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

Board of Management Meeting
October 5, 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 September 14, 2026 Board of Management Meeting (attached)

7:10

F. Finance
F.1. East End Music Fest
F.2. Term Deposits (briefing note sent separately)
F.3. Request for Quotations (sent separately)

7:25

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

G. September 14 In Camera Meeting Minutes

Motion needed to return to the public meeting.

7:35

I. Board
I.1. Q2/3 Risk Report (sent separately)
I.2. Board Learning Moment: Diversity, Equity, Inclusion and Belonging

7:55

J. Personnel & Policy Committee
J.1. Draft Succession Plan (sent separately)

K. Policy
K.1. Food Safety Policy (attached)
K.2. IT and Cybersecurity Policy (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
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, Leslie Nilsson (online), Pat Jordan (online), Tammy Rogers

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

A. Call to Order/Adoption of Agenda

Tammy called the meeting to order. Quorum was met. The agenda was adopted as circulated.

B. Introductions

Members welcomed Kathryn and introduced themselves.

C. Indigenous Land Acknowledgment

Tammy read the City of Toronto's Indigenous Land Acknowledgment and African Ancestral Acknowledgement.

Tammy noted that no reflection had been scheduled. Members signed up to provide reflections: Brian in October, Kathryn in November, Emily in January, Pat in February, David in March and Tammy in April.

D. Declaration of Conflicts of Interest

No conflicts of interest were declared.

E. Minutes of July 13 Board of Management Meeting

MOTION *(Buchan/Hoang)*
To approve the minutes of the July 13, 2026 Board of Management meeting.
Carried

F. Finance

F.1. 2026 Admin Budget Update

Susanne shared that the responsibility for Food Hub lease payments are being

transferred from Applegrove to City Corporate Real Estate Management. Applegrove's 2026 budget will be adjusted for this change retroactive to January 1. Susanne shared the possibility of using remaining 2026 funding to purchase two servers.

F.2. Year to Date Financial Report

Monica presented the Admin report. She noted that the staffing underexpenditures seen over the year have been decreasing since positions were filled. Members discussed the ongoing delay in securing an online registration CRM system and requested clarification on the need for servers. Monica presented the program forecast report. Members had no questions. Monica reviewed the statement of financial position, highlighting cash flow, accounts receivable and 2025 and 2024 surplus repayment to the City. Members clarified reserve vs unrestricted fund levels.

F.3. 2027 Core Admin Budget Submission

Susanne provided an overview of the briefing note shared with the board, describing the process used to develop the budget and the job description for the proposed manager position for which a business case will be submitted. Members asked where the manager would work and about expectations for Food Hub service levels. Members discussed that any budget reduction would impact staffing, which in turn would impact Applegrove's ability to maintain service levels.

F.4. Credit Card and EFT Transaction Limits

Current credit card and EFT limits were inadequate for summer and payroll expenditures. With pay equity, payroll expenditures will rise further. Staff recommended an increase to both credit card and EFT transaction limits.

MOTION *(Hoang/Cho)*
To receive the year to date financial report.
Carried

MOTION *(Cho/Buchan)*
To approve the recommended 2027 Core Admin Budget budget submission as presented 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 *(Jordan/Edgett-Emirzian)*
To authorize the Executive Director, in consultation with the Treasurer, to draft and issue a Request for Quotations for the purchase of two servers to support disaster recovery, business continuity and enhanced cybersecurity.
Carried
MOTION *(Cho/Hoang)*

To authorize an credit card limit increase from $20,000 to $30,000.
Carried

MOTION *(Cho/Hoang)*
To authorize an increase to the daily EFT transfer limit from $25,000 to $35,000.
Carried

MOTION *(Buchan/Hoang)*
To discuss the next item in camera, as it deals with individuals and confidential information.
Carried

G. Program and Personnel Discussion

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

H. Board

H.1. Board Member Resignation

Tammy shared that Sara Ehrhardt resigned from the Board effective August 20, 2026.

MOTION *(Buchan/Jordan)*
To accept the resignation of Sara Ehrhardy from the Board of Management, effective August 20, 2026.
Carried

H.2. Board Orientation

Members discussed the format of the Applegrove 101 session, to be scheduled for October. Susanne reminded members of the Pay Equity and Compensation 101 session on September 18 and the City orientation session for AOCC Boards on October 15.

