



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6  
Ph. (416) 461-8143 Fax (416) 461-5513

## Board of Directors Meeting AGENDA – Wednesday, January 24, 2007

**If you cannot attend, please call the office.**

A neighbourhood partnership fostering community through social and informative programs for individuals and families.

**Please bring the December Board package.**

6:00 Optional Supper

**6:15 No committee meeting – Board Meeting starts at 6:15**

**6:15**

1. Call to Order/Adoption of Agenda
2. Declaration of Conflicts of Interest
3. Volunteer Hours
4. Donation Envelope

5. Minutes of the Oct. 18 Board of Directors Meeting (*White*)

**6:20**

6. Business Arising from the Minutes
  - 6.1. Board Vacancy/Recruitment (*Yellow*)
  - 6.2. March Break Program

**6:30**

- 6.3. Annual General Meeting
  - i) Date: Wednesday, March 28
  - ii) Display ad in ETC Feb. 8 or March 1? Display ad in Beach Metro Feb. 20 (membership required by Feb. 26)
  - iii) Awards: Nellies, Golden Apple
  - iv) Board term: decision whether to change length or number of terms
  - v) Constitutional Amendments (*Grey*): analysis and decision (See also Constitutional Amendments and Procedural By-law on Board of Management agenda)

**7:00**

7. Program Presentation regarding Over the Rainbow: Alesya Courtnage, Music Therapist

**7:15**

8. Finance and Fundraising
  - 8.1. Year-to-Date Financial Statement (*large green sheet*)
  - 8.2. Program Budgets (revised with actual benefit rates) (*Green*)
  - 8.3. Fundraising Committee Minutes/Report (*Green*)

**7:30**

9. Action Plan (*Goldenrod*)
  - 9.1. Website Update: for information
  - 9.2. Facilities Report (*Goldenrod from December package*)

**7:40**

10. New Business

- 10.1. Beaches Lions Easter Parade: decision on banner and participation and volunteers to coordinate/participate (*Lavender*)
- 10.2. Day Camp Budget Scenarios: (*Yellow*) for review and direction
- 10.3. Recreation Grant: (*Yellow*) to be endorsed
- 10.4. Children's Services Budget Submission: to be endorsed (*Yellow*)

**7:45**

10.5. Applegrove Tag Line/Description

- i) Creativity exercise (Susan)
- ii) Develop a tagline (Estelle)

What is it? A little like Nike's "just do it "...but with some explanation about what is Applegrove community center. We need to find the 10 good words with children, parents, social support, service, community and mix them together to present what we are in a "sexy" and easy way to remember us ...and to help us !

**8:15**

11. Directors' Concerns

**8:20**

12. Adjournment



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An Agency of the City of Toronto

## Board of Management Meeting AGENDA -- Wednesday, January 24, 2007

**8:25**

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of December Board of Management Meeting
- D. Business Arising from the Minutes
  - D.1. Homologate motions made without quorum
- E. Personnel Issues
  - E.1. Personnel Minutes of December 6 (*Blue*)
  - E.2. Revised Personnel Policy (*Blue from December package*)
  - E.3. Executive Director's Performance Planner for 2007: for information (*Blue*)

**8:30**

- F. Governance
  - F.1. Constitution (*Orange*)
  - F.2. Procedural By-law (*Pink*)

**8:50**

- G. Executive Director's Report (*Pink*)

**8:55**

- H. Correspondence/Information
  - H.1. List (*Cream*)
  - H.2. "Values Added" not-for-profit coalition: decision whether to participate and incorporate items into our materials (*Cream from December package*)

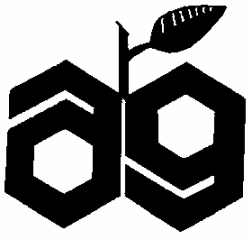
**8:59**

- I. Adjournment

### Next Meetings

**Saturday, February 3 for YogaThon**

Wednesday, February 21 for next Board meeting



# APPLEGROVE COMMUNITY COMPLEX

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## Minutes of the Board of Management Meeting December 6, 2006

A neighbourhood partnership fostering community through social and informative programs for individuals and families.

