



**MINUTES: Board of Management, Meeting 3 (2025-2026)**  
 Monday, February 23, 2026 @ 6:30 – 9:00 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 (regrets)	Natalie Miller	Dennis Yu
<b>Treasurer:</b> Vanshika Dhawan	Mohamed Omar	
<b>Ex-Officio:</b> Councillor Chris Moise		

**The 519**

<b>Executive Director</b>	Maura Lawless
<b>Director, Finance</b>	Maria Martinez
<b>Director, Legal Initiatives</b>	Johanna Macdonald
<b>Manager, Strategic and Executive Planning (minutes)</b>	Laura Gibbon

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

Item	Minutes
<b>BD-3.1</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>BD-3.2</b>	<b>Land Acknowledgement</b> – Tom Spence (Chair) Zoe Robinson delivered the land acknowledgement.
<b>BD-3.3</b>	<b>Approve Agenda</b> – Tom Spence (Chair) Tom Spence requested the Board to review the agenda for the Board Meeting of February 23, 2026.  Request to add an item: <ul style="list-style-type: none"> <li>Board Fundraising for the 50<sup>th</sup> Anniversary</li> </ul> <b>MOTION 3.3:</b> To approve the agenda for the Board Meeting of February 23, 2026, as amended.  <b>Moved by:</b> Juan Camilo Rendon Ocampo  <b>That</b> the Board of Management approve the agenda for the Board Meeting of February 23, 2026, as amended.  <b>Recorded vote:</b> Unanimous Vanshika Dhawan Bobby Hrehoruk Victor Huynh



	<p>Natalie Miller          Mohamed Omar          Juan Camilo Rendon Ocampo          Zoe Robinson          Tom Spence          Jaris Swidrovich          Dennis Yu          Councillor Chris Moise</p> <p><b>Decision</b> carried</p>
<p><b>BD-3.4</b></p>	<p><b>Declaration of Conflict of Interest(s)</b> – Tom Spence (Chair)          Tom Spence confirmed no conflicts of interest were declared.</p>
<p><b>BD-3.5</b></p>	<p><b>Approval Meeting Minutes</b> – Tom Spence (Chair)</p> <p><b>3.5.1 December 8, 2025 Meeting Minutes</b></p> <p>Tom Spence requested the Board to review the minutes for the Board Meeting of December 8, 2026.</p> <p><b>MOTION 3.5.1:</b> To approve the minutes for the Board Meeting of December 8, 2025.</p> <p><b>Moved by:</b> Victor Huynh</p> <p><b>That</b> the Board of Management approve the minutes for the Board Meeting of December 8, 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          Dennis Yu          Councillor Chris Moise</p> <p><b>Decision</b> carried</p>

	<p><b>3.5.2 December 8, 2025 In-Camera Meeting Minutes</b></p> <p>Tom Spence confirmed that no one wished to go in-camera to review and/or provide edits to the in-camera minutes for the Board Meeting of December 8, 2025.</p> <p><b>MOTION 3.5.2:</b> To approve the in-camera minutes for the Board Meeting of December 8, 2025.</p> <p><b>Moved by:</b> Vanshika Dhawan</p> <p><b>That</b> the Board of Management approve the in-camera minutes for the Board Meeting of December 8, 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        Dennis Yu        Councillor Chris Moise</p> <p><b>Decision</b> carried</p>
<p><b>BD-3.6</b></p>	<p><b>Chair Report/Executive Committee</b> – Tom Spence (Chair)</p> <ul style="list-style-type: none"> <li>• Tom thanked:           <ul style="list-style-type: none"> <li>○ Staff and Board members who volunteered at the Festive Food &amp; Fellowship and Jingle Ball events in December.</li> <li>○ The entire Board for attending the retreat last month and requested members to confirm availability for rescheduling the Griffith Group session on Succession Planning.</li> <li>○ Staff for the exciting Brand Refresh and the launch of The 519’s 50<sup>th</sup> Anniversary Year.</li> <li>○ Staff for supporting ArQuives and Heritage Toronto in hosting the Bath House Raids Commemoration on February 5<sup>th</sup>.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Curran Stikuts, former Director of Advocacy &amp; Strategic Communications, for his decade of service and dedication to The 519.</li> <li>● Tom noted that there are two job postings currently live, and encouraged Board members to share within their networks:       <ul style="list-style-type: none"> <li>○ Director, Strategic Communications</li> <li>○ Senior Philanthropy Officer, Individual Giving</li> </ul> </li> <li>● Tom encouraged Board members to attend upcoming events, where possible:       <ul style="list-style-type: none"> <li>○ International Women’s Day on Saturday, March 7</li> <li>○ Church &amp; Wellesley Neighbourhood Association (CWNA) Meeting on March 18, 2026</li> <li>○ Doors Open at The 519 on May 23-24, 2026</li> </ul> </li> <li>● Tom reminded Board members that any work direction or requests for action from Board members to staff should be directed through the Agency Head, who will assign work to staff as appropriate.</li> </ul>
<p><b>BD-3.7</b></p>	<p><b>Executive Director Report</b> – Maura Lawless (Executive Director)</p> <p><b>3.7.1 2025 Organizational Workplan Report-Back</b></p> <ul style="list-style-type: none"> <li>● Maura gave a presentation and overview of The 519’s 2025 organizational workplan and accomplishments, highlighting the organization’s major advancements in the following strategic areas:       <ul style="list-style-type: none"> <li>○ Prioritization of advocacy, community care, safety, and sustainability,</li> <li>○ Proactively managing and developing responsive operational shifts to respond to external vulnerabilities and risks (e.g., CWB 2.0, climate preparedness),</li> <li>○ Stewarding long-term organizational health (governance, succession, capital, cybersecurity), and</li> <li>○ Ensuring accountability to City and funders while advancing 2SLGBTQ+ equity outcomes.</li> </ul> </li> <li>● Key strategic accomplishments:       <ul style="list-style-type: none"> <li>○ Established five advocacy priorities (Anti-Hate, Refugees, Housing, Gender-Affirming Care, Harm Reduction) and embedded individual advocacy strategies across programs and operations.</li> <li>○ Development of public advocacy positions/priorities, including election engagement (Why We Vote campaign), reaching 6,098 users and generating national media coverage.</li> <li>○ Expanded Access to Justice capacity:           <ul style="list-style-type: none"> <li>▪ 800+ legal advice appointments</li> <li>▪ 500+ Health Justice Hub engagements</li> <li>▪ Transitioned gender-affirming care and tenant supports into on-going programs.</li> </ul> </li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Substantial advancement of data governance modernization, achieving 80%+ Salesforce adoption and strengthened privacy and records management systems.</li> <li>○ Full operational launch of Community Well-Being (CWB) 2.0, including:       <ul style="list-style-type: none"> <li>▪ 14,009 drop-in visits</li> <li>▪ 66,500 low-barrier lobby engagements</li> <li>▪ 13,035 meals onsite + 6,968 takeaway meals</li> <li>▪ 130,000 harm-reduction supplies distributed</li> </ul> </li> <li>○ Primary Care Clinic integration (66 clinics; 304 visits; 26 people attached to care).</li> <li>○ Refugee service redesign amid funding cuts, maintaining support for 312 LGBTQ+ refugees and 2,154 newcomers.</li> <li>○ Strategic guidance on climate and emergency preparedness, including resilience audit (50+ recommendations) and Hazardous Weather Plan activation.</li> <li>○ Expanded shelter system capacity-building, training 811+ shelter staff and completed housing policy paper.</li> <li>○ Financial stewardship:       <ul style="list-style-type: none"> <li>▪ \$11.98M total revenue; \$9.12M community centre funding</li> <li>▪ \$4.18M philanthropic revenue</li> <li>▪ 23% donor retention growth; 12% growth in leadership donors</li> <li>▪ Leveraged \$1.92M in-kind partnership value</li> </ul> </li> <li>○ Expansion of productive enterprise growth (\$475K revenue) and catering relaunch.</li> <li>○ Approval and implementation of the 2025–2028 People Services Plan, including:       <ul style="list-style-type: none"> <li>▪ ED succession and continuity planning</li> <li>▪ Workforce development and pay equity alignment</li> <li>▪ New Collective Agreement execution</li> </ul> </li> <li>○ Governance modernization through adoption of:       <ul style="list-style-type: none"> <li>▪ Board &amp; Committee Governance Framework</li> <li>▪ Meeting Procedures Policy</li> <li>▪ Governance Membership Policy</li> </ul> </li> <li>○ Risk mitigation through:       <ul style="list-style-type: none"> <li>▪ Cybersecurity upgrades (CrowdStrike, SIEM/SOAR, Proofpoint)</li> <li>▪ Building resilience audit</li> <li>▪ Security system enhancements business case and planning</li> </ul> </li> <li>○ Continued to advance Board / staff reporting (46+ Board reports; new agenda cadence).</li> </ul>
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	<ul style="list-style-type: none"> <li>• The Board thanked Maura for the report and the reminder of the many amazing things that happen at The 519.</li> <li>• The Board emphasized a desire to see developed impact measurement frameworks “hero metrics,”, user satisfaction metrics, and metrics over time. Staff explained as part of the data management plan we are focused on building out that strategy in the building stages of Salesforce. There is a plan later on in 2026 to establish input from the SCD committee to develop specific impact measurement strategies and that is part of one of the workplan objectives.</li> </ul> <p><i>A member of the public joined the public meeting at 7:09pm.</i></p> <p><b>MOTION 3.7.1:</b> To receive the 2025 organizational workplan accomplishments report for information.</p> <p><b>Moved by:</b> Juan Camilo Rendon Ocampo</p> <p><b>That</b> the Board of Management receive the 2025 organizational workplan accomplishments report for information.</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      Dennis Yu      Councillor Chris Moise</p> <p><b>Decision</b> carried</p>
<p><b>BD-3.8</b></p>	<p><b>Strategy &amp; Community Development Committee Update</b> – Jaris Swidrovich (Vice-Chair, SCD) &amp; Johanna MacDonald (Director, Legal Initiatives)</p> <p><b>3.8.1 GR/Advocacy Update</b></p> <ul style="list-style-type: none"> <li>• Crestview consultants have finalized GR key messages and will start booking meetings with provincial folks soon.</li> </ul>

- Staff trained and supported a group of community members and peers to depute on issues related to 2SLGBTQ+ communities at the City Budget Deputations Day in January.
- Army of Lovers website redesign in the coming months, to be used as a repository and forum for organization-wide advocacy efforts.

### **3.8.2 Agency Business**

- Successfully reestablished broad eligibility for WAGE Canada funding after 2-3 years of advocacy. Staff are still working through details related to 2SLGBTQI+ Community Capacity Fund eligibility.
- Staff have submitted two grant proposals:
  - \$737,850 over three years from WAGE to develop responses to 2SLGBTQ+ gender-based violence for community-based organizations. Includes dedicated resources for impact and evaluation framework.
  - \$100,000 over one year from Heritage Canada to run discrete events that support community-led efforts to counter hate and misinformation and build cohesion. If successful, these funds would support the 50<sup>th</sup> anniversary forum planned for the fall.

**MOTION 3.8.2:** To approve the Agency Business.

**Moved by:** Jaris Swidrovich

**That** the Board of Management approve the Agency Business.

**Recorded vote:** Unanimous

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

**Decision** carried

### **3.8.3 50<sup>th</sup> Anniversary**

- Report was sent as part of the meeting package. No discussion.

#### **3.8.4 Access to Justice Program Update and Legal Framework**

- Staff are proposing an expansion in The 519's Access to Justice department's service offerings, whereby certain accredited employees of the organization would be able to provide direct legal service, including representation, to community members on a very limited basis, in specific areas of law where team members carry expertise, and in circumstances where no other suitable options for legal supports exist. There would be no reduction to existing services, only a net increase.
- Staff explained that there is currently no 2SLGBTQ+ speciality legal clinic in Toronto, representing a major gap in service. Community partners have also identified this gap and have encouraged The 519 to move towards this shift. It is broadly understood that this service is missing and any number of legal advice/representation cases would be valuable.
- Staff are currently in the process of working with the appropriate City staff/divisions to clarify parameters of the program and ensure authorities under the AOCC and City of Toronto Relationship Framework. Staff are also consulting with the City to ensure no possibility of taking on a case where there may be a conflict of interest with the City or any of its agencies (including no civil cases).
- Staff are already in compliance with Law Society Act and other regulatory parameters including insurance and liability coverage, licensing, etc.
- There would be no financial impact on making this shift now, and staff will begin exploring future funding opportunities for when existing funding from the Law Foundation of Ontario ends in 2027.
- Board members expressed enthusiasm and support for this new initiative, and raised recommendations and cautions for consideration:
  - Defining geographic parameters for accessing the service, possibly the catchment area, possibly broader.
  - Being clear about selection criteria, in Toronto context.
- The Board reflected on potential risks associated with this shift: reputational risk associated with having to prioritize/select certain cases with limited resources/capacity, the possibility of both sides of a case being 2SLGBTQ+ community members, etc.
- The Board discussed whether this proposed shift was the best way to service the need/gap, given the limited resource/capacity to take cases, and wanting to avoid the duplication of services. Staff and other Board members emphasized the need for this kind of speciality clinic, that speciality clinics are most successful when offered by multi-service organizations, and that The 519 is extremely well-positioned to take this on.

- Staff committed to reporting back to SCD about the matter as whole, including risk management and conflict of interest policies, after having sought further advice from City Legal and City Manager’s Office.

*A member of the public left the public meeting at 7:26pm.*

**MOTION 3.8.4:** To approve a motion as follows: In accordance with The 519’s strategic priorities and in response to community need, The 519 Access to Justice Department proceeds with the development of legal services programming as outlined in the Access to Justice Program Update and Legal Services Framework Report and consult with appropriate City Staff in order to proceed with appropriate scope of practice that ensures procedures are in place to avoid conflicts of interest, manage potential risks, and support The 519 abiding by all Law Society of Ontario’s rules of professional conduct and practice, and report back to SCD.

**Moved by:** Natalie Miller

**That** the Board of Management approve a motion as follows: In accordance with The 519’s strategic priorities and in response to community need, The 519 Access to Justice Department proceeds with the development of legal services programming as outlined in the Access to Justice Program Update and Legal Services Framework Report and consult with appropriate City Staff in order to proceed with appropriate scope of practice that ensures procedures are in place to avoid conflicts of interest, manage potential risks, and support The 519 abiding by all Law Society of Ontario’s rules of professional conduct and practice, and report back to SCD.

**Recorded vote:** Unanimous

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

**Decision** carried

**IN-CAMERA ITEMS**

<p><b>BD-3.9</b></p>	<p><b>Governance Committee Update</b> – Natalie Miller (Chair, Governance) &amp; Maura Lawless (Executive Director)</p> <p><b>MOTION 3.9a:</b> To go in camera.</p> <p><b>Moved by:</b> Juan Camilo Rendon Ocampo</p> <p><b>That</b> the Board of Management go in camera.</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        Dennis Yu</p> <p><b>Decision</b> carried</p> <p><b>3.9.1 Board Effectiveness</b>  <b>3.9.2 High-Level Organizational Structure Review</b></p>
<p><b>BD-3.10</b></p>	<p><b>Update Capital Assets</b> – Councillor Chris Moise</p> <p><b>3.10 Update on Capital Assets</b></p> <p><b>MOTION 3.10b:</b> To come out of in camera.</p> <p><b>Moved by:</b> Juan Camilo Rendon Ocampo</p> <p><b>That</b> the Board of Management come out of in camera.</p> <p><b>Recorded vote:</b> Unanimous        Vanshika Dhawan        Bobby Hrehoruk        Victor Huynh        Natalie Miller        Mohamed Omar        Juan Camilo Rendon Ocampo</p>

	<p>Zoe Robinson          Tom Spence          Jaris Swidrovich          Dennis Yu          Councillor Chris Moise</p> <p><b>Decision</b> carried</p> <p><b>MOTION 3.9.2:</b> To receive the High-Level Organizational Structure Review report for information and discussion.</p> <p><b>Moved by:</b> Dennis Yu</p> <p><b>That</b> the Board of Management receive the High-Level Organizational Structure Review report for information and discussion.</p> <p><b>Recorded vote:</b>  <b>In favour:</b>          Vanshika Dhawan          Bobby Hrehoruk          Victor Huynh          Mohamed Omar          Juan Camilo Rendon Ocampo          Zoe Robinson          Tom Spence          Jaris Swidrovich          Dennis Yu          Councillor Chris Moise</p> <p><b>Against:</b>          Natalie Miller</p> <p><b>Decision</b> carried</p>
<p><b>BD-3.11</b></p>	<p><b>Board Fundraising for the 50<sup>th</sup> Anniversary</b> – Dennis Yu and Juan Camilo Rendon Ocampo (Board members)</p> <ul style="list-style-type: none"> <li>• The Board has set a goal to fundraise \$100k for The 519 in 2026 towards the legacy fund.</li> <li>• Staff are developing personalized webpages for each Board member to solicit donations within their networks. The goal is 100% participation, but no individual progress reports will be shared publicly. Former Board Chairs/Vice-Chairs will also be asked to participate.</li> </ul>
<p><b>BD-3.12</b></p>	<p><b>Adjournment</b> – Tom Spence (Chair)</p>



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Room #304

	<ul style="list-style-type: none"><li>• The meeting was adjourned at 9:20pm</li></ul>
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