



**MINUTES: Board of Management, Meeting 2 (2025-2026)**  
 Monday, December 8, 2025 @ 6:30 - 8:30 PM, Hybrid via Zoom & Room #304

**Board Members**

<b>Chair:</b> Tom Spence	Bobby Hrehoruk	Juan Camilo Rendon Ocampo
<b>Vice-Chair:</b> Zoe Robinson	Victor Huynh	Jaris Swidrovich
<b>Secretary:</b> Erika Voaklander	Natalie Miller	Dennis Yu
<b>Treasurer:</b> Vanshika Dhawan	Mohamed Omar	
<b>Ex-Officio:</b> Councillor Chris Moise (absent)		

**The 519**

<b>Executive Director</b>	Maura Lawless
<b>Director, Finance</b>	Maria Martinez
<b>Director, Legal Initiatives</b>	Johanna Macdonald
<b>Director, Housing Advocacy and Support Services</b>	Martha Singh Jennings
<b>Director, Philanthropy</b>	Aniska Ali
<b>Manager, Strategic and Executive Planning (minutes)</b>	Laura Gibbon

**Guests:** Stanley Jonathan (Councillor Moise’s Office)

Item	Minutes
<b>BD-2.1</b>	<b>Welcome and Introductions</b> – Tom Spence (Chair) Tom Spence opened the meeting at 6:30 PM and led a round of introductions.
<b>2BD-2.2</b>	<b>Land Acknowledgement</b> – Tom Spence (Chair) Mohamed Omar delivered a land acknowledgement.
<b>BD-2.3</b>	<b>Approve Agenda</b> – Tom Spence (Chair) Tom Spence requested the Board to review the agenda for the Board Meeting of December 8, 2025.  <b>MOTION 2.3:</b> To approve the agenda for the Board Meeting of December 8, 2025.  <b>Moved by:</b> Jaris Swidrovich  <b>That</b> the Board of Management approve the agenda for the Board Meeting of December 8, 2025.  <b>Recorded vote:</b> Unanimous Vanshika Dhawan Bobby Hrehoruk Victor Huynh Natalie Miller Mohamed Omar Juan Camilo Rendon Ocampo Zoe Robinson Tom Spence Jaris Swidrovich Erika Voaklander



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	<p>Dennis Yu</p> <p><b>Decision</b> carried</p>
<b>BD-2.4</b>	<p><b>Declaration of Conflict of Interest(s)</b> – Tom Spence (Chair)                  Tom Spence confirmed no conflicts of interest were declared.</p>
<b>BD-2.5</b>	<p><b>Approval Meeting Minutes</b> – Tom Spence (Chair)</p> <p style="text-align: center;"><b>2.5.1 November 3, 2025 Meeting Minutes</b></p> <p><b>MOTION 2.5.1:</b> To approve the minutes for the Board Meeting of November 3, 2025.</p> <p><b>Moved by:</b> Juan Camilo Rendon Ocampo</p> <p><b>That</b> the Board of Management approve the minutes for the Board Meeting of November 3, 2025.</p> <p><b>Recorded vote:</b> Unanimous                  Vanshika Dhawan                  Bobby Hrehoruk                  Victor Huynh                  Natalie Miller                  Mohamed Omar                  Juan Camilo Rendon Ocampo                  Zoe Robinson                  Tom Spence                  Jaris Swidrovich                  Erika Voaklander                  Dennis Yu</p> <p><b>Decision</b> carried</p> <p style="background-color: yellow;"><b>2.5.2 November 3, 2025 In-Camera Meeting Minutes</b></p> <ul style="list-style-type: none"> <li>Refer to in-camera items at the end of the meeting.</li> </ul>
<b>BD-2.6</b>	<p><b>Chair Report/Executive Committee</b> – Tom Spence (Chair)</p> <ul style="list-style-type: none"> <li>Tom acknowledged the following recent events, and thanked staff, volunteers and Board members for their efforts: Trans Day of Remembrance, Words AIDS Day, 50<sup>th</sup> Sneak Peak, The 519 Volunteer Appreciation Event.</li> <li>Tom, Erika and Curran recently met with MP Evan Solomon to discuss funding from Prosper Canada. He encouraged The 519 to apply to the upcoming Build Canada Fund and expressed commitment to working with us towards addressing the WAGE eligibility issue.</li> <li>Tom reminded Board members of the AOCC Orientation session on Thursday, a requirement for those members who have never attended.</li> </ul>