H.3. Board Learning Moment

Members reviewed information on reporting requirements for changes to the corporate Board of Directors. Susanne shared how Applegrove information is updated in the Ontario Business Registry and with the CRA. Susanne will register members under Applegrove in the Open World Learning portal to support Diversity, Equity, Inclusion and Belonging training, to be integrated with board learing moments.

I. Personnel & Policy Committee Report

The committee did not meet.

J. Program Update

Susanne provided highlights from the Program Report, noting changes to the EarlyOn staff team, East End Music Fest Junior event on October 3, Aferschool Program hiring, unexpected summer camp donation and new Chair Dance and arts programs for seniors.

K. Executive Directors Report

Susanne shared that the Coordinator of Volunteers and Fundraising Support was hired and is initially focused on 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.

L. Correspondence Received

L.1. City Funding Acknowledgement

Susanne provided an overview of a June 27 letter to AOCC EDs on City expectations for AOCCs with respect to compliance in relation to Corporate Identity requirements.

MOTION *(Edgett-Emirzian/Hoang)*
To accept the Program Update.
Carried

MOTION *(Cho/Buchan)*
To accept the Executive Director's Report.
Carried

MOTION *(Hoang/Edgett-Emirzian)*
To acknowledge that planned changes to the EarlyON Program delivery model will result in the program operating Monday to Friday at the Woodfield location and on Saturdays at the East End Food Hub.
Carried

M. Adjournment

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

_____ _____

Chair Secretary

APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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"COMMUNITY AT ITS CORE"

Personnel and Policy Committee - Meeting Minutes

September 22, 2026 – 12:00 pm

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

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

2. **May 20 Meeting Minutes**
   No issues.

3. **Staffing**
   a. *Staffing Updates*
   Susanne provided staffing updates. She reported that the Coordinator of Volunteers and Fundraising was hired and that hiring was completed for the Afterschool and Youth Leadership programs.

   b. *Hiring Report*
   The hiring reports for the Coordinator of Volunteers and Fundraising and for the Afterschool staff will come to the Committee at its next meeting.

   c. *2026 ED Performance Plan Quarterly Discussion*
   The committee reviewed progress to date and discussed related challenges to and ideas for addressing them.

   d. *Succession Planning*
   The committee reviewed the updated final draft plan and felt that more detail was needed on contingencies, timeframes and the possibility of cascading effects e.g. if the Program Director were to take on the Acting Executive Director role. Once these changes are made the plan will go to the board for review.

4. **Board**
   a. *Board Self-Evaluation*
   Susanne will re-send access to the survey results to members, for discussion at the next meteing.

   b. *Board Exit Forms*
   Members discussed the information provided and, based on recommendations received, recommended that going forward it should be assumed that Board members have read all committee reports and that discussion be focused on

questions, issues, etc. Similarly, for the program update staff shodul expand or offer 'deep dives' om program updates and community engagement activities.

c. Board Training

The Committee will continue work on the Community Ambassador document that was drafted to facilitate board engagement, which includes information and speaking points that will also be useful for staff.

5. Policy

a. Q3 Policy Work Plan Report

Members reviewed the report, discussed priorities and timelines and were in agreement with the addition of the annual IT and Cybersecurity Policy annual review and Multi-Year Accesibility Plan.

b. Draft Food Handling Policy

Members reviewed the additional updates made to the policy based on staff feedback, confirmed that the changes did not impact compliance and, and will bring the policy to the board for approval.

6. Other Business

a. 2026-2027 Committee Work Plan

It was identifeid that the Volunteer Policy should be added to the work plan.

Program Update – September 2026

Prenatal Program

- Participation remains steady for online sessions
- In-person returned to its regular timeslot and was held on September 28

EarlyON Programs

- Strong start to the month in terms of attendance, with nice weather later in the month there was a slight decline from those numbers.
- Special events continue to be well attended with September offerings of baby and family yoga, an indigenous puppet group put on a show titled “Aanii Aki”, and a bus trip to Chudleigh’s Apple Farm.
- Saturday Gross Motor Program started back up after the Labour Day Weekend.

Afterschool

- Issues arisen with a neighbour whose property backs on to the school – during and after school hours. Management has spoken with the individual and taken steps to set expectations with the children and staff.
- Program planning forms were implemented and are being completed by staff for all activities.
- Two nursing students began their placement to support health promotion among children, youth and families.

Youth Programs

- School year positions hired and planning underway for the program to start October 6.
- Low registration at this point, additional promotional efforts are being taken.
- Past participant hired as Peer Support Worker

Older Adults

- Arts programming:
    - Ukulele Club relaunched with the Program Worker facilitating the program.
    - Peer facilitation advisory meeting held and workshop series being created to train seniors to run workshops/activities in the program.
    - First Crafting Workshop was held to create memory/scrap books.
    - Trip to Aga Khan for a craft workshop
- Dancing With Parkinsons Chair Dance class and Social Circle moved to the Food Hub.
- Back to School Memories celebration held – low attendance due to inadequate promotion and lack of interest in the theme.
- The seniors took a bus to a Grand River for a dinner, show and a cruise.
- Social Service Worker started their placement to support the seniors’ program and other agency initiatives.

- Food Champions will be operating once a month now, focusing on socialization and food skills/literacy for seniors. The second (monthly) session will be transitioning into a Food Hub program – Cooking to Nourish, see below.
- A new calendar format will be implemented in coming months as the current template is no longer effective.
- Line Dancing returned to SH Armstrong

Food Hub

- A new monthly food program, Cooking to Nourish, is training volunteers to produce food kits for Nourish and other local food organizations – transitioned from the Senior's Food Champions Program.
- Looking for more chefs who can facilitate monthly cooking workshops.
- East End Music Fest Jr. is planned and scheduled for Saturday Oct 3.
- The next Repair Café is scheduled for November 14.
- Partner Program Committee that meets monthly to advance joint programming and communications, including:
    - Launch of monthly East End Food Hub newsletter in early August.
    - Applegrove and Nourish are set to plan a community movie night, support children's programming at the monthly community dinners and Applegrove will run a few drives to support Nourish throughout the year.
    - Applegrove and Nourish had booths at the LFM and will continue to do so monthly until they return indoors.

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Board of Directors Meeting
October 5, 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. 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
     - i) AGM Belonging Pilot

8:55

6. Directors' Concerns

9:00

7. Adjournment

Next Meetings and Events

October 17	East End Music Fest
November 9	Board Meeting (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 *(Hoang/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 *(Jordan/Vanderpark)*
   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 discuss 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, confirming 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

APPLEGROVE COMMUNITY COMPLEX

Strategy and Finance Committee Minutes

September 23, 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. **May 26 Meeting Minutes**
   No changes required.

3. **Finance**
   a. *EFT Payments and Signing Officers*
      In response to auditor recommendations staff are working with Alterna and Global Payments to set up an approval system for payments made by electronic funds transfer (EFT). A regular schedule will be established for approval of payroll and other expenses, noting that occasionally additional approvals will be required. Written instructions will be provided to all signing officers once the system is set up.

   b. *Program Budget Forecast Update*
      The next Program Budget forecast will be reviewed at the next committee meeting.

   c. *Pay Equity Update*
      At the Pay Equity/Compensation session, City staff confirmed that there will be no 2027 budget impact, shared updated timelines and that harmonized job evaluations are under review. Participants discussed the need to understand financial impacts, which in part will depend on the time frame for retroactive payments.

   d. *Program Reserves*
      Members discussed requirements for establishing a relocation reserve fund and requested staff to gather information to support fund planning. It was noted that the operational reserve fund levels currently meet minimum levels for compliance with the Program Reserves Policy but that more could be done.

   e. *Fundraising Strategy*
      Brian has drafted the strategy, Susanne will provide statistics and Emily will be a reviewer.

4. **Risk Management**
    a. *Q3 Risk Report*
    Members recommended adjusting the report to reflect risk level changes. It was noted that progress on securing more digital solutions continues to be slow due to challenges with City processes, which is increasing risk levels over time. Members discussed that enterprise risk management considers structural risks for the organization as a whole.

    b. *Directors and Officers Liability Insurance*
    Jean shared information from the workshop she attended, highlighting that generally coverage is fairly standard and no non-profit is the same. It was suggested that the policy be reviewed by category, with consideration of what is recommended based on research. Susanne will inquire about what other AOCCs have and research tools to support a review.

5. **Policy**
    a. *IT and Cybersecurity Policy – Draft Amendments*
    Members reviewed and were in agreement with the proposed amendments.

6. **Other Business**
    a. *Request for Quotations*
    Members reviewed the draft document, and noted that delivery needs to be in 2026 No other changes were recommended.

    b. *Committee Work Plan*
    Members reviewed the work plan and requested that the Program Reserves Policy be added for this fall.

    Susanne shared that staff worked with City cybersecurity staff to develop a business continuity-related risk profile report that considers finance operations and payroll management; program delivery; program registration and IT and network infrastructire; communications; and admin operations. This document is intended to be reviewed regularly and will be added to the committee work plan.

APPLEGROVE COMMUNITY COMPLEX

DEIB-Membership, Outreach & Inclusion Committee – Meeting Minutes
September 23, 2026 at 7:00 p.m.

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

Welcome and Introductions

Introductions were made.

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

A. May 27 Meeting Notes

No issues.

B. Q2/Q3 DEIB Work Plan Report

Staff shared challenges faced in in doing regular staff pulse surveys. Staff shared that the suggestion box was good, appreciated the recent staff profile and re-expressed interest to participate in the process of creating staff profiles. The process for renewing the annual work plan was reviewed, to start in November.

C. Board-Staff Learning

It was recognized that collective learning is needed before embarking on developing a land acknowledgement, and recommended that a movie night be planned for staff, board and volunteers, with guided discussion question to support shared learning. David shared a framework to consider for guiding the discussion:

Respect: What do we need to understand or honour?
Relevance: Why does this matter to our actual work as a board?
Reciprocity: How are we learning with rather than simply about others?
Responsibility: What does this learning ask us to do differently?
Reflect: What responsibility does this learning create for us both individually and collectively?

D. AGM – Belonging Pilot

Members reviewed the summary and discussed the results of the dotmocracy exercise, noting highlights such as the desire expressed for more events, and seeing opportunities to refine and broaden questions asked for the future. The video link will be sent out separately, and it was suggested that the video be shown at the upcoming staff meeting, movie night and possibly at future events open to the community. Overall members felt that the pilot was a success that should be built on.

It was suggested that a dotmocracy wall could be provided at the East End Music Fest Junior to engage with a different audience, and the idea of rolling out adapted postcards for children at that event and in the Afterschool Program was discussed.

E. OWL Next Steps

Board

All board members now have accounts. The approach will be to to cover the four base DEIB modules over the board year, with all members receiving module links in advance and Committee members reflecting and facilitating guided discussion. DEIB module questions are as follows:

Guiding Question: Who is here, and how equitably are we supporting them?

Reflection Questions:

- Experience: Where do you see diversity present or missing in Applegrove spaces or programs? Share a moment.
- Conditions: What structures, decisions, or assumptions influence who has access, voice, or opportunity?
- Shift: What is one way we could better identify or remove barriers to equitable participation?

Staff

The same approach will be taked, with the video modules to be shown if time allows, with Susanne and Josh guiding the discussion.

MOI Committee

1. **April 22 MOI Committee Meeting Notes**
   No issues.

2. **2026-2027 Committee Work Plan**
   Members reviewed the work plan, noting that it would evolve over the course of the year. It was recommended that implementation of the DEIB policy be added, as training provided to summer camp staff revealed limited familiarity with the policy. Susanne shared that it has been identified that camp and afterschool staff training approaches need to be reviewed and updated for format, content and effectiveness. Questions were raised about processes for addressing harm or trauma in relation to inclusion, and about whether there are processes, people or spaces that people can access to connect and support when something happens.

3. **Events**

a. Past Events

Susanne shared highlights from events held in late spring incuding the book launch at the Food Hub, Community Games Night, Youth Leadership Bingo, and Staff-Board Summer Social.

b. Upcoming Events

Susanne shared planning updates for East End Music Fest Junior and noted that a staff-board movie learning night would be added in November.

4. Communications, Outreach & Engagement

Susanne shared that work is underway to provide more structure to Applegrove comunications planning and processes. An annual schedule with defined roles has been set for 2027 to support improved consistency. A similar exercise will be undertaken for outreach.

5. Programs

a. Seniors Arts Programming

Updates were provided on recent arts activities and the new Chair Dance program, noting that the approach being taken includes developing peer leadership for seniors programming.