



MINUTES: Board of Management, Meeting 3 (2024-2025)

Monday, December 16, 2024 @ 6:30 - 8:30 PM, Hybrid via Zoom & Room #304

Board Members

Chair: Tom Spence	Aaron Hewitt	Jaris Swidrovich (regrets)
Vice-Chair: Zoe Robinson	Victor Huynh	Dennis Yu
Secretary: Erika Voaklander (regrets)	Natalie Miller	
Treasurer: Vanshika Dhawan	Juan Camilo Rendon Ocampo	
Ex-Officio: Councillor Chris Moise (absent)		

The 519

Executive Director	Maura Lawless
Director, Finance	Maria Martinez
Director, Housing Advocacy & Support Services	Martha Singh Jennings
Director, Advocacy & Strategic Communications	Curran Stikuts
Director, Strategic Partnership Initiatives	Jaymie Sampa
Manager, Strategic & Executive Planning (minutes)	Laura Gibbon

Guests: Marzio Silva (Councillor’s Office)

Item	Minutes
BD-3.1	<p>Welcome and Introductions Tom Spence opened the meeting at 6:30 PM, welcomed everyone and delivered the land acknowledgement.</p>
BD-3.2	<p>Approve Agenda Tom Spence requested the Board to review the agenda for the Board Meeting of December 16, 2024.</p> <p>MOTION 3.2: To approve the agenda for the Board Meeting of December 16, 2024.</p> <p>Moved by: Dennis Yu Seconded by: Victor Huynh</p> <p>That the Board of Management approve the agenda for the Board Meeting of December 16, 2024.</p> <p>Recorded vote: Unanimous Vanshika Dhawan Aaron Hewitt Victor Huynh Natalie Miller Juan Camilo Rendon Ocampo Zoe Robinson</p>



MINUTES: Board of Management, Meeting 3 (2024-2025)
 Monday, December 16, 2024 @ 6:30 - 8:30 PM, Hybrid via Zoom
 & Room #304

	<p>Tom Spence Dennis Yu</p> <p>Decision carried</p>
BD-3.3	<p>Approve Meeting Minutes Tom Spence requested the Board to review the minutes for the Board Meeting of November 25, 2024.</p> <p>MOTION 3.3: To approve the minutes for the Board Meeting of November 25, 2024.</p> <p>Moved by: Natalie Miller Seconded by: Juan Camilo Rendon Ocampo</p> <p>That the Board of Management approve the minutes for the Board Meeting of November 25, 2024.</p> <p>Recorded vote: Unanimous Vanshika Dhawan Aaron Hewitt Victor Huynh Natalie Miller Juan Camilo Rendon Ocampo Zoe Robinson Tom Spence Dennis Yu</p> <p>Decision carried</p>
BD-3.4	<p>Declaration of Conflict of Interest(s) Tom Spence confirmed no conflicts of interest were declared.</p>
BD-3.5	<p>Chair Report/Executive Committee – Tom Spence (Chair of the Board)</p> <p>3.5 Chair’s Report</p> <ul style="list-style-type: none"> • Tom Spence shared reminders about The 519’s Year-End Appeal and requested that Board members continue to push materials out to their networks. • Tom Spence thanked the Councillor’s office for hosting the Ward’s annual holiday event, and thanked Erika Voaklander for attending on behalf of the Board. • Tom Spence also reminded Board members to contact Lisa Duplessis directly about their availability to volunteer at upcoming staff-led holiday events.
BD-3.6	<p>Governance Committee Update – Natalie Miller (Acting Chair, Governance) & Maura Lawless (Executive Director)</p> <p>MOTION 3.6: That the Board of Management appoint Natalie Miller as Chair and Aaron Hewitt as Vice-Chair of the Governance Committee for the 2024-2025 term.</p>



