



Minutes: Board of Management, Meeting 5 (2016-2017)

Monday February 27, 2017 6:30 PM

The 519, Front Desk Room

Board

Chair	Jacob Porpossian	Paul Jonathan Saguil	Gwen Benaway
Vice Chair	David Morris	Linda Booker	TBD
Treasurer	Tom Lewis	Nichola Ward	TBD
Secretary	Alwin Kong	Patrick Gervais	
Ex-Officio	Councillor, Kristyn Wong-Tam (absent)		

The 519

Executive Director	Maura Lawless
Programs and Community Services, A/Senior Director	Becky McFarlane
Organizational Services, Director	Stacia Kean
Philanthropy, Director	John Farrell (regrets)
Programs and Community Services A/Director	Lisa Gore Duplessis
Senior Consultant, Knowledge Management	Monica Notaro
Recommended Board Candidates	
Biko Beuttah	
Justin Khan	
Paul Noble	

Item	Minutes
1	<p>Welcome</p> <p>Jacob opened the meeting at 6:33 pm, welcomed everyone and invited everyone to introduce themselves and their preferred pronoun.</p>
2	<p>Approve Agenda</p> <p>Jacob asked the Board to review and receive the Agenda for the Board Meeting of Monday February 27, 2017 adjusting the item 12, Nomination Committee to item 6 and moving the Executive Director Report out of camera.</p> <p>Motion</p> <p>Moved by Nichola Ward Seconded by Paul Jonathan Saguil That the Board review and receive the Agenda for the Board Meeting of Monday February 27, 2017 adjusting the item 12, Nomination Committee to item 6 and moving the Executive Director Report out of camera. Decision carried</p>

<p>3</p>	<p>Approve Meeting Minutes</p> <p>Jacob asked the Board to review and approve the Meeting Minutes of Monday January 30, 2017.</p> <p>Motion</p> <p>Moved by Alwin Kong Seconded by Paul Jonathan Saguil That the Board review and approve the Meeting Minutes of Monday January 30, 2017 Decision carried</p>
<p>4</p>	<p>Declaration of Conflict of Interest(s)</p> <p>Jacob confirmed no conflict of interest declared.</p>
<p>5</p>	<p>Chair Report / Executive Committee</p> <p>No report.</p>
<p>6</p>	<p>Nominations Committee</p> <p>Jacob provided an update on the board recruitment process:</p> <ul style="list-style-type: none"> • The Nomination Committee proceeded to lead the mid-term recruitment process as per Board approval, to fill two term vacancies. • A third position (Jacob Porpossian) was added to the process given his resignation will take effect after the March Board meeting. • The Committee leveraged the Board, The 519 communications platforms and the City of Toronto's Clerk's office to promote the recruitment and application process. • The Committee interviewed applicants the week of February 21, 2017 and presented 3 of 4 applicants as recommended candidates for the mid-term Board appointment • Board composition recruitment priorities aimed to advance the representation of members of diverse racial and ethno-cultural communities, women, and trans people • Board knowledge, experience and skills priorities aimed to engage candidates with a deep understanding and demonstrated competencies in senior working level experience in leading Philanthropy and Fundraising and community and neighbourhood development and strategic communications planning <p>The recruitment process did not result in fulfilling The 519 catchment objectives (minimum of 6 catchment representatives). The Board discussed this issue. The Committee believes it has taken all reasonable steps to fulfil the catchment obligations both during the Annual General Meeting (AGM) and mid-term recruitment processes.</p>

The Committee recognizes that it is as important to meet this obligation as well as The 519 commitment to diversity and having a full complement of Board members. The Committee is also recommending that the two shorter-term candidates stand for election at the next AGM.

At this time the Committee is recommending that the Board fill the vacant positions subject to approval by Toronto East York Community Council:

To appoint the following for the remainder of the 2015/2017 term to September 30, 2017:

1. Biko Beuttah (effective March 27)
2. Paul Noble (effective February 27)

And, for the remainder of the 2016/2018 term, from February 27, 2017 to September 30, 2018:

3. Justin Kahn

The Nominations Committee will work to ensure that the catchment obligations are met through that process.

The Board also discussed the mid-term recruitment process and noted that the Board would benefit from information about candidates in advance of the meeting. As a point of process the Board could ask the Human Resources and Governance Committee to evaluate and report on reviewing and documenting the process for the mid-term appointments given its distinction from the electoral process of the Annual General Meeting.

The Board also discussed who should participate in the in-camera session prior to the approval outcomes of the Toronto East York Community Council (TEYCC). As is the case for Board members voted in at Annual General Meeting, new members participate in meetings until they are appointed to the positions by Community Council including in-camera sessions if they have signed and submitted the Declaration of Non-disclosure. Only Board members, meaning those approved by TEYCC are able to raise motions and vote. The mid-term appointed members have all signed the Declaration of Non-disclosure and are required to comply with the Council and Board policies.

Jacob continued the meeting asking candidate to introduce themselves based on their biographies that will also be published on The 519 website.

Jacob also spoke to his recent announcement of resigning from the Board effective at the end of the March Board meeting due to a career shift. Jacob spoke about the excellent work and service of Board, Staff and Volunteers of The 519 and his personal enjoyment in serving the membership and the community. Jacob plans to attend the March Board meeting and that David Morris as Vice Chair will step in as acting Chair.

	<p>Motion</p> <p>Moved by Linda Booker Seconded by Gwen Benaway Abstained by: Paul Jonathan Saguil and Nichola Ward That the Board approve Biko Beattah and Paul Noble for the terms ending in September 2017 and Justin Khan for the term ending in 2018 Decision carried</p>
<p>7</p>	<p>Executive Director Report</p> <p>Maura presented the Executive Director Annual Report and 2017/2018 Workplan out of camera as proposed in the Agenda review.</p> <p>Maura noted this report summarizes the key accomplishments from the previous year and reports out on The 519’s high level priorities for the coming two years. As per the executive summary the theme of this year’s report is Together, Impact Through Community because The 519’s work is not possible without the people without the Board, staff, volunteers and communities we work with, including our funders, and donors – what we do is only possible because of our combined efforts and contributions.</p> <p>Maura presented a summary in the following format from the Report:</p> <p>2016 Board Approved Strategic Accomplishments</p> <p>The 519 is guided by its 33 point Strategic Action Plan, 2013-2017. As a community centre and a City of Toronto agency, The 519 is dedicated to the health, happiness and full participation of the LGBTQ2S (Lesbian, Gay, Bisexual, Trans, Queer and 2 Spirit) communities and works to create accessible, equitable spaces for all.</p> <p>High Level Top-Line Accomplishments:</p> <ul style="list-style-type: none"> • More Moss Park Project (Feasibility Studies including Architectural, Community Engagement and Communications Planning, Capital Campaign study and Financial Business Plans) • Expansion of programs and services to meet the priority/high demand needs of LGBTQ refugees, newcomers, youth, seniors and people experiencing homelessness, enhanced housing and eviction prevention services, expanded child and family programs • Over 510,000 community service, event, engagement encounters • Trained over 10,000 people on LGBTQ inclusion, exceeded revenue by (+78%) • Agency business - 48 funding submissions, 120+ funder reports, expanded off-site catering (+15%)

- 17 new community partnerships to expand programming for under-represented communities
- Enhanced philanthropy and fundraising by (+12%)
- Completed various capital building upgrades/improvements for long-term community use and improve accessibility
- Completed Annual HR Performance Report with a view to continue to foster Public Service Excellence
- Enhanced training, professional development and learning sessions for staff
- All Management/Exempt staff completed performance planners in accordance with City policy including sign-off on all TPS, 519 policies
- Enhanced financial practices through improved Operating Budget reporting; and policy development to improve variance reporting
- Completed United Way Anchor application
- Completed Terms of Reference for Space Use policy review
- Completed organizational realignment to focus programs on direct service and community engagement (dual-mandate) and expanded communications capacity with new Manager, Communications and Fund Development
- Developed The 519's Anti-racism and Equity Organizational Development Strategy including training all staff on anti-racism/allyship
- Completed all required H&S inspections – no major workplace injuries or lost time
- Continued to supported effective Board governance through Board agendas, annual agenda forecasts, minutes, orientation, Board retreat, AGM, meetings
- Successfully managed Green Space Festival generating additional +23% in revenue from sponsorship and beverage sales
- Pride Toronto Human Rights Panels and AGM Community Day
- Attended multiple community events and hosted first annual Dec 6th Women's Dinner
- 2016 YE Budget \$7.02M – Core \$1 to \$4.25 (+20% from 2015)
- Est. YE surplus \$400K and established Program Reserve policy to ensure organizational stability to meet mandate/program community needs. YE surplus three years in a row (after depreciation)

2017-2018 Board Approved Strategic Priorities

Background

The 519 recognizes that community centres form a key element of the social infrastructure of communities and that this infrastructure including staff, has the potential to be quickly mobilized, expanded or adjusted to respond to local needs, emerging issues, and new opportunities.

In the context of the role of community centres and our particular commitment to advancing our organizational capacity and competencies in terms of equity and diversity, with a particular focus on working more effectively with racialized communities and implementing an anti-racism strategy and approach across our

organization, the following outlines our top-line 2017 organizational priorities including:

Expanded Community Engagement Focus

Moss Park Project

- Work in partnership with the City of Toronto to lead the feasibility study of the Moss Park Project
- Establish our new organizational community engagement plan with a broader engagement strategy focused on our current catchment and our work in Moss Park
- Space Use Policy Review - conduct a community-based organizational review and revise our Space Use Policy (core governing document)
- Advocacy Framework – Develop and implement an organizational advocacy framework to support decision making and guide our advocacy efforts at a governance, senior leadership and front-line levels

Community Programs and Services

- Develop an intentional anti-racism and equity engagement plan at the programmatic level
- Expand community engagement and direct service programs with an emphasis on responding to the needs of low-income marginalized LGBTQ2S people experiencing homelessness and other identified community priorities
- Develop community partnership plan to enhance engagement and reduce barriers to participation in recreational/community centre access with a particular focus on people experiencing homelessness and other marginalization intentionally linked to improving social outcomes
- Expand our employment and training initiatives to address barriers to employment and develop resources, tool-kits, and community programs that enhance inclusion

Organizational Development

- Develop an intentional anti-racism and equity organizational learning plan that includes training and staff development and integrate this strategy throughout our work planning and program development processes
- Continue to implement The 519's Human Resources Performance Framework that supports a culture of public service excellence in line with The 519 mandate and the City of Toronto Public Service By-law
- Continue to develop an organizational trauma framework as a systemic approach to addressing the consequences of trauma and vicarious trauma for our staff team and the broader 519 community
- Improve internal integrated business services/strategies to effectively support our community programs and services

Fundraising, Philanthropy and Strategic Communications

- Evaluate/develop new 5 year strategic fundraising and philanthropy strategy including the new fund development and grants management plan
- Establish The 519's Strategic Annual Communications Plan

	<p>Motion</p> <p>Moved by Alwin Kong Seconded by Tom Lewis That the Board receive the Executive Director Annual Report and approve the High level Strategic 2017/2018 Workplan Objectives Decision carried</p>
<p>8</p>	<p>Agency Business</p> <p>No report</p>
<p>9</p>	<p>Strategic Program and Planning (SPP) Committee Update</p> <p>No report.</p>
<p>10</p>	<p>Fundraising, Philanthropy, Communications Committee Update</p> <p>Patrick provided a verbal update from the last Committee meeting:</p> <p>The Firefly Pub in support of The 519 returns on March 17th from 4 – 11:00 PM in the Grand Ballroom at The 519.</p> <ul style="list-style-type: none"> • For a 2nd year in a row, we are offering a decidedly queer take on St. Patrick’s Day Celebrations • We encourage all members to: <ul style="list-style-type: none"> • Buy tickets and attend the event • Share information about the event on social media (twitter, Facebook) to encourage respective networks to attend
<p>11</p>	<p>Human Resources and Governance Committee</p> <p>Gwen provided an update on the Committee meeting noting that the priorities will be presented and that Committee work continues to review the Board evaluation strategy.</p> <p>The presentation included the following:</p> <p>The 519’s Human Resources Planning role includes:</p> <ul style="list-style-type: none"> • Provide overall strategic direction to the development and management of The 519’s Human Resources structures, Health and Safety policies, and other policy processes that:

- Foster a healthy work environment; and
- Assists the Board to ensure policy alignment with The 519's mandate, Strategic Plan and the City of Toronto policies were appropriate in the context of the Toronto Public Service By-law.

While the Board's Human Resources Planning includes:

- Provide overall strategic direction for the Board's Human Resources planning, recruitment and evaluation processes that:
- Meet the City's Public Appointment Policy requirements and the Board's overall commitment to diverse community representation; and
- Ensure highly skilled members who can effectively advance the work of The 519 and achieving and maintain high standards of Board performance.

Gwen continued noting a strategic priority for 2016/17 will be to support the implementation of the 519s Human Resource Framework with a particular focus on the Equity and Anti-Racism strategy. Other key priorities for the HR Committee include:

- The development of a 3-5 year action plan for the HR Committee;
- Assessing the capacity and educational needs of the Board, including the development of evaluation methods;
- Focus on supporting the development/implementation of the Trauma based framework for the 519;
- Identify priorities for Board recruitment and development;
- Support Board capacity around governance models;
- Integrating diversity and inclusion norms into Board processes;
- Supporting the ED and staff on key initiatives such as the 2016 Annual HR Report, staff demographics, etc;
- Assessing the capacity and educational needs of the Board, including the development of evaluation methods;
- Board Evaluation Framework - Q2 2017
- Board Survey - Q2 2017
- Governance Placemat - Q3 2017 (a visual presentation of the governance model)

Gwen invited the Board to contemplate the following questions as means to gather more insight as the Committee advances the Board survey evaluation planning.

- What is the value of identifying Board demographics and evaluating current perceptions of Board effectiveness?
- What resources and tools would support you in feeling that your time and input into the Board is useful, reflected in outcomes, and rewarding?
- What are the long term priorities which the Board should reflect in its decision making and everyday work?

Gwen concluded with a commitment for an update to be brought forward to the Board on the Board evaluation survey.

	<p>Jacob then motioned the Board to enter in-camera for Stacia to present the Annual Human Resources Report.</p> <p>Motion 1</p> <p>Moved by Alwin Kong Seconded by Tom Lewis That the Board enter in-camera to review the 2016 HR Annual Performance Report Decision carried</p> <p>Motion 2</p> <p>Moved by Patrick Gervais Seconded by David Morris That the Board exit in-camera Decision carried</p> <p>Motion 3</p> <p>Moved by Nichola Ward Seconded by Linda Booker That the Board receive the 2016 HR Annual Performance Report Decision carried</p>
<p>12</p>	<p>Finance Committee Update</p> <p>Tom provided an update on the February 14, 2017 Finance Committee meeting:</p> <ul style="list-style-type: none"> • The Committee will work with Stacia and the Auditor, who is assigned by the City to manage timelines and deliverables for the 2016 audit process. • The Committee requested that the Auditor present preliminary findings by March 20, 2017 to allow time for Finance Committee to review on or before Committee meeting of March 21, 2017. Stacia Kean to work with auditor to accommodate this request. Tom noted there is usually no 'review to edit' time between the report draft that is shared with The 519 and its submission to the City. • Tom noted this year is his last term as he plans to retire from the Board. He noted that while it is a pleasure to serve on the Board there will be a gap related to financial expertise and encourages the Nomination Committee and the Board to take this into consideration in the 2017-2018 Board recruitment process. The Board acknowledged Tom's expertise, contribution and the need to contemplate Tom's vacancy as an emerging priority for the next recruitment strategy. • Tom concluded noting that the first quarter Financial results to come in May/June.

	<p>Tom motioned for the Board to enter in-camera so that Stacia could present on the recommendation to receive and approve the IT RFP Contract Award Report; and, to authorize the Executive Director to:</p> <ol style="list-style-type: none"> 1. Enter into contract negotiations with recommended vendor based on RFP submission and the completion of the competitive process with the requirements that City legal prepares the service contract to the satisfaction of both parties; and 2. Sign the contract with the vendor for the provision of IT with the appropriate Board authorized signer to be included on the contract <p>Tom presented IT Services Procurement Recommendations Briefing Note. Stacia also highlighted the vendor of choice consistently performed well throughout the process – competitive price point, expertise, cultural fit, references. The recommended contract terms over lifetime of the contract exceeds the Executive Director’s signing authority.</p> <p>Motion 1</p> <p>Moved by Paul Jonathan Saguil Seconded by Nichola Ward That the Board to enter in-camera to receive the confidential report. Decision carried</p> <p>Motion 2</p> <p>Moved by Tom Lewis Seconded by Linda Booker That the Board to move out of in-camera Decision carried</p> <p>Motion 3</p> <p>Moved by Tom Lewis Seconded by David Morris That the Board, receive and approve the IT RFP Contract Award Report as presented in-camera and authorize the Executive Director to:</p> <ol style="list-style-type: none"> 1. Enter into contract negotiations with recommended vendor based on RFP submission and the completion of the competitive process with the requirements that City legal prepares the service contract to the satisfaction of both parties; and 2. Sign the contract with the vendor for the provision of IT with the appropriate Board authorized signer to be included on the contract <p>Decision carried</p>
<p>13</p>	<p>Other Business / Emerging Issues</p> <p>Jacob confirmed no further business.</p>



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14	<p>Adjournment</p> <p>Jacob adjourned the meeting at 8:00 pm.</p> <p>Motion Moved by Paul Jonathan Saguil Seconded by Alwin Kong That the Board adjourn the meeting Decision carried</p>
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Item	Attached Documents
2	<ul style="list-style-type: none"> • Agenda: Monday February 27, 2017
3	<ul style="list-style-type: none"> • Minutes: Monday January 30, 2017
6	<ul style="list-style-type: none"> • Board Recruitment Update Report (available at the meeting)
7	<ul style="list-style-type: none"> • Executive Director’s Annual Report and 2017/2018 Workplan Presentation (available at the meeting)
11	<ul style="list-style-type: none"> • February 13, 2017 Human Resources and Governance Committee Meeting Minutes • 2016 Annual HR Performance Report • Human Resources Committee Presentation and Questions
12	<ul style="list-style-type: none"> • February 14, 2017 Finance Committee Minutes • IT RFP Contract Award Report

***yellow highlight indicates in camera session**