Present: Trina Bura, Ben Chong, Bridgit Clinansmith (Chair), Arly Dewan, Farukh Qazi

Regrets: Sandra Bussin, Sheila Cary-Meagher, Debbie Grainger, Estelle Halbach, Melanie Hyde

Staff: Susan Fletcher, May Seto (Recorder).

### Date of Next Meeting

Fundraising Committee Meeting Monday, ~~January 15, 2007~~ Changed to January 22  
Regular Board Meeting Wednesday, January 24, 2007

#### A. Call to Order/Adoption of Agenda

Bridgit called the meeting to order. Quorum was not achieved. The agenda was adopted as circulated.

#### B. Declaration of Conflicts of Interest

No conflicts were declared.

#### C. Minutes of October 18 Board of Management Meeting

**MOTION** (Dewan/Chong)

*To accept the minutes of the October 18 Board of Management Meeting as circulated.*

**Carried**

#### D. Business Arising from the Minutes

Deferred to January Board Meeting.

#### E. Personnel Issues

E.1. Minutes of November 6 meeting  
Deferred

E.2. Issues arising from December 6 committee meeting  
**MOTION** (Chong/Dewan)

*To recommend that the Executive Director receive the 3% Merit Bonus*

**Carried**

E.3. Revised Personnel Policy  
Deferred to January Board Meeting.

#### F. Relationship Framework: for review and analysis

Susan has informed the Board that the information has to be incorporated in our Constitution.

#### G. Public Appointments Policy: for review and analysis

Susan has informed the Board that the information has to be incorporated into our Constitution and practices.

**H. Executive Director's Report**

**MOTION** (Dewan/Chong)

*To accept the Executive Director's Report as circulated.*

**Carried**

**I. Correspondence/Information**

1.1. **MOTION** (Chong/Qazi)

*To accept the suggested actions in the Correspondence List.*

**Carried**

1.2. Deferred to the January Board Meeting.

**J. Adjournment**

The meeting was adjourned on a motion by Arly Dewan, seconded by Ben Chong.

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Chair

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Secretary



## APPLEGROVE COMMUNITY COMPLEX

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### Personnel Committee Minutes

Wednesday, December 6, 2006

**Present:** Bridgit Clinansmith (Chair), Estelle Halbach, Arly Dewan, Ben Chong, Trina Bura, May Seto (Staff rep).

**Staff:** Susan Fletcher (recorder)

1. **Minutes of November Meeting**

The minutes were accepted by consensus.

2. **Executive Director's Performance Review**

Staff were excluded while the Board members reviewed and discussed the results of the 360°, Performance Planner and narrative report.

After the private discussion, Bridgit reported that the Executive Director's performs at or above expected standards and she would meet with the Executive Director to discuss the review in more detail. She also reported that the Board members felt the 360° was useful and might be more so if the items were grouped by topic.

3. **Personnel Policy: Follow-up from September Meeting**

Susan rewrote the policy, including both the recommendations from September meeting and anti-harassment provisions. As noted in the policy's section 3, it applies to staff who are not covered by a collective agreement, i.e., management. However, any changes from the prior provisions will take effect when management job evaluation and compensation review are complete. In addition, its general provisions will form the policy with respect to the hiring of employees required by the Relationship Framework and new City of Toronto Act.

Members noted some minor corrections needed and a concern regarding the high levels of vacation accumulation for several staff. Susan will work with relevant staff to plan times for them to take time off.

They also asked whether the requirement to take time for medical appointments from sick leave or comp time applied to management only. Staff in local 2998 have PPL (Paid Personal Leave) to use for medical appointments. The new provisions for management staff do not include PPL; therefore, management staff should take time for medical appointments from comp or sick time.

4. **Next Meeting**

To be scheduled.