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	<ul style="list-style-type: none"> <li>• Tom reminded Board members of upcoming events at The 519: Hologays and Jingle Ball on December 17 and Community Festive Food and Fellowship on December 20, and to contact staff if they are available to attend or volunteer.</li> <li>• Tom circulated a draft Board retreat agenda for input from members.</li> </ul>
<p><b>BD-2.7</b></p>	<p><b>Executive Director Report</b> – Maura Lawless (Executive Director)</p> <p><b>2.7.1 2026 Organizational Workplan</b></p> <ul style="list-style-type: none"> <li>• Maura presented The 519 2026 organizational workplan including highlights on the advocacy strategy, information management plans, the 50<sup>th</sup> anniversary, the community wellbeing plan, the community resilience project, programs, services and community engagement more broadly, volunteer and membership engagement strategies, fundraising, the people services and continuity plans, and organizational sustainability in governance.</li> <li>• The Board discussed how to enhance impact measurement to accompany the comprehensive set of activities presented by staff. The Board decided that the matter should be referred to SCD, who will be tasked with determining a path forward, including exploring the benefit of striking a working group. Staff explained that the gradual shift to Salesforce for data centralization will allow more refinement in impact reporting over time, as well as improving the ability to monitor trends. Staff will seek direction from the Board on data collection strategies, while maintaining commitment to MFIPPA requirements and ethical data stewardship principles.</li> </ul> <p><b>MOTION 2.8.1:</b> To approve the 2026 organizational workplan and action the Executive Director to implement the plan.</p> <p><b>Moved by:</b> Victor Huynh</p> <p><b>That</b> the Board of Management approve The 519’s 2026 identified advocacy priorities, and to request staff to report back to SCD on impact, evaluation and monitoring.</p> <p><b>Recorded vote:</b> Unanimous          Vanshika Dhawan          Bobby Hrehoruk          Victor Huynh          Natalie Miller          Mohamed Omar          Juan Camilo Rendon Ocampo          Zoe Robinson          Tom Spence          Jaris Swidrovich          Erika Voaklander          Dennis Yu</p> <p><b>Decision</b> carried</p>



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<b>BD-2.8</b>	<p><b>Strategy &amp; Community Development Committee Update</b> – Juan Camilo Rendon Ocampo (Chair, SCD), Curran Stikuts (Director, Advocacy &amp; Strategic Communications), Johanna MacDonald (Director, Legal Initiatives), Martha Singh Jennings (Director, Housing Advocacy &amp; Support Services)</p> <p><b>2.8.1 GR/Advocacy Framework Report, 2026 Priorities</b></p> <ul style="list-style-type: none"> <li>• Johanna provided a progress update on The 519’s 2025-2028 Strategic Advocacy Plan and recommended priorities and action for 2026.</li> <li>• The proposed advocacy priorities are: 1) Anti-Hate/Anti-Violence, 2) Harm Reduction, 3) Gender Affirming Care, 4) SOGIESC Newcomer Rights, 5) Housing &amp; Homelessness.</li> <li>• The Board discussed wanting to ensure opportunities for a breadth of community voices to have input into strategies.</li> </ul> <p><b>MOTION 2.8.1:</b> To approve The 519’s 2026 identified advocacy priorities, and to request staff to report back to SCD on impact, evaluation and monitoring.</p> <p><b>Moved by:</b> Juan Camilo Rendon Ocampo</p> <p><b>That</b> the Board of Management approve The 519’s 2026 identified advocacy priorities, and to request staff to report back to SCD on impact, evaluation and monitoring.</p> <p><b>Recorded vote:</b> Unanimous                  Vanshika Dhawan                  Bobby Hrehoruk                  Victor Huynh                  Natalie Miller                  Mohamed Omar                  Juan Camilo Rendon Ocampo                  Zoe Robinson                  Tom Spence                  Jaris Swidrovich                  Erika Voaklander                  Dennis Yu</p> <p><b>Decision</b> carried</p> <p><b>2.8.2 50<sup>th</sup> Anniversary Project</b></p> <ul style="list-style-type: none"> <li>• Staff are planning a year-long initiative that honours The 519’s history, celebrates our communities, and articulates a bold, inclusive vision for the future of The 519 and the communities we serve. Plans encompass a diverse calendar of events and activities with several anchor initiatives that center community storytelling and the impact of The 519.</li> </ul>
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**2.8.3 2025 Accessibility Progress Report, 2026 Priorities**

- Staff have prepared a list of accessibility priorities for 2026, building on the 2025 achievements. The upcoming lobby renovations will address some of the physical accessibility challenges on the first floor, and staff continue to seek opportunities to fund other accessibility-related improvements.

**MOTION 2.8.3:** To receive the 2025 Accessibility Report for information.

**Moved by:** Jaris Swidrovich

**That** the Board of Management receive the 2025 Accessibility Report for information.

**Recorded vote:** Unanimous

Vanshika Dhawan  
Bobby Hrehoruk  
Victor Huynh  
Natalie Miller  
Mohamed Omar  
Juan Camilo Rendon Ocampo  
Zoe Robinson  
Tom Spence  
Jaris Swidrovich  
Erika Voaklander  
Dennis Yu

**Decision** carried

**2.8.4 2SLGBTQ+ Housing Sector Capacity Building Report**

- Martha gave an update on housing-related community supports and services, transformative collaborative system interventions via training efforts, and housing-related advocacy, including a list of recommendations (as outlined in the position paper).
- The position paper will be shared on the Army of Lovers website and will be used as a foundational document from which to craft letters and responses to various policy issues as they arise.

**MOTION 2.8.4:** To receive the Housing Advocacy Report for information and are in alignment with the recommendations outlined in the report.

**Moved by:** Bobby Hrehoruk

**That** the Board of Management receive the Housing Advocacy Report for information and are in alignment with the recommendations outlined in the report.

**Recorded vote:** Unanimous



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Vanshika Dhawan  
Bobby Hrehoruk  
Victor Huynh  
Natalie Miller  
Mohamed Omar  
Juan Camilo Rendon Ocampo  
Zoe Robinson  
Tom Spence  
Jaris Swidrovich  
Erika Voaklander  
Dennis Yu

**Decision** carried

**2.8.5 Salesforce Implementation Progress Report – Summary Organizational Data**

- Staff are forging ahead with the cross-organizational implementation of JotForm and Salesforce which greatly enhances the capacity to track impact and measurement. The Board thanked Jaymie and her team for the efforts on this important initiative.

**MOTION 2.8.5:** To receive the Salesforce Implementation Progress Report for information.

**Moved by:** Tom Spence

**That** the Board of Management receive the Salesforce Implementation Progress Report for information.

**Recorded vote:** Unanimous

Vanshika Dhawan  
Bobby Hrehoruk  
Victor Huynh  
Natalie Miller  
Mohamed Omar  
Juan Camilo Rendon Ocampo  
Zoe Robinson  
Tom Spence  
Jaris Swidrovich  
Erika Voaklander  
Dennis Yu

**Decision** carried

**2.8.6 2026 City Budget Update**



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	<ul style="list-style-type: none"> <li>Juan Camilo shared that staff have not received any updates from the City regarding their request for 2 FTEs for Community Wellbeing team.</li> </ul>																																										
<p><b>BD-2.9</b></p>	<p><b>Finance Committee Update</b> – Maria Martinez (Director, Finance), Vanshika Dhawan (Treasurer)</p> <p><b>2.9.1 2026 Operating and Capital Budget Report</b></p> <p>The 519 2026 Budget At-a-Glance:</p> <table border="1" data-bbox="305 583 1425 919"> <thead> <tr> <th>2026 Budget (in millions of \$)</th> <th>2026 Budget</th> <th>2025 Budget</th> <th>2025 Forecast</th> <th colspan="2">Variance vs. 2025 Forecast</th> </tr> </thead> <tbody> <tr> <td>Revenue</td> <td>\$12.78</td> <td>\$11.67</td> <td>\$11.74</td> <td>\$1.03</td> <td>9%</td> </tr> <tr> <td>Expenses</td> <td>\$13.30</td> <td>\$11.85</td> <td>\$11.52</td> <td>\$1.78</td> <td>15%</td> </tr> <tr> <td><b>Operation Result</b></td> <td><b>-\$0.52</b></td> <td><b>-\$0.17</b></td> <td><b>\$0.22</b></td> <td></td> <td></td> </tr> <tr> <td>50th Anniversary Reserve</td> <td>\$0.38</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Net Result</b></td> <td><b>-\$0.15</b></td> <td><b>-\$0.17</b></td> <td><b>\$0.22</b></td> <td><b>-\$0.37</b></td> <td><b>-167%</b></td> </tr> <tr> <td>Surplus/Deficit Ratio</td> <td>-1.12%</td> <td>-1.47%</td> <td>1.91%</td> <td></td> <td></td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>Staff are forecasting ending 2025 with a surplus of \$0.22M and are recommending allocating it to the 50<sup>th</sup> anniversary reserve, to be used in 2026.</li> <li>Staff are forecasting an operational deficit of -\$0.52M in 2026, including a one-time cost pressure for the 50<sup>th</sup> anniversary.</li> <li>Considering the existing allocations to the 50<sup>th</sup> anniversary reserve, this results in an overall recommended deficit of -\$0.15M for 2026.</li> <li>The key drivers are to maintain all programs and service levels, provide free, accessible space for community use, to invest in community wellbeing and community resilience initiatives, continue to pursue all new funding and new donations aligned to strategic priorities, and continued commitment to long-term sustainability.</li> </ul> <p><b>2.9.2 Year-End and 5-Year Forecast Update</b></p>	2026 Budget (in millions of \$)	2026 Budget	2025 Budget	2025 Forecast	Variance vs. 2025 Forecast		Revenue	\$12.78	\$11.67	\$11.74	\$1.03	9%	Expenses	\$13.30	\$11.85	\$11.52	\$1.78	15%	<b>Operation Result</b>	<b>-\$0.52</b>	<b>-\$0.17</b>	<b>\$0.22</b>			50th Anniversary Reserve	\$0.38					<b>Net Result</b>	<b>-\$0.15</b>	<b>-\$0.17</b>	<b>\$0.22</b>	<b>-\$0.37</b>	<b>-167%</b>	Surplus/Deficit Ratio	-1.12%	-1.47%	1.91%		
2026 Budget (in millions of \$)	2026 Budget	2025 Budget	2025 Forecast	Variance vs. 2025 Forecast																																							
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<b>5-Year Forecast</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>		
<b>Revenue</b>							
Government Funding	\$5.94	\$6.16	\$6.38	\$6.62	\$6.95		
Foundations & Grants	\$1.19	\$1.19	\$1.19	\$1.19	\$1.24		
Philanthropy & Fundraising	\$4.46	\$4.57	\$4.69	\$4.80	\$4.92		
Enterprise & Other	\$0.61	\$0.61	\$0.62	\$0.62	\$0.64		
<b>Total Revenue</b>	<b>\$12.20</b>	<b>\$12.53</b>	<b>\$12.87</b>	<b>\$13.23</b>	<b>\$13.75</b>		
<b>Expenses</b>							
Salaries & Benefits	\$7.96	\$8.20	\$8.45	\$8.70	\$8.96		
Materials & Supplies	\$1.08	\$1.10	\$1.12	\$1.14	\$1.17		
Furniture & Equipment	\$0.13	\$0.13	\$0.13	\$0.14	\$0.14		
Services & Rents	\$3.02	\$3.08	\$3.14	\$3.20	\$3.27		
<b>Total Expenses</b>	<b>\$12.19</b>	<b>\$12.51</b>	<b>\$12.85</b>	<b>\$13.19</b>	<b>\$13.54</b>		
<b>Operating Result</b>	<b>\$0.00</b>	<b>\$0.01</b>	<b>\$0.03</b>	<b>\$0.04</b>	<b>\$0.22</b>		
<ul style="list-style-type: none"> <li>2026 will include several one-time revenues and expenses related to the 50<sup>th</sup> anniversary, 2027 will have many adjustments to recover, and 2027-2031 is currently based on several assumptions which were discussed at the Finance Committee meeting. Staff are aiming to refine the forecast every year.</li> </ul>							
<b>Reserves</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>
Unrestricted	\$1.02	\$1.02	\$1.03	\$1.04	\$1.07	\$1.11	\$1.32
Capital	\$0.11	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06
50th Anniversary Program	\$0.38	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$2.10</b>	<b>\$1.67</b>	<b>\$1.68</b>	<b>\$1.69</b>	<b>\$1.72</b>	<b>\$1.76</b>	<b>\$1.97</b>
Total Expenses	\$11.35	\$13.30	\$12.19	\$12.51	\$12.85	\$13.19	\$13.54
Monthly Expenses	\$0.95	\$1.11	\$1.02	\$1.04	\$1.07	\$1.10	\$1.13
<b>Reserves / Expense Ratio</b>	<b>2.22</b>	<b>1.51</b>	<b>1.65</b>	<b>1.62</b>	<b>1.60</b>	<b>1.60</b>	<b>1.75</b>
<ul style="list-style-type: none"> <li>The Board recently approved the Reserve Policy which includes a minimum 1.5 Reserve/Monthly Expense ratio.</li> </ul>							
<p><i>Stanley Jonathan left the meeting at 8:18pm.</i>  <i>Johanna Macdonald, Martha Singh Jennings and Aniska Ali left the meeting at 8:22pm.</i></p>							
<b>In-Camera Items</b>							
<b>MOTION 2.10a:</b> To go in camera.							



