conduct annual website content audit for accessibility barriers.
- Resarch and apply best practices for social media posting accessiblity.
- Ensure newly posted documents meet accessibility standards.
- Provide accessible formats and communication supports upon request.
- Extend requirement for training on IASR Information & Communication Standard to all Coordinators and Program Workers.

Employment Standards

- Review recruitment materials to ensure clear accommodation language.
- Train all managers and coordinators on accommodating employees with disabilities.
- Create and implement standardized template for individualized workplace emergency response plans.
- Review and confirm relevant IASR standards training requirements for all employee and volunteer roles.
- Inform new employees of policies for supporting employees with disabilities as part of the onboarding process and provide reminders via staff newsletter and meetings.

Design of Public Spaces (Built Environment)

- Subject to funding and landlord participation, identify and complete facility improvements to improve accessibility at the Duke of Connaight and East End Food Hub locations.
- Collaborate with East End United Regional Ministry on adding an accessible washroom to the upper floor at the East End Food Hub.
- Work in partnership with City of Toronto Corporate Real Estate Management (CREM) to ensure that design for any new Applegrove facility meets and, where possible, exceeds AODA requirements.

Community Engagement and Program Accessibility

- Strive to hear and learn
- Consult individuals with lived experience when developing new initiatives.
- Integrate accessibility planning into community events.
- Provide advance information regarding venue accessibility.
- Offer alternative participation formats when feasible.
- Provide learning opportunities on disability justice for employees, volunteers and the Board to build a collective understanding of AODA obligations and of accessibility as a fundamental human right.

4. Monitoring and Review

Applegrove is committed to ongoing evaluation and continuous improvement in meeting its obligations under the AODA and IASR. Accessibility is recognized as a

shared organizational responsibility requiring leadership oversight, operational accountability, and regular review.

This Multi-Year Accessibility Plan will be implemented by the Executive Director and reviewed annually by the Board's Membership, Outreach & Inclusion Committee. Each year, priorities will be incorporated into and monitored as part of Applegrove's annual Diversity, Equity and Inclusion (DEIB) work plan. Progress updates will be documented and presented to the Board annually as part of governance oversight and risk management responsibilities.

The organization will ensure that required AODA compliance reports are submitted to the Province of Ontario within legislated timelines. This plan will be formally updated at least once every five years. Updated versions will be approved by the Board and posted publicly on the organization's website. Accessible formats of this plan will be made available upon request, and public feedback regarding the plan or its implementation will continue to be welcomed and reviewed as part of the annual evaluation process.

5. Contact Information

Applegrove Community Complex

60 Woodfield Road

Toronto, Ontario

M4L 2W6

Phone: 416-461-8143

Email: applegrove@applegrovecc.ca

Website: www.applegrovecc.ca

Program Update – October 2026

- 2027 Program Budget is under development using the new Salary Tool to facilitate salary and benefots projections.

Prenatal Program

- In-person session in October had improved attendance

EarlyON Programs

- East End Music Fest Jr was a big success with over 200 attendees. Good feedback and some brand-new families.
- Saturday Gross Motor Program attendance remains positive averaging 40-50 individuals.
- Last month of Thursdays and Fridays at the East End Food Hub (EEFH) location due to anticipated construction in the Barbara Christie Room
    - Saturday Gross Motor will continue to operate at the EEFH
    - Hours will be extended at the Woodfield Location to include Fridays and Tuesday late-afternoons.
- Operating Budget has opened and submission is due in November – no changes to the amounts.
- Hosting a child/Infant First Aid course for 20 participants in November. Registration is underway.

Afterschool

- Program is now full with 85 children.
- The Seeds (youngest group) planned and ran a "haunted classroom" and a Halloween celebration was held on October 30th in the program.
- Improvement in program planning and supply purchasing due to implementation of new expectations and systems.

Youth Programs

- Program launched in October, below registration target.
- New reporting and program requirements from the funder, as funding was extended until 2028.
- New MOU in development with Ralph Thornton, who oversees the funding for the partnership – no changes to funding.
- Youth are planning to support Nourish's Community Dinner in November by running a movie after dinner.

Older Adults

- Positive feedback in October from the Ukulele participants with the Program Worker facilitating the classes.
- MOU is under development with Dancing With Parkinsons for Applegrove to become an official partner for their Hybrid Chair Dance class – this change will include one

facilitated in-person session per month and training for our staff who facilitate the hybrid sessions.
- Peer-Facilitation training series launched in October, supported by Community Worker placement student.
- The Disco Dance Party for Day of the Dead/Halloween was a huge hit at the Food Hub with everyone dressed up and dancing, and included an altar to the late Dolly Parton.
- New calendar format was created and will be implemented as of November.

Food Hub

- Community Food Programs Coordinator hiring is underway, to be completed in November.
- Monthly cooking workshops are taking place. In October an evening workshop was piloted with a guest chef. About 12 people attended and it went well.
- Cooking to Nourish is a new monthly facilitated volunteer opportunity that launched this fall. Volunteers gather to prepare and package meals for our community, with most of the meals going to Nourish East End. Participation and feedback has been positive.
- East End Music Fest Jr. was on Oct 3 and Wast End Music Fest on October 17.
- The next Repair Café is scheduled for November 14.
- Partner Program Committee that meets monthly to advance joint programming and communications met, highlights include:
    - Purchase and hosting of a community Xmas tree for outside the Hub.
    - Lunch N Learns planned for staff and volunteers to learn more about poverty reduction, food issues and work at the hub in general.
    - Joint training schedule being created for the partnership.
    - Storage meeting was held with key individuals to better organize the hub.

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

Board of Directors Meeting
November 9, 2026

AGENDA

8:30

1. Call to Order/Adoption of Agenda
2. Declaration of Conflicts of Interest
3. Minutes of September 14, 2026 Board of Directors Meeting *(attached)*
4. Minutes of October 5, 2026 Board of Directors Meeting *(attached)*
5. Homologation of October 5, 2026 Board of Management resolutions

8:35

5. Standing Committees
   - 5.1. Strategy & Finance Committee Report
   - 5.2. Membership, Outreach & Inclusion Committee Report

8:55

6. Directors' Concerns

9:00

7. Adjournment

Next Meetings and Events

January 11, 2027	Board Meeting (virtual)
February 8, 2027	Board Meeting (in person)
March 8, 2027	Board Meeting (virtual)
April 12, 2027	Board Meeting (in person)
May 10, 2027	Board Meeting (virtual)
June 1, 2027	AGM (in person)

Minutes of the Board of Directors Meeting
September 14, 2026 – Hybrid

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

Present: Brian Buchan, David Hoang, Emily Cho, Kathryn Edgett-Emirzian, Lesley Nilsson (online), Pat Jordan (online), Tammy Rogers

Regrets: Kirstin Vanderpark, Councillor Fletcher
Staff: Susanne Burkhardt (Recorder)

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

2. **Declaration of Conflicts of Interest**
   None.

3. **Minutes of July 13, 2026 Board of Directors Meeting**

   MOTION *(Buchan/Cho)*
   To approve the minutes of the July 13, 2026 Board of Directors meeting as presented.
   Carried

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

   MOTION *(Cho/Hoang)*
   To homologate the resolutions made by the Board of Management at its September 14, 2026 meeting as presented:
   - *To receive the minutes of the September 14, 2026 Board of Management meeting.*
   - *To receive the year to date financial report.*
   - *To authorize an increase to the daily EFT transfer limit from $25,000 to $35,000.*
   - *To receive the Program Update.*
   - *To receive the Executive Director's Report.*

5. Board

6.1. Director and Officer Service Address

Members discussed the biefing note and requested that the current service address for board members be listed as Applegrove's registered address: 60 Woodfield Road, Toronto, Ontario, M4L 2W6. Members requested that staff prepare a form to be submitted by all future board members to confirm their preferred service address.

6. Standing Committees

5.1 Membership, Outreach & Inclusion (MOI) Committee Report

The committee did not meet.

5.2 Strategy & Finance (SF) Committee Report

The committee did not meet.

7. **City of Toronto Community Service Partnership (CSP) Grant**

Susanne shared that a renewal process is underway for this grant program, and that 2027–2029 grant cycle seeks to align currently funded organizations with an updated CSP model and priorities. An oranizational eligibility application has been submitted for Applegrove. Eligible organizations will be invited to submit a full grant proposal with a November deadline.

MOTION *(Hoang/Buchan)*
To approve the submission of a grant application to the City of Toronto Community Services Partnership progam to support the continued operation of the East End Food Hub.
Carried

8. East End Music Fest

On behalf of the planning committee, Susane provided an update on sponsorships and event preparation. Members are asked to support by postering and setting targets for ticket sales. Susanne will circulate e-copies of the posters.

9. Directors' Concerns

None.

10. Adjournment

The meeting was adjourned on a motion by David Hoang, seconded by Pat Jordan.

_____ _____

Chair Secretary

Minutes of the Board of Directors Meeting
October 5, 2026 – Virtual

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

Present: Brian Buchan, David Hoang, Emily Cho, Jean Lim O'Brien, Kathryn Edgett-Emirzian, Kirstin Vanderpark, Lesley Nilsson, Tammy Rogers

Regrets: Pat Jordan, Councillor Fletcher
Staff: Josh Grainger (Recorder), Monica Vela, Susanne Burkhardt

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

2. **Declaration of Conflicts of Interest**
   None.

3. **Minutes of July 13, 2026 Board of Directors Meeting**

The September 14, 2026 Board meeting minutes were not approved. Item 4 requires further review and will be brought back to the next meeting.

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

MOTION *(Lim O'Brien/Cho)*
To homologate the resolutions made by the Board of Management at its October 5, 2026 meeting as presented:

- *To approve the minutes of the September 14, 2026 Board of Management meeting.*
- *To approve the following re-investment of funds from the program account, through Alterna Savings:*
  a) Term deposit #25 for a term of 1 year at a rate of 2.65 %; and
  b) Term deposit #26 for a term of 1 year at a rate of 2.65%.
- *To approve the minutes of the September 14, 2026 Board of Management meeting in-camera meeting minutes.*
- *To receive the Q2/Q3 Risk Report*
- *The Board extends its gratitude to Councillor Paula Fletcher for her dedication and unwavering support of Applegrove. Her leadership and*

enduring commitment have left a lasting mark on Applegrove.

- *To receive the Program Update.*
- *To receive the Executive Director's Report.*

5. Standing Committees

5.1 Membership, Outreach & Inclusion (MOI) Committee Report

The Board reviewed the results of the Belonging Postcard Pilot conducted at the AGM and its purpose and development. Members noted that these activities help the Board connect its work to Applegrove's direct impact in the community.

5.2 Strategy & Finance (SF) Committee Report

The Board received updates on EFT payment plans for multiple signing officers, program reserves to be discussed at the next committee meeting, and a review of Directors and Officers Liability Insurance to ensure appropriate coverage.

MOTION *(Buchan/ Edgett-Emirzian)*
To receive the Membership, Outreach & Inclusion Committee Report.
Carried

MOTION *(Hoang/* Vanderpark*)*
To receive the Strategy & Finance Committee Report.
Carried

6. Directors' Concerns

None.

7. Adjournment

The meeting was adjourned on a motion by Jean Lim O'Brien, seconded by Lesley Nilsson.

_____ _____

Chair Secretary

APPLEGROVE COMMUNITY COMPLEX

Strategy and Finance Committee Minutes

November 4, 2026 at 5:00 p.m.

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

1. **Welcome**
   Brian welcomed members.

2. **September 23 Meeting Minutes**
   No issues.

3. **Finance**
   a. *Year to Date Financial Report*
      Monica presented the report, highlighting the Admin budget adjustment for the transfer of Food Hub lease funds to the City's Corporate Real Estate Management Division. Members discussed clear language and clarified that expenses shown have been capitalized where needed. It was noted that formatting in the Admin table needs to be corrected.

   b. *Q3 2026 Program Budget Forecast*
      Members reviewed and discussed the report. Clarification was requested on the proposed revenue deferrals and on East End Music Fest revenue and expenses in relation to Agency/Board funds.

   c. *2027 Progam Budget Update*
      Staff shared that the 2027 program budget is under development. Members confirmed that the committee will meet on December 16 to review the draft budget, which will be circulated to the board for review and feedback and come to the board at its January meteing.

   d. *EFT Payment Process Update*
      Members discussed logistical challenges with the new approval process, which are being resolved. Staff raised the need to confirm back-up documentation to be provided with approval requests. For accounts payable invoices can be shared. For payroll there was discussion on privacy concerns in relation to personnel information, Members confirmed the approach to be taken at this time, which aimsto balance transparency and privacy protection.

   e. *Program Reserves*
      Members reviewed the draft staff report and requested additional information on IT resourcing. Susanne shared that Applegrove IT systems have matured with some

program funding support, increased allocation of admin funding and additional City support becoming available. Members agreed that while a new facility has been commited to but not yet confirmed, creating a Relocation Reserve Fund that can grow over time aligns with Applegrove's strategic plan and will prepare the agency for eventual relocation, which will be a major transition.

f. Request for Quotations
Susanne shared that staff are reviewing the quotes received for the proposed hardware purchase and gathering additional information to inform final decision-making.

4. Risk Management

a. Disaster Recovery and Business Continuity Planning Update
Susanne shared that the process of developing and finalizing the Business Continuity Plan is projected to be complete by year end. Plan review, knowledge transfer and a simulation exercise have been scheduled with City staff.

b. Directors and Officers Liability Insurance
Deferred to next meeting.

5. Other Business

None.

APPLEGROVE COMMUNITY COMPLEX

Membership, Outreach & Inclusion Committee Minutes
October 28, 2026 at 7:00 p.m.

Welcome and Introductions

Present: Pat Jordan, Lesley Nilsson, David Hoang (Chair), Susanne Burkhardt (staff), Josh Grainger (staff, recorder), Fode Bangoura (community member)
Regrets: Maryam Bhayat (DEIB Committee- staff), Shernel Monlouis (DEIB Committee – Staff)

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

A. Sept 23 DEIB Committee Meeting Notes Confirmation

Members noted some minor typos to be corrected by Susanne.

B. Multi Year Accessibility Plan

Applegrove must submit an AODA report to the province in December. Applegrove does not have a multi-year accessibility plan. It has an Accessibility Policy and uses the City Accommodation Policy. Audits of other AOCCS suggest that we may need our own policies – the City is looking at this.

The plan was reviewed by the Personnel and Policy Committee and referred to this committee for additional review. Members agreed with monitoring this plan through the DEIB work plan. The need to revise this plan if relocation happens within it's 5-year time frame was discussed. The next OWL module is on accessibility, so we could align this conversation with that training.

Members discussed consultation on accessibility, wondered whether people would self-idnetify and noted that it would be important not to stigmatize anyone. Consultation must be balanced with accountability and learning. If there is a barrier, let people know to contact us and we can help them e.g. having support staff when a building isn't accessible. It was requested that content be added to state a committtment to addressing barriers. Staff will consider how to incorpoprate funding for accessibility supports into the budget.

C. OWL Learning Moment

David summarized the planning that led to the OWL learning moments, based on four modules over the course of the year. The group reflected on diversity of management vs front line staff and board diversity, noting the growing need to have members with understanding of policy and finance, and considering how to balance these needs with diverse recruitment.

It was noted that the recruitment process is well designed and signals the value of different backgrounds and experiences to prospective board members.

Strategies to explore include having certain committees with less expecations on policy roles, supports to set people up for success, and targeted recruitment for someone with a level of comfort with the organization already.

Staff development was discussed, and the need to create the environment, mentor, give opportunities to be present at meetings and build their skills i.e. structured development for individuals to grow into other roles. Susanne noted that a development plan process is in place but participation is limited. Members discussed ways to articulate the value of transferable skills and the importance of training that is interactive and meaningful.

D. Board-Staff Learning

Staff shared that workload and timing challenges will not make it possible to host a staff-board movie night as planned. The committee will discuss best times in the new year.

Staff noted that Applegrove is expanding and enhancing it's training on human rights, anti-discrimination and anti-harrasment. Management have completed more in-depth training and a consultant will provide deeper and interactive training for staff and Food Hub partners in December. Planning is underway to create an enhanced annual training schedule for all staff in this area, and for learnings to be consistently reinforced in the work place. Additional sessions on civility are being explored for next year.

MOI Committee

1. Sept 23 MOI Committee Meeting Notes Confirmation

Susanne to correct minor typo.

2. Events

a. Past – East End Music Fest Jr, East End Music Fest

Josh reported that East End Music Fest Jr was low-investment and very well received. It will be held again next year. Members noted that the East End Music Fest was smooth and very well organized. It was noted that it is important to celebrate all aspects of the event, including volunteerism, community representation and participation.

b. Upcoming – Community Dinner & Movie Night (Nov 23), Toy Drive (Dec 12), Staff-Board

Josh shared that Applegrove will partner with Nourish to host a community dinner and movie night, that toy drive planning is underway, and that a date has not yet been set for the Staff-Board Holiday Social.

c. 2027 Event Planning

Susanne noted that there seems to be growing interest in community events and suggested a 2027 event plan in order to manage the labour and timing associated with events. This will come to a future meeting.

3. Communications, Outreach & Engagement

a. *Volunteer Hub Update*

Susanne shared that exsiting volunteers have been transitioned into the new model and that new processes for police reference checks, record-keeping etc.. are underway.

4. Programs

a. *EarlyOn Transition*

Josh provided an update on this.

b. *Seniors Program Fees*

Staff shared that they have been eliminating program fees for seniors activities where possible in order to ensure access for all, and to reduce the administrative burden associated with gathering small fees for individual activities. The reduction in revenue it is not significant and strategies will be pursued to offset this.

5. Other Business

Members discussed the process for developing the 2027 DEIB Work Plan, to be coordinated by Susanne.

<u>Next meetings</u>
Nov 25, 2026
Dec 16, 2026 (if needed)