**APPLEGROVE COMMUNITY COMPLEX  
PERSONNEL POLICY**

Originally adopted by Board March 30, 1989  
Major revision adopted by the Board December 16, 1997  
Major revision adopted by the Board September, 2006

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**1. Non-Discrimination**

Applegrove adopts and upholds the City of Toronto's policy statement which prohibits discrimination and harassment and protects the right to be free of hate activity, based on age, ancestry, citizenship, creed (religion), colour, disability, ethnic origin, family status, gender identity, level of literacy, marital status, place of origin, membership in a union or staff association, political affiliation, race, receipt of public assistance, record of offences, sex, sexual orientation or any other personal characteristics by or within the organization.

Updated and adopted by the Board of Directors,  
April 26, 2005.

This policy applies to all terms of employment, part- and full-time employees, and community of the Applegrove Community Complex facilities and services.

**2. Anti-Racism**

Applegrove Community Complex is committed to the principles of anti-racism, and will work through a process of developing policies and procedures to implement that commitment.

Adopted by the Board, October 1994.

**3. Applicability**

The Applegrove Personnel policy applies to administrative and program staff members, full time, part-time and casual, who are not covered by a collective agreement.

**4. Accountability**

All members of staff, part-time, full time and casual, are directly or indirectly accountable to the Executive Director. The Program Director is responsible for supervision of program staff. Supervisory relationships are further specified within job descriptions.

**5. Hours of Work**

Hours for each program are as scheduled and as identified at the time of employment. Any change of working hours will be set according to service needs and subject to the approval of the Executive Director. The normal hours of work for management positions are 35 hours per week, i.e., a 7 hour day and a one-hour unpaid lunch break.

**6. The Role of the Board**

6.1. The Right to Manage

Applegrove's Board has the right to operate and manage the centre and to maintain order and efficiency.

6.2. The Right to Hire

The Board has the right to hire, classify, promote and discharge employees subject to the terms and provisions of this policy and may delegate this responsibility to the Personnel Committee and/or the Executive Director as appropriate.

6.3. Responsibilities

The Board carries responsibilities for:

- .1 working with the Director in developing and maintaining high standards of personnel procedures, which will enable the Centre to employ and retain

competent staff to accomplish the work and fulfill the Centre's goals and responsibilities to the community.

- .2 directly or through an appointed committee, being available to confer with the Director in a consultative capacity in a specialized situation not covered in established policies.

6.4. Fairness

The Board shall exercise its rights fairly and consistently within the terms of this policy.

**7. The Personnel Committee**

7.1. Duties and Responsibilities

The Board delegates to the Personnel Committee the following duties and responsibilities:

- .1 To oversee the development of personnel policies for approval by the Board and conduct periodic evaluations of this policy.
- .2 To involve employee representatives in the development and administration of the personnel policy.
- .3 To oversee the administration of wage and benefit packages for employees.
- .4 To oversee the development and review of employee job descriptions.
- .5 To oversee hiring process.
- .6 To participate in processes as set forth in this personnel policy with regard to the termination and reclassification of employees and the appeal procedure.
- .7 To oversee the responsibilities of the Executive Director, with regard to the hiring, evaluation, reclassification, and termination of employees.
- .8 To confer with and advise the Executive Director in special circumstances not covered in established policies.
- .9 To act as the Labour Management Committee as appropriate.

7.2. Membership

The Personnel Committee shall be headed by a chairperson, appointed by the Board, and be composed of at least 1 other member of the Board, one staff representative and one management representative. All Personnel Committee members must be approved by the Board. The Executive Director acts as a staff aide to the committee, and is not a member of the Committee.

7.3. Responsibilities of Membership

Acceptance of membership in Applegrove will bind the member to abide by the Constitution and by decisions of its governing body/bodies.

7.4. *In Camera* Meetings

At the option of the Chairperson of the committee, the Personnel Committee may hold a session *in camera* with only Board representatives present.

**8. Responsibilities of the Executive Director**

- 8.1 To administer approved personnel policies and interpret these policies and practices to staff and volunteers.