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**Moved by:** Dennis Yu

**That** the Board of Management go in camera.

**Recorded vote:** Unanimous

Vanshika Dhawan  
Bobby Hrehoruk  
Victor Huynh  
Natalie Miller  
Mohamed Omar  
Juan Camilo Rendon Ocampo  
Zoe Robinson  
Tom Spence  
Jaris Swidrovich  
Erika Voaklander  
Dennis Yu

**Decision** carried

**2.5.2 November 3, 2025, in-camera minutes**

**2.9 Finance Updates, in-camera portion**

**MOTION 2.10b:** To come out of in camera.

**Moved by:** Erika Voaklander

**That** the Board of Management come out of in camera.

**Recorded vote:** Unanimous

Vanshika Dhawan  
Bobby Hrehoruk  
Victor Huynh  
Natalie Miller  
Mohamed Omar  
Juan Camilo Rendon Ocampo  
Zoe Robinson  
Tom Spence  
Jaris Swidrovich  
Erika Voaklander  
Dennis Yu

**Decision** carried

**MOTION 2.5.2:** To approve the in-camera minutes for the Board Meeting of November 3, 2025, as amended.



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**Moved by:** Juan Camilo Rendon Ocampo

**That** the Board of Management approve the in-camera minutes for the Board Meeting of November 3, 2025, as amended.

**Recorded vote:** Unanimous

Vanshika Dhawan  
Bobby Hrehoruk  
Victor Huynh  
Natalie Miller  
Mohamed Omar  
Juan Camilo Rendon Ocampo  
Zoe Robinson  
Tom Spence  
Jaris Swidrovich  
Erika Voaklander  
Dennis Yu

**Decision** carried

**MOTION 2.9.1:** To approve the 2026 Operating and Capital Budget including the authorities outlined in the in-camera reports:

- 1) To direct the 2025 surplus to the 50th anniversary fund up to a maximum of \$380k and the remaining, in the event the surplus is greater, will be directed to the reserve funds;
- 2) Approve the 2026 Recommended Operating Budget and operating deficit up to a net maximum of (\$.150K) after drawing down on the 50th Anniversary Legacy Fund with the understanding that all cost containment and revenue generation strategies will be implemented to reduce this deficit as necessary;
- 3) Authorizes the Executive Director to implement the 2026 Operating Budget and identified strategies to secure additional funding and implement feasible cost reductions, considering funding obligations and community needs.

**Moved by:** Dennis Yu

**That** the Board of Management approve the 2026 Operating and Capital Budget including the authorities outlined in the in-camera reports:

- 1) To direct the 2025 surplus to the 50th anniversary fund up to a maximum of \$380k and the remaining, in the event the surplus is greater, will be directed to the reserve funds;
- 2) Approve the 2026 Recommended Operating Budget and operating deficit up to a net maximum of (\$.150K) after drawing down on the 50th Anniversary Legacy Fund with the understanding that all cost containment and revenue generation strategies will be implemented to reduce this deficit as necessary;



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	<p>3) Authorizes the Executive Director to implement the 2026 Operating Budget and identified strategies to secure additional funding and implement feasible cost reductions, considering funding obligations and community needs.</p> <p><b>Recorded vote:</b> Unanimous  Vanshika Dhawan  Bobby Hrehoruk  Victor Huynh  Natalie Miller  Mohamed Omar  Juan Camilo Rendon Ocampo  Zoe Robinson  Tom Spence  Jaris Swidrovich  Erika Voaklander  Dennis Yu</p> <p><b>Decision</b> carried</p>
<b>BD-2.10</b>	<p><b>Adjournment</b> – Tom Spence (Chair)</p> <ul style="list-style-type: none"> <li>The meeting was adjourned at 8:39 PM.</li> </ul>

Approved by The 519 Board of Management on February 23, 2026.

Signed by:  
  
6EA689DD2A104DB...  
Tom Spence  
Board Chair

4/13/2026