	<p>Moved by: Dennis Yu Seconded by: Zoe Robinson</p> <p>Recorded vote: Unanimous Vanshika Dhawan Aaron Hewitt Victor Huynh Natalie Miller Juan Camilo Rendon Ocampo Zoe Robinson Tom Spence Dennis Yu</p> <p>Decision carried</p>
<p>BD-3.7</p>	<p>Executive Director Report – Maura Lawless (Executive Director) 3.7 2025 Organizational Workplan</p> <ul style="list-style-type: none"> • Maura Lawless presented the 2025 Organizational Workplan to the Board, highlighting the 3 strategic goals for 2025-2027: <ol style="list-style-type: none"> 1. Define our Future, Respond to our Context, and Impact Systemic Change <ul style="list-style-type: none"> ▪ Advocate on priority issues impacting local and broader 2SLGBTQ+ communities ▪ Advance data systems projects to effectively collect and analyze community needs and enhance community impact ▪ Develop an integrated organizational plan for The 519’s 50th anniversary and inspires the next 50 years of The 519 2. Connect Communities, Foster Mutual Support, Resiliency and Self-Determination, and Respond to Vulnerabilities <ul style="list-style-type: none"> ▪ Enhance our coordinated community well-being, mutual support and resiliency plans ▪ Build community through engagement, volunteerism, membership and partnership ▪ Provide accessible space for communities to lead, mobilize, celebrate and connect ▪ Within our expanded catchment, further deepen relationships & partnerships that contribute to community connectedness 3. Ensure Transformative Organizational Sustainability and Good Governance <ul style="list-style-type: none"> ▪ Prioritize strategic funding/resource strategies that support the work of The 519 ▪ Develop internal capacity building, workforce planning, development and succession/continuity plans ▪ Develop capital sustainability and security strategies and plans ▪ Complete the Board By-law implementation project that supports good governance



MINUTES: Board of Management, Meeting 3 (2024-2025)
 Monday, December 16, 2024 @ 6:30 - 8:30 PM, Hybrid via Zoom & Room #304

	<ul style="list-style-type: none"> • The Board thanked staff and Maura in particular for their work in preparing the workplan and for the incredible amount of work being planned at The 519. The Board specifically acknowledged the integration of past feedback to include more metrics into the workplan, the strategic framing of the workplan, as well as the references to learnings from the organization’s COVID-19 response over the past several years. • The Board discussed how partnerships and collaboration are integral to The 519’s success in advancing many of the activities from the plan, available supports for staff, the opportunities that come with access to enhanced data and information, engaging the broader membership to help plan for the 50th anniversary (in addition to staff and Board members), excitement about the primary health care and working closely with a Nurse Practitioner in early 2025, and how the advocacy activities align to the advocacy priorities. • The Board asked Maura what she was most excited about, she shared the Community Resilience Project supporting connected communities; harnessing volunteers to elevate our philanthropy and Government Relations strategies; our data management strategies informing advocacy and community impact in supporting a sustainable future for The 519. • Maura explained that at this time, with existing reporting capacity, the Board would receive the report back on this workplan in February 2026, aligned with historical reporting cycles. Individual reports on various activities will be shared throughout the year. <p>MOTION 3.7: That the Board of Management approve the 2025 Annual Organizational Workplan.</p> <p>Moved by: Zoe Robinson Seconded by: Juan Camilo Rendon Ocampo</p> <p>Recorded vote: Unanimous Vanshika Dhawan Aaron Hewitt Victor Huynh Natalie Miller Juan Camilo Rendon Ocampo Zoe Robinson Tom Spence Dennis Yu</p> <p>Decision carried</p> <p><i>Marzio Silva (guest) left the meeting at 7:30pm.</i></p>
<p>BD-3.8</p>	<p>Finance Committee Update – Vanshika Dhawan (Treasurer), Maria Martinez (Director, Finance) & Maura Lawless (Executive Director)</p>



MINUTES: Board of Management, Meeting 3 (2024-2025)
 Monday, December 16, 2024 @ 6:30 - 8:30 PM, Hybrid via Zoom & Room #304

a. SCD Meeting Update

b. Vanshika Dhawan gave a brief overview of what was covered at the December 9, 2024, Finance Committee meeting.

a. 2025 Recommended Operating and Capital Budget Report and Presentation

- c. The recommended operating budget is based on the three organizational strategic goals, as discussed in the last item.
- d. Maura Lawless presented the Budget Process Overview, which happens in two parts (the City of Toronto core budget and the overall operating budget), and takes about six months in total.
- e. Maria Martinez presented the 2025 budget, including the proposed \$174k deficit for 2025.

2025 Budget At-a-Glance

2025 Budget (in thousands of \$)	2025 Budget	2024 Budget	2024 Forecast	Variance vs. 2024 Budget	
Revenue	\$11,673	\$10,672	\$11,593	\$1,001	9%
Expenses	\$11,847	\$10,850	\$11,496	\$997	9%
Surplus / Deficit	-\$174	-\$179	\$97	\$4	-2%

Revenue Summary

(in thousands of \$)	2025 Budget	2024 Forecast	2024 Budget	Variance vs. 2024 Budget	%
Revenue					
Government Funding	\$5,252	\$5,800	\$4,699	\$553	12%
Foundations & Non Gov. Grants	\$1,402	\$1,187	\$1,463	-\$61	-4%
Philanthropy & Fundraising	\$4,389	\$4,017	\$3,894	\$494	13%
Enterprise & Other	\$630	\$588	\$615	\$15	2%
Total Revenue	\$11,673	\$11,496	\$10,672	\$1,001	9%

Expenses Summary



MINUTES: Board of Management, Meeting 3 (2024-2025)
 Monday, December 16, 2024 @ 6:30 - 8:30 PM, Hybrid via Zoom
 & Room #304

(in thousands of \$)	2025 Budget	2024 Forecast	2024 Budget	Variance vs. 2024 Budget	%
Expenses					
Salaries & Benefits	\$7,497	\$6,667	\$6,534	\$963	15%
Materials & Supplies	\$1,189	\$1,330	\$1,370	-\$181	-13%
Furniture & Equipment	\$236	\$322	\$252	-\$16	-6%
Services & Rents	\$2,926	\$3,177	\$2,695	\$231	9%
Total Expenses	\$11,847	\$11,496	\$10,850	\$997	9%

- f. The key drivers of this budget are:
 - a. City of Toronto Core funding increase (22% of Revenue – security costs)
 - b. Staff Salary & Benefit (overall 63% of expenses)
 - c. Net 8% increase in fundraising to offset government funding reductions for Newcomer Settlement Services
 - d. 74%+ growth in enterprise activities – full-year rentals and catering
 - e. Funding agreements ending in 2024 and 2025 – continued efforts to secure new funding
 - f. Priority cost containment measures to be implemented
- g. Staff emphasized the importance of philanthropy and development initiatives in offsetting expenses not covered by funders, which makes maintaining the current breadth of programs and services possible.

MOTION 3.8.1: That the Board of Management go in camera to review in-camera Budget Reports including APPENDIX A – 2025 Cost Containment Report, APPENDIX B – 2025 Philanthropy Strategy Report, APPENDIX C – Delegated Authorities Report and Contract Approvals and Appendix D – 2024-2025 Capital Budget Report.

Moved by: Juan Camilo Rendon Ocampo

Seconded by: Vanshika Dhawan

Recorded vote: Unanimous

- Vanshika Dhawan
- Aaron Hewitt
- Victor Huynh
- Natalie Miller
- Juan Camilo Rendon Ocampo
- Zoe Robinson
- Tom Spence
- Dennis Yu

Decision carried



The Board reviewed and discussed the 2025 recommended operating budget report and in-camera portions.