- 8.2 To maintain confidential personnel records.
- 8.3 To report and interpret personnel issues to the Board or Personnel Committee as appropriate.
- 8.4 To act as staff aide to the Personnel Committee.
- 8.5 To facilitate regular meetings of the Personnel Committee.

**9. Responsibilities of Employees**

- 9.1. Good Faith  
Employees are expected to perform assigned duties in good faith, perform their jobs to the best of their abilities and conduct themselves according to Applegrove's interests.
- 9.2. Centre Objectives  
Employees are expected to be aware of the rules, regulations, policies and objectives in the performance of their jobs.

**10. Categories of Employment**

- 10.1. Permanent Full-time Employment (Management)  
Employees shall work 35 hours per week, and shall have successfully completed their probation period.
- 10.2. Permanent Full-time Employment, (Non-management)  
Employees shall work 40 hours per week, and shall have successfully completed their probation period.
- 10.3. Permanent Part-time Employment, Over 18 Hours  
Employees shall work between 18 and 39.5 hours per week, and shall have successfully completed their probation period.
- 10.4. Casual/Relief Staff  
Employees shall work less than 18 hours per week, or shall be employed to accommodate workload requirements, or to relieve employees absent because of vacation, illness, accident or authorized leave of absence, and whose hours do not accumulate toward the completion of a probationary period.
- 10.5. Contract Staff  
This category includes part-time and full-time staff who work for a specified period of time. Usually contract staff will fill in for an employee on leave or will work on a time-limited project.
- 10.6. Program Staff  
These include the Parent/Child, Parent Resource, Edgewood, HAIG, Therapeutic Play, Helping Our Babies Grow, Child and Youth, and Seniors Program Workers, whether these positions are full-time, permanent part-time over 18 hours, or casual relief.

## 11. The Hiring Process

### 11.1. Use of Hiring Procedures

The procedures outlined in this article shall normally be followed when a vacancy occurs. The Executive Director shall be entitled to hire for part-time and casual/relief positions, subject to review by the Personnel Committee.

### 11.2. Advertising

#### .1 Casual/Relief Positions

Vacancies in these categories will be advertised through the following mechanisms, depending on the requirements of the funder and position: within Applegrove, to non-profit organizations, in local newspapers, in NOW Magazine, or through referral agencies.

The Executive Director shall use discretion in deciding whether and where to advertise, subject to review by the Personnel Committee.

#### .2 Full-time and Part-time Over 18 Hours

Vacancies in these categories will be advertised within Applegrove, to non-profit organizations, and in the Toronto Saturday Star newspaper. If appropriate, they may also be advertised in ethnic media and/or local newspapers. Notices will be posted in Applegrove at least 2 working days before newspaper publication. A minimum of 10 calendar days will be allowed for receipt of resumes.

#### .3 Content

All advertisements will include at least the following information:

- a) position title,
- b) short definition of work conditions,
- c) required education, experience and essential qualities,
- d) salary,
- e) deadline for applications,
- f) name and address of centre,
- g) "An Equal Opportunity Employer",
- h) if relevant, the date by which interview candidates will be contacted.

#### .4 Additional Information

When vacancies are posted, the relevant job descriptions and information about the organization will be available in the office.

### 11.3. Selection Process

#### .1 Use

The process described below will normally be used for full-time, part-time over 18 hours and casual/relief positions. However, where funding or referral restrictions apply, an alternative process may be used. For hiring

Program Workers, the Executive Director's activities listed in subsections 2, 3 and 4 will be performed by the Program Director.

- .2 Initial Review  
All applications received up to the deadline shall be put into random order and assigned a code number. A chart will be constructed to include relevant factors of education, experience, skills and personal qualities. All applications as identified by code number will be rated on the factors. The chart will then be reviewed to choose the most appropriate candidates. At least 2, and up to 8 candidates, may be selected for first interviews. Less qualified candidates may be considