



Minutes: Board of Management, Meeting 11 (2016-2017)

Monday September 18, 2017 6:30 PM

The 519, Room 204

Board

Chair	David Morris	Paul Jonathan Saguil (regrets)	
Vice Chair	Gwen Benaway (regrets)	Linda Booker (regrets)	Paul Noble
Treasurer	Tom Lewis	Nichola Ward	Justin Khan
Secretary	Alwin Kong	Patrick Gervais	Biko Beauttah
Ex-Officio	Councillor, Kristyn Wong-Tam (absent)		

The 519

Executive Director	Maura Lawless
Programs and Community Services, Senior Director	Becky McFarlane
Philanthropy, Director	Stacy Kelly
Programs and Community Services, Director	Lisa Gore Duplessis (regrets)
Senior Consultant, Knowledge Management	Monica Notaro (absent)
Communications and Fund Development, Manager	Soofia Mahmood (minutes)
Coordinator, Refugee Support Services	Polina Rakina
Guests (Board candidates)	Pam Hrick, Sam Latham, Tom Warner, Ali Khan

Item	Minutes
1	<p>Welcome and Introductions David opened the meeting at 6:30 pm, welcomed everyone and asked for introductions.</p>
2	<p>Approve Agenda David asked the Board to review and amend agenda for the Board Meeting of Monday, September 18, 2017.</p> <ul style="list-style-type: none"> • Move in-camera session to agenda item number 11. • Move item number 7 (Agency Business) up to agenda item number 5. <p>Motion</p> <p>Moved by: Tom Lewis Seconded by: Justin Khan That the Board agreed to approve the amended agenda for the Board Meeting of Monday, September 18, 2017.</p> <p>Decision: carried</p>
3	<p>Approve Meeting Minutes</p> <p>David requested the Board to review and approve the meeting Minutes of Monday August 28, 2017 with one amendment that marks Gwen Benaway absent.</p>

	<p>Motion</p> <p>Moved by Paul Noble Seconded by Nichola Ward That the Board review, amend, and approve the meeting minutes and in-camera minutes of Monday August 28, 2017 Decision carried</p>
<p>4</p>	<p>Declaration of Conflict of Interest(s)</p> <p>David confirmed no conflict of interest declared.</p>
<p>5</p>	<p>Agency Business</p> <p>Polina Rakina presented the Chechen Government Assisted Refugees (GARS) Project Report:</p> <ul style="list-style-type: none"> • Number of GARS from Chechnya who are being provided settlement support at The 519, and the expected increase over the course. • Details of settlement supports being offered by The 519 include: <ul style="list-style-type: none"> • Language assistance including translation of all materials and documents • Orientation to culture, country, processes, and rights • Housing and trauma-informed counselling support • Volunteering opportunities • Safety and security orientation • Social engagement activities • Partnership with Rainbow Railroad as a funding partner for this program. Maura added that the contract and scope of work is being negotiated and will inform the capacity and funding model once finalized. <p>Becky emphasized the importance of language and counselling barriers being faced by these participants and the security risks being faced. Protecting their privacy is crucial to the success of this program.</p> <p>Questions put forward:</p> <ul style="list-style-type: none"> ○ Inquired about the composition of the group in terms of gender identification and religious beliefs. ○ Suggested to include training 'Creating Authentic Spaces' for the group. Advice appreciated and noted by staff. ○ Inquired about the process of volunteer training and whether it will be customized to fast-track their induction. Maura responded that we are working on defining all pieces with all considerations, especially security and confidentiality. ○ Inquired about more GARS arriving and The 519's role in expanding

	<p>settlement services to accommodate all? Maura responded that The 519 will provide settlement support to the existing GARS and the ones anticipated to arrive.</p> <ul style="list-style-type: none"> o Advised to set up train the trainer approach (similar to The 519's other refugee service model) with the current GARS to improve capacity for the anticipated arrivals in future – to help overcome language barriers.
<p>6</p>	<p>Chair Report / Executive Committee</p> <p>David asked to amend board meeting schedule for the next meeting. It will be prudent to ask the new board members about the schedule post elections. Request to pass motion to hold next board meeting (post AGM) on October 30, 2017.</p> <p>Motion: Moved by: Nichola Ward Seconded by: Justin Khan That the Board agrees to schedule the next Board meeting for October 30, 2017 and decide the schedule in consultation with the new elected board members. Decision carried.</p> <p>David and Maura briefly discussed the 2018 Recommended Operating Capital Budget Development Principles and shared supporting briefing note:</p> <p>David explained the components of our operating budgets:</p> <ol style="list-style-type: none"> 1. Core City of Toronto budget prepared in June-August of each year. This budget funds the basic administration, facility, utilities and cleaning/maintenance costs of The 519 and is subject to Council approval 2. Program Budget – This is the budget the Board is responsible to approve based on its mandate and service delivery priorities (government grants, fundraising, foundations, special events, productive enterprises. This budget is not subject to Council approval but The 519 may be asked to report out on it on an annual basis under the Relationship Framework. <p>Maura presented the organizational budget development principles document recommended by the Executive Committee – highlights including:</p> <ul style="list-style-type: none"> • Provide high quality programs and services that support the community and achieve the Centre's Strategic Action Plan and departmental work plans • Ensure staff and the organization have the resources to safely, effectively and efficiently do our work • Increase and or realign the operating budget where possible to respond to community need and or new opportunities including priority services such as Refugees/Newcomers. • Identify budget impacts to complete the Anti-Racism and Equity work as well as

	<p>costs to commence a Strategic Planning process</p> <ul style="list-style-type: none"> • Business cases must establish the need/opportunity and cost implications and funding sources including the long-term benefit and financial impact of a new ask. • As we embrace philanthropy as an important part of our organizational work culture, develop operating budgets based upon reasonable fundraising and donation goals - even though this money is not guaranteed. • Implement budget and operating frameworks that support a culture of public service excellence - including valuing, protecting and maximizing the use of our assets and resources in accordance with Public Service values of ethical behaviour, integrity, equity, cultural diversity, social inclusion, equity, anti-racism, accountability and include setting aside funds that support professional development and mandatory training requirements • Examine new fees to determine whether or not we should increase fees ensuring cost recovery for catering/events/building clean-up, etc. <p>Maura further explained the strategic priorities for 2018 budget:</p> <ul style="list-style-type: none"> • Expanded Community Engagement Focus, Moss Park Project (see section 7 for details) • Community Programs and Services with focus on anti-racism and equity engagement plan at the programmatic level, and expanding 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. Maura added that we need to develop program budgets according to needs and demands of the communities we serve. The Refugees and Newcomers Support and Settlement programs are our most significant priority in response to the needs observed and identified. • 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 Maura mentioned the added capacity to support this priority, with a new Director Philanthropy and Manager Communications added to the team. <p>Additional technical directions for budget development, including:</p> <ul style="list-style-type: none"> • Prepare a balanced or surplus annual consolidated budget • Exercise cost constraint wherever possible and seek opportunities for cost savings (ex. bulk food ordering, organizational realignment, gapping etc.) • Identify opportunities to reduce expenses from fundraising events and maximize earnings to fund community programs, services and The 519's infrastructure • Gapping target for 2018 is -2% Salary / Benefits against overall Sal/Ben costs (gapping means the potential for savings based upon non-or partially filled positions throughout the year)
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

David reviewed 2018 Consolidated budget submission dates.	
2018 Consolidated Budget Submission Dates:	
Date	Activity
September 8-15, 2017	Department Directors and Managers review existing budget excel spreadsheet and identify any recommended cost centre changes and / or other applicable changes to budget formats
September 18, 2017	Finance Department to finalize budget submission templates, insert projected Sal and Ben costs with COLA, Merit and any Other known inflationary factors (i.e. IT service contract changes)
September 18, 2017	Board Meeting to approve 2018 Budget principles and timelines report – via Exec Committee
September 18, 2017	Distribution of 2018 Budget Submission Forms to all Department Heads for completion with budget directions regarding 2018 targets and business planning processes
September 18 – October 12, 2017	Budget Development and internal departmental review and approvals. Directors meet with the Manager, Finance and ED in the development of their budgets
October 12, 2017	Budgets to be submitted to Finance by 4:30pm
October 23, 2017	Budget Consolidation (Core and Program) – 1 st draft for ED review
November 6, 2017	Budget Consolidation – Final and Distribution to Directors
Nov 13-14, 2017	Final Recommended Operating Budget for Committee – Distribution to Board Finance Committee
November 20 - 22, 2017 (subject to Committee availability)	Finance Committee Review of Recommended Budget
November 23- December 5, 2017	Finalize Recommended 2018 Budget including any amendments from Finance Committee
December 5, 2017 (TBD)	Distribute 2018 Recommended Budget in Board package
December 11, 2017	Board Review of 2018 Recommended Budget for approval

	(TBD)	
	February 2018	Release of Final Board Approved Operating Budgets subject to Council approval of Core Budget and Final Data Entry
<p>Motion</p> <p>Moved by Tom Lewis Seconded by Paul Noble That the Board approve the 2018 Operating and Capital Budget Development Principles as outlined in the staff report. Decision carried</p>		
Agency Business		
7	<p>Executive Director Report</p> <p>Maura provided a brief update on the Moss Park project – highlights:</p> <ul style="list-style-type: none"> • Over the past two years The 519, in partnership with the City of Toronto and a private philanthropic partner have been undertaking a feasibility study (under Council direction) looking at the revitalization of Moss Park John Innis Community Centre, the Arena and surrounding parklands. <p>Some key updates include:</p> <ul style="list-style-type: none"> • City of Toronto has engaged senior staff (DCM and CCO) and established a coordinated process to review the findings and determine next steps including reporting to Council on the results of the feasibility study • The review process is also considering key gating issues including governance, final proposed site design and cost • City of Toronto is flowing funds to The 519 to retain Lorne Cappe, as the Project Liaison through the review process • Community feedback, site design, governance and financial viability is being considered through this process • The 519 has secured funding from Metcalfe to hire a Senior Consultant, Community Economic Development who will lead the development of a community-led and neighbourhood-based social procurement and local economic development strategy for Moss Park. The position will interface with relevant project partners, the project leadership team and will play a vital role in tracking and intersecting key community benefit, social procurement, and economic development opportunities into the project as well as facilitating meaningful opportunities for residents to engage in priority setting processes. It is expected that this work will start in October so it can be considered in the review findings given it's a project priority. <p>Maura directed members to More Moss Park website for more information.</p> <p>She also highlighted that while the process of feasibility study has been prolonged, our</p>	

	<p>relationship with the community remains strong. After completing an extensive innovative community consultation process to inform design and community priorities (1,800+ people, 2,500 conversations), The 519 continues to maintain and develop relationships with the communities. Community Engagement team is working with John Innes CRC to engage families through various activities including sports activities, back to school bash, math tutoring program, community crafting programs and so on.</p> <p>Maura also highlighted that we have worked to develop a partnership with the Indigenous Place Making Council should the project proceed.</p> <p>Next Steps discussed:</p> <ul style="list-style-type: none"> • Financial viability and architectural designs under discussion. Our consultation with the communities incorporated the needs identified, which are under discussion and review. Work in partnership with the Project Team to complete the feasibility study and address gating issues (on-going – 2018 Q1) • It is important to The 519 to have community-led/informed social procurement and local economic development strategy. With funding from Metcalf, we will be able to hire Senior Project Consultant to support this objective. We are waiting for City's approval before announcing the position. • Executive Director will continue to represent on the executive project steering committee. Current indications suggest that we will be presenting to the council in Q1 2018 and will be updating the board as we move forward. <p>Questions:</p> <p>Requested to clarify Metcalf's involvement in the project.</p> <p>Becky elaborated that we have received funding through Metcalf's local economy funding stream in response to our proposal for this project, as a potential way to advance local economic development strategy. This position funded by this stream, will incorporate the City's social procurement policies within our RFP's to support local economy of the area.</p> <p>Requested to consider sharing the update report with the outside members of the advisory committee, as it would keep them engaged in the conversation. They were helpful in the early stages of the project.</p>
Committee Business	
8	Strategic and Program Planning (SPP) Committee Update Becky No report.
9	Fundraising, Philanthropy, Communications (FPC) Committee Update

Patrick Gervais presented 2017 Green Space Festival Report:

Considering some of the challenges in 2017, The 519's ninth annual Green Space Festival – hosted June 22 to 26, 2017 – continued to be a success. This year's Festival netted \$.477 which is below the approved operating budget of \$.485. It should be noted that there were two significant factors that contributed to the slight shortfall – namely venue and date (more detailed provided below).

One of the main issues this year that impacted the overall success of the Festival was the relocation of Treehouse from the Ryerson Quad to 202 Jarvis. Ryerson initially committed to providing the Quad but in early spring 2017 informed the 519 that the site would no longer be available. The 519 attempted to secure other sites/locations that could provide a similar experience as the Quad but they were not approved by the Councillor.

The 202 Jarvis location was not an ideal location. It did not have the same feel as our Green Space events have historically, and we received a number of noise complaints from the neighbours. As requested by the Councillor we did hold a public meeting and invited over 3,000 neighbours through Canada mail-out post to attend a pre-meeting to discuss the event but no one attended the meeting.

Additionally, as a result of Canada Day celebrations, 2017 Pride was moved to the week prior which meant that Pride Toronto was competing with other major Festivals such as NY Pride. We believe this impacted the overall attendance at the events as well.

Ryerson has also informed us that the Quad will no longer be an option moving forward. The 519 will need to make some significant decisions on whether or not we can continue to host TreeHouse off-site. It has been difficult to find a suitable replacement location. We would need to secure political support if we are going to be able to find another location.

At this time indications suggest that 2018 Pride will move back to the long weekend in July which should help in increasing the number of tourists to the events.

Patrick thanked Ian, Festival Producer, and NATIONAL PR firm for successful promotion of the festival through social and traditional media.

David suggested to everyone to list potential venues utilizing our contacts and present to Maura with recommendations.

Maura thanked board members and mentioned that we look forward to venue recommendations by the board, and requested them to play a role in reaching out to the council once viable venues have been identified.

Maura also informed the board that we will be hosting our annual donor event in late

	<p>November – connecting to our major donors and Club 519 to thank them, and getting feedback to make better informed decisions moving forward.</p>
<p>10</p>	<p>Human Resources and Governance Committee No report</p>
<p>11</p>	<p>Nomination Committee Update</p> <p>Tom shared the report on Nominations Committee Process and AGM Updates, and informed that Justin, Tom and Gwen are nominations committee members.</p> <p>13 individuals have expressed interest and will be met with in the next 2 days. The report lays out recruiting priorities approved by the board and reflects the needs of the organization.</p> <p>Tom advised attendees to review report and invited questions/suggestions.</p> <p>In-camera meeting:</p> <ul style="list-style-type: none"> • Reference to Open meeting (Relationship Framework Articles 6.3.2 and 6.3.3) <p><i>6.3.2 A Board meeting or part of a meeting may be closed to the public where (a) the subject matter being considered is a matter set out in section 190 of the City of Toronto Act or (b) no member of the Board discusses or otherwise deals with any matter in a way that materially advances the business or decision making of the Board.</i></p> <p><i>6.3.3 Before holding a meeting or part of a meeting that is closed to the public, the Board must adopt a resolution approving a closed meeting and the general nature of the matter to be considered at the closed meeting.</i></p> <ul style="list-style-type: none"> • Nominees Bio's to be personally reviewed by each member during in-camera session without discussion. • Board candidates attending meeting as guests exited the meeting. • Director Philanthropy Stacy Kelly exited the meeting. • Amend in-camera minutes of board meeting on August 28 to reflect that Gwen was absent <p>Motion 1</p> <p>Moved by : Nichola Ward Seconded by : Paul Noble That the Board enters in-camera session Decision carried</p>

	<p>Motion 2</p> <p>Moved by : Justin Khan Seconded by : Nichola Ward That the Board exits in-camera session Decision carried</p> <p>Motion 3</p> <p>Moved by: Alwin Kong Seconded by: Tom Lewis That the in-camera minutes from board meeting on August 28, 2017 to be amended to reflect Gwen as absent Decision carried</p>
12	<p>Finance Committee Update No report</p>
13	<p>Other Business / Emerging Issues David formally acknowledged and thank both Tom Lewis and Alwin Kong for their contributions as Board members and wish them well.</p>
14	<p>Adjournment</p> <p>David called for a motion to adjourn the meeting at 7:40 pm.</p> <p>Motion</p> <p>Moved by Tom Lewis Seconded by Alwin Kong That the Board adjourn the meeting Decision carried</p>

***yellow highlight indicates in camera session**