



Minutes: Board of Management, Meeting 9 (2016-2017)

Monday June 12, 2017 6:30 PM

The 519, Room 204

Board

Chair	David Morris	Paul Jonathan Saguil	Biko Beuttah
Vice Chair	Gwen Benaway	Linda Booker	Justin Khan
Treasurer	Tom Lewis (regrets)	Nichola Ward	Paul Noble
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 (regrets)
Organizational Services, Director	Stacia Kean
Programs and Community Services A/Director	Lisa Gore Duplessis (regrets)
Senior Consultant, Knowledge Management	Monica Notaro

Item	Minutes
1	<p>Welcome</p> <p>David opened the meeting at 6:30 pm and welcomed everyone.</p>
2	<p>Approve Agenda</p> <p>David asked the Board to review and receive the Agenda for the Board Meeting of Monday June 12, 2017.</p> <p>Motion</p> <p>Moved by Nichola Ward Seconded by Justin Khan That the Board review and receive the Agenda for the Board Meeting of Monday June 12, 2017 Decision carried</p>
3	<p>Approve Meeting Minutes</p> <p>David asked the Board to review and approve the meeting Minutes of Monday May 29, 2017 with the correction to reflect that Paul Noble was not present.</p> <p>Motion</p> <p>Moved by Paul Saguil Seconded by Patrick Gervais That the Board review and approve the Meeting Minutes of Monday May 29, 2017 Decision carried</p>

4	<p>Declaration of Conflict of Interest(s)</p> <p>David confirmed no conflict of interest declared.</p>
5	<p>Chair Report /Executive Committee</p> <p>David promoted the training opportunities to volunteer on one of the shifts for Green Space Festival. The Board members can request a modified shift with Osmel Maynes.</p>
<p>Agency Business</p>	
6	<p>Executive Director Report</p> <p>Maura walked through the briefing note on recent incidents in Barbara Hall Park to provide information to the Board. Maura noted there seems to be rise in incidents in and around The 519. Maura emphasized that the Community Engagement Team is continuing to work on programming and interfacing with the Business Improvement Area, the Neighbourhood Association and Toronto Police Services.</p>
7	<p>Agency Business</p> <p>Maura presented the New Horizon Grant Application for motion.</p> <p>The following applications are recommended for approved by The 519 Board of Management. They are directly aligned with The 519's strategic priorities and consider budget pressures and administrative implications in 2016/2017. This project will fund program costs and will not create additional budget pressures. This funding is for supporting volunteers to do their work and not intended for staffing.</p> <p>The Grant is from Employment and Social Development Canada, New Horizons for Seniors. It is intended to expand our Friendly Phone program to include home visits through the development of a recruitment and training strategy and program pilot. The permitted and proposed amount to request is \$25,000 for a one time application that is due June 23, 2017.</p> <p>Motion</p> <p>Moved by Nichola Ward Seconded by Justin Khan That the Board to review and approve the New Horizon Grant application to expand our Friendly Phone program to include home visits through the development of a recruitment and training strategy and program pilot for the one time amount of \$25,000 Decision carried</p>

Committee Business	
8	<p>Strategic and Program Planning (SPP) Committee Update Becky</p> <p>No report</p>
9	<p>Fundraising, Philanthropy, Communications (FPC) Committee Update</p> <p>No report</p>
10	<p>Human Resources and Governance Committee</p> <p>Gwen walked through the committee work:</p> <ul style="list-style-type: none"> • Committee Minute Report • Board Evaluation Survey Recommendations • Board Recruitment Priorities for 2017-2018 <p>Committee Minutes Report:</p> <p>Briefing Note: Board Evaluation Survey – Administration Options</p> <p>Gwen noted that with Board feedback was incorporated in the next steps articulated in the Briefing Note and reviewed the options to either administer the survey internally using Survey Monkey (Option 1), or externally through a 3rd Party Service Provider (Option 2). Costing was included in these options.</p> <p>The committee reviewed and discussed Options 1 and 2. The Committee decided to recommend Option 1 – Internal Administration of Board Evaluation Survey for Board approval. The committee agreed that this option was reasonable, addressed the issues identified regarding confidentiality, cost effective, low risk, and provided the greatest flexibility in data analysis.</p> <p>The committee decided to bring forward the survey questions to the Board for review and approval. Information will be added to the Briefing Note to clarify the difference between a transitory and business record.</p> <p>The 519 will assign unique Board email addresses that will not be linked to the individual to maintain anonymity. The feedback portion of the survey will also be separated from the personal information questions. Gwen noted that the Committee prefers the internal survey management rather than third party as there was not a demonstrated and significant difference in contracting a third party vendor except for the additional cost.</p> <p>Gwen noted that raw data would be moved into an aggregate report allowing for the raw data to be destroyed as a transitory record.</p>

Stacia overviewed the process charts that present the flow of data.