MOTION 3.8.2: That the Board of Management come out of in camera.

Moved by: Vanshika Dhawan

Seconded by: Victor Huynh

Recorded vote: Unanimous

Vanshika Dhawan

Aaron Hewitt

Victor Huynh

Natalie Miller

Juan Camilo Rendon Ocampo

Zoe Robinson

Tom Spence

Dennis Yu

Decision carried

MOTION 3.8.3: That the Board of Management:

- a) approve the 2025 Recommended Operating Budget report and operating deficit up to a maximum of (\$.174), to be funded from the Program Reserve in the event that no other funding can be secured, with the understanding that all cost containment and revenue generation strategies will be implemented to reduce this deficit where possible;
- b) staff to prepare the 4-year revenue and expense forecast analysis to understand the long-term implications of potential funding pressures. This report will be prepared as part of the Q2 Variance and YE forecast report in 2025 to allow time to complete the analysis, the audit, and gauge our development/revenue generation strategies/results in 2025; and
- c) authorize the Executive Director to implement all necessary and feasible cost reductions, considering funding obligations and community needs in the meantime, should these be required.

Moved by: Natalie Miller

Seconded by: Juan Camilo Rendon Ocampo

Recorded vote: Unanimous

Vanshika Dhawan

Aaron Hewitt

Victor Huynh

Natalie Miller

Juan Camilo Rendon Ocampo



MINUTES: Board of Management, Meeting 3 (2024-2025)
 Monday, December 16, 2024 @ 6:30 - 8:30 PM, Hybrid via Zoom
 & Room #304

	<p>Zoe Robinson Tom Spence Dennis Yu</p> <p>Decision carried</p> <p>MOTION 3.8.4: That the Board of Management direct the Finance Committee to report back to the Board with a policy on managing reserves no later than December 2025.</p> <p>Moved by: Dennis Yu Seconded by: Vanshika Dhawan</p> <p>Recorded vote: Unanimous Vanshika Dhawan Aaron Hewitt Victor Huynh Natalie Miller Juan Camilo Rendon Ocampo Zoe Robinson Tom Spence Dennis Yu</p> <p>Decision carried</p> <p>MOTION 3.8.5: That the Board of Management approve the Delegated Authorities and Contract Vendor Expenditures Report and the 2024-2025 Capital Projects.</p> <p>Moved by: Vanshika Dhawan Seconded by: Victor Huynh</p> <p>Recorded vote: Unanimous Vanshika Dhawan Aaron Hewitt Victor Huynh Natalie Miller Juan Camilo Rendon Ocampo Zoe Robinson Tom Spence Dennis Yu</p> <p>Decision carried</p>
<p>BD-3.9</p>	<p>Adjournment</p> <ul style="list-style-type: none"> The meeting was adjourned at 9:05 PM.



MINUTES: Board of Management, Meeting 3 (2024-2025)
 Monday, December 16, 2024 @ 6:30 - 8:30 PM, Hybrid via Zoom
 & Room #304

Item	Attached Documents *yellow highlight indicates in camera session where document will be available printed at the meeting
BD-3.2	Agenda for Board Meeting of December 16, 2024 – FOR APPROVAL
BD-3.3	Minutes for Board Meeting of November 25, 2024 – FOR APPROVAL
BD-3.6	GOV Meeting Summary Report – FOR INFORMATION
BD-3.7	2025 Organizational Workplan – FOR APPROVAL
BD-3.8.1	Finance Meeting Summary Report – FOR INFORMATION
BD-3.8.2	Recommended Operating Budget– FOR ACTION
BD-3.8.2	APPENDIX A – 2025 Cost Containment Report – In-Camera
	APPENDIX B – 2025 Philanthropy Strategy Report – In-Camera
	APPENDIX C – Delegated Authorities Report and Contract Approvals – In-Camera
	APPENDIX D – 2024-2025 Capital Budget Report – Portion In-Camera