Maura noted that the raw data could not be an ongoing business record used as trend analysis information for time over time reports once destroyed. Once the Board passes the report, the raw data can be destroyed as transitory records. Alwin noted that trend analysis could not be completed with the destruction of raw data which is just a consideration for the Board to remember in their contemplation.

When considering the confidentiality of the information collected, the Committee agreed to de-coupling the demographic information from the Board evaluation questions. Two separate surveys and links will be created and distributed.

The committee decided that The 519s' server met the security requirements as did the servers used by Survey Monkey for the temporary storage of raw data. The Committee agreed that the final aggregate level report approved by the Committee and Board would be shared publicly after it received Board approval. At both the Committee and Board level, the proposed aggregate level report will be reviewed and discussed in camera due to the potential HR, Legal, and sensitivity of data considerations, and will move out of camera to motion on approval of the final aggregate level report.

The committee agreed that Board members would be assigned individual, anonymous emails and identification numbers to be used when responding to the survey. They also agreed that these emails and identification numbers would be created and distributed by the Senior Consultant, Knowledge Management and that the raw data would be analyzed and reported on by the Director of Organizational Services in consultation with the Executive Director. The committee agreed that as the raw data is a transitory record, it will be destroyed upon final approval of the Board Evaluation Report.

Barbara Hall Park Incidents

As we have reported over the past year there are a number of concerns issues and incidents occurring in and around Barbara Hall Park. There are a number of community safety meetings occurring with Councillor Wong-Tam, the CWBIA, the CWNA, Toronto Police Services and The 519 has dedicated staff attending the meetings as well.

Recently, there were two serious incidents in the park that the Board should be aware of:

1. On June 1, 2017, an individual hung a Confederate Flag on our building construction material and made several inflammatory remarks to staff, security and members of the community – this individual left the park (with his flag) before any additional intervention was possible. The police were called and the individual received a number of citations for violating City Park

rules.

2. On June 5, 2017 there was a serious incident in the park. An emergency call was placed by a park user who spotted someone they determined was in need of emergency assistance. The emergency response team worked on the person in the park but we subsequently learned that despite their efforts, the person passed away. At this time it is not clear what happened to the individual. It is under police investigation because the circumstances were suspicious. Toronto Police Services officially requested access to our CCTV footage which was provided under MFIPPA requirements. Our Senior, Director, Community Programs and Services has been in contact with 51 Division and has asked them to keep us informed of any new developments.

Members of our staff team and community have reported to us that there has been an increase in racist, homophobic, and transphobic incidents in the village over the past several weeks. We distributed a social media statement regarding item one above and encouraged community members to report incidents of violence, homophobia, biphobia, transphobia, and racism and provided a range of information on how to report including seeking support. We will continue to track, respond and report issues.

The BIA and police services have also recently released a poster encouraging people to call 911 and report the issues.

The 519 will continue to work to advance our community engagement plans while reviewing/responding to safety issues in conjunction with the CWNA, CW-BIA, the Toronto Police Service and local Councillor.

Business Process Charts – Administration Options

As per the request from the Committee on March 13, 2017 – staff liaison prepared Business Process Charts as supplemental material to the Briefing Note: Board Evaluation Survey – Administration Options.

Nominations Committee – Recommendations

The committee discussed priorities for 2017 Board recruitment, Nominations Process. To ensure the Board has the correct mix of technical skills, the committee agreed on recruiting priorities in the areas of: financial expertise (current Chair, Finance Committee term expires September 2017), fundraising, philanthropy and strategic communications.

To meet the strategic priorities of The 519s Anti-Racism and Equity work, the Committee decided that a focus should continue to be on recruiting members from diverse communities including indigenous, women, trans, ethnically diverse, and seniors.

Staff Liaison to update the Board Recruitment Priorities 2018/2019 for presentation at the Board meeting on June 12, 2017.

Board Survey:

Context

The purpose of the Human Resources Committee is to provide overall strategic direction to the development and management of policies 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.

The Committee provides 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, ensuring highly skilled members who can effectively advance the work of The 519 and achieving and maintain high standards of Board performance.

Board Evaluation Framework

On March 27, 2017, The 519 Board of Management passed a motion to approve the draft Board Evaluation Framework policy (with minor amendments – attached) and asked staff to investigate options to enhance:

- Confidentiality;
- the protection of personal identifying information;
- capability to complete comprehensive analysis;
- data storage; and
- the cost implications for engaging a third party to administer the survey and collect responses and then report back at an upcoming Committee meeting.

The following provides a high level summary of the findings and considerations:

Considerations: Access to Information and Protection of Privacy

As with all information, The 519 is subject to the provisions under the Municipal Freedom of Information Privacy and Protection Act (MFIPPA).

The 519 if requested is obliged to share the personal identifying information of employees, placement students, volunteers, contractors and Board members working on behalf of The 519 unless there is concern for harm toward the person or the request interferes with a law enforcement process. Information collected about the Board is held at a minimum of 10 years to indefinitely and records more than twenty years old are not exempt from disclosure.

Given these implications as part of this review, The 519 consulted with John Searle, Senior Information Analyst with the City of Toronto's Corporate Information Management Services who advised the following:

- In the decision to outsource the administration of a survey, it is important to consider that data is more secure when it is stored on an internal server. Though there are advantages in terms of time and expertise when outsourcing, when engaging a 3rd Party company that company becomes privy to potentially sensitive information.
- If the Board chooses to go this route in order to mitigate this risk, it is recommended that we eliminate any personal information (i.e. name, email, home address). This can be done by creating twelve (current number of Board members), new email accounts and issuing these too Board members, along with an individual number from 1-12 to use when responding to the survey. The Board members would then complete the online survey using their assigned email address and number. In this way, privacy concerns are significantly reduced as the 3rd party is not collecting any information attached to an individual's name. Staff would still know the assigned numbers
- As a result given the survey results do not include personal information responses are collected for the purposes of creating a business record (at an aggregate level report) and are treated as a transitory record¹. These transitory records can then be deleted immediately upon completion of the aggregate level report.
- In this circumstance the deletion of these records can occur in either scenario (whether the survey is administered in-house or outsourced to a 3rd party).
- The City did not have a recommendation with regards to administering the survey in house or through a 3rd party, instead, urged the Committee to consider the decision in the context of the security of data storage.

Options for Survey Administration

The Director, Organizational Services looked at two primary options including the current strategy to collect Board evaluation feedback through Survey Monkey and an out-sourced vendor to get a better sense of the functionality, methods to protect confidential personal information, data storage, and costs in either scenario.

Option 1: Survey Monkey

Survey Monkey is a popular online tool that facilitates the development, administration, collection of surveys. Historically, the 519 used Survey Monkey to collect Board evaluation feedback.

The survey questions can be easily uploaded by designated staff and distributed

directly to respondents via a web-link. The survey administrator has the option to create Anonymous Responses so that they won't include identifying information as email address or IP address.

All Survey Monkey user data, include Wufoo, TechValidate, Survey Monkey Intelligence, is stored on servers located in the United States. Survey Monkey retains data associated with user accounts, including the information and survey data provided through the respondents, for as long as we would have a Survey Monkey account. Data can be deleted by those with administrative rights. Residual copies of deleted data may remain on backup as permitted by law. This data generally disappears after 12 months as old backup media gets overwritten with newer backups.

There are no additional costs to administering a survey with Survey Monkey using our basic account which The 519 purchases on an annual basis for \$500. There is an option to upgrade to a professional account that provides enhanced reporting, analytics and presentation tools for a cost of \$30/month however this is not required in order to activate the option of Anonymous Responses or complete the analysis. In this option, designated staff will have access to the survey respondents' responses in raw data which can be downloaded to our servers and deleted in Survey Monkey. This will allow staff to complete the report and allow the HR Committee to request additional analysis for no additional cost.

There is the potential for staff to correlate someone's personal information with their survey responses but this implication is reduced if we assign user emails from someone who isn't responsible for analyzing the data. That way the direct connection cannot be established. The demographic survey component could also be administered completely separately as well further reducing the connection to individual Board members.

Cost: \$500 pro-rated

Staff time for Director, Organizational Services to complete the report

Business Process Map: Option 1: Survey Administered Internally

Option 2: External 3rd Party Vendor – Basic Package

In this option, The 519 would retain a 3rd party service provider to administer the survey, collect the responses, and provide a report back to the HR and Governance Committee at an aggregate level. Staff of The 519 as well as the HR and Governance Committee would not have access to the raw data.

Data would be stored on a Canadian Server located in Ontario. There are 2 options available for data storage. The first is the "Secure Storage Option" whereby the company password protects the data and retains it on a secure off-line server, this

way data and survey results can be referenced if needed in the future (for instance, if we wanted to conduct a follow-up survey in 1 year we could then show Year-over-Year results). In this option, while the company would retain the data there would be no personal or corporate data associated with the file, so it would be meaningless data without the survey or other key reference items.

The second option is "Delete and Purge" where if requested, and upon authorization, the company will fully purge all data from their system. Once the data is purged, they would not be able to complete additional analysis in the future in terms of reporting.

An initial quote was sought to get a general ball-park sense of costs. We consulted our IT procurement specialist who recommended Flex Surveys. The estimated cost for the basic survey analysis and report is \$3,000 and \$6,000 for a more comprehensive analysis should the HR Committee want to complete additional analysis. Given the estimated costs we would need to secure two additional quotes.

In this option as in the first, Board members should be assigned a non-identifying email to complete the survey which will further enhance protections and permit the deletion of the transitory records.

Cost: \$3,000-6,000 (depending on the detailed analysis)

Staff time for Director, Organizational Services to liaise with the Vendor on required analysis

Business Process Map: Option 2: Survey Administered Externally

Timeline Considerations/Next Steps

The Board approved Board Evaluation Framework Policy requires that the survey the Board Evaluation process will be administered annually based on optimal timing – no later than August of each term (Frequency, pg. 2).

In order to meet these timelines for 2017, the following deliverables will need to be met:

June 6th, 2017

HR and Governance Committee will review the survey administration options and make a decision to bring forward to the Board of Management meeting on June 12th.

June 12th, 2017

Board to receive and approve the Recommended Option for Survey Administration.

June 15th- July 15th, 2017

Staff Liaison to work with recommended option and approved survey questions to develop survey instrument.

July 15th – July 30th, 2017 (including reminders)

Survey distributed to Board members, Board members complete survey.

August 1st – 30th, 2017

Survey results reviewed, analyzed and report prepared for review at September 12th, 2017 HRG Committee Meeting.

September 12th, 2017

HRG Committee receive the initial report and analyze results – there may be other revisions required before presented to the Board which may delay the reporting out to the Board.

September 25th or October 30, 2017 (subject to revisions)

Results, analysis and recommendations from the Board Evaluation Survey presented to the Board of Management.

HR Governance Decision Making Considerations:

Recommendation

DRAFT BOARD MOTION from the Human Resources and Governance Committee meeting on June 6, 2017

Human Resources and Governance Committee			
Item #10	Human Resources and Governance Committee Update <ul style="list-style-type: none"> Board Evaluation Survey Recommendations Report 	Benaway, Chair / Maura Lawless / Stacia Kean (Staff Liaisons)	INFORMATION: HRC Board Evaluation Survey Report MOTION: Review and approve the HRC Board Evaluation Survey Recommendations

Specifically, the motion is detailed below:

Motion 1

Moved by Paul Noble

Seconded by Paul Saguil

That the Board of Management of The 519 approve the HRC Evaluation Survey recommendation Option 1. Survey Monkey subject to the following conditions:

- That the HRC committee bring forward the Board Evaluation survey questions to the Board for review and approval;

- That the demographic information be de-coupled from the evaluation questions and that two separate surveys and links will be created and distributed;
- That Board members will be assigned individual, anonymous emails and identification numbers to be used when responding to the survey;
- That the aggregate level report be reviewed and discussed in camera due to the potential HR, Legal, and sensitivity of data considerations, and will move out of camera to motion on approval of the final aggregate level report ;
- That transitory record (raw data), is destroyed upon final approval of the Board Evaluation Report as per City of Toronto Requirements.

Decision carried

2017/2018 Board Recruitment Priorities

Gwen walked the Board through the link between the HRG Committee and the Nomination Committee as HRG provides the direction for priorities while the Nomination Committee works to fulfill these priorities. Gwen noted that separation of aboriginal membership priorities; the interest to continue to increase in philanthropic leadership; the gap with Tom's retirement from the Board and his financial expertise; the re-emphasis on community leadership, noting the early departure of Jacob who filled this role well; and the continued emphasis on priorities.

Patrick noted that the Board could contemplate including professional and educational priorities. Paul noted that the term diversity could be applied with a different term to more fully represent the intent of inclusion and the distinction between finance and accounting.

The Board contemplated the term of 'diversity' and Maura reminded the Board this is at their discretion and that staff can look at language such as equity and inclusion as historically The 519 aimed to be intentional in committing to diversity and this does not prohibit current and future changes. The term 'diversity' may not clearly understood as intended or applied.

2018/2019 Board Recruitment Priorities

The 519 is committed to the health, happiness and full participation of the LGBTQ community. A City of Toronto agency with an innovative model of Service, Space and Leadership, we strive to make a real difference in people's lives, while working to promote inclusion, understanding and respect.

The Board of Management is currently seeking candidates who support the mission and mandate of The 519. Our 2017/2018 organizational strategic objectives* are outlined below. On The 519's major initiatives includes developing a robust Anti-Racism and Equity Strategy and in line with that commitment we are seeking Board members who possess a strong mix of skills, knowledge and experience, who will champion our work and reflect the diversity of the communities The 519 we work

with in service and partnership.

The Nomination Committee will maintain communication with the Board.

Diversity Priorities include continuing to advance the representation of:

- Individuals from a cross-section of age groups
- Members of diverse racial and ethno-cultural communities
- Members from Indigenous communities
- Women
- Trans people

Skill and Experience Priorities include:

Primary focus for 2017-2018

Deep understanding and demonstrated competencies in:

- High degree of competence in Finance, particularly in relation to managing fiscal responsibilities at a Board level
- Senior working level experience in leading Philanthropy and Fundraising
 - sharing knowledge; leveraging extended networks; innovation; use of technology in fund development
- Strategic communications
- Community and neighbourhood development / planning

Candidates must also satisfy eligibility criteria established by the City of Toronto Public Appointments Policy and The 519's Constitution. Candidates must:

- Be over the age of 18
- Be a resident of the City of Toronto (residency including living in the City of Toronto, owning or tenancing land there, or being the spouse of an owner or tenant)
- Be a current member of The 519. At least 6 of the 11 elected members must reside in The 519's catchment area. The catchment area is founded by Bay, Bloor, Parliament and Gerrard Streets.
- Not be in a restricted category as defined in the Public Appointments Policy

2017-2018 Vacancies

There are 6 vacancies for the 2017-2018 Board

- 3 of which are catchment
- 3 could be non catchment

	<p>Motion 2</p> <p>Moved by Alwin Kong Seconded by Patrick Gervais That the Board reviewed and approved the Board Recruitment Priorities for 2017-2018 reflecting that candidates demonstrate deep understanding and demonstrated competencies in:</p> <ul style="list-style-type: none"> • High degree of competence in Finance, particularly in relation to managing fiscal responsibilities at a Board level • Senior working level experience in leading Philanthropy and Fundraising <ul style="list-style-type: none"> • sharing knowledge; leveraging extended networks; innovation; use of technology in fund development • Strategic communications • Community and neighbourhood development / planning <p>Decision carried</p>
<p>11</p>	<p>Finance Committee Update - In camera</p> <p>David reviewed the In camera Minutes of the May 29, 2017 meeting for approval:</p> <p>Motion 1</p> <p>Moved by Nichola Ward Seconded by Paul Saguil That the Board enter in camera to review and approve the In camera Minutes of May 29, 2017 Decision carried</p> <p>Motion 2</p> <p>Moved by Nichola Ward Seconded by Gwen Benaway That the Board exit in camera to approve the In camera Minutes of May 29, 2017 Decision carried</p> <p>Motion 3</p> <p>Moved by Nichola Ward Seconded by Gwen Benaway That the Board to review and approve the In camera Minutes of May 29, 2017 Decision carried</p>
<p>12</p>	<p>Other Business / Emerging Issues</p>

13	<p>Adjournment</p> <p>David adjourned the meeting at</p> <p>Motion</p> <p>Moved by Nichola Ward Seconded by Justin Khan 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 June 12, 2017
3	<ul style="list-style-type: none"> • Minutes: Monday May 29, 2017 • In-camera Meeting Minutes for May 29, 2017
7	<ul style="list-style-type: none"> • New Horizon for Seniors Grant Application Proposal
10	<ul style="list-style-type: none"> • Human Resources and Governance Committee Minutes Update • Briefing Note on Barbara Hall Parks Incidents • Board Evaluation Survey Report and Recommended Options with Draft Motion • Board Recruitment Priorities

***yellow highlight indicates in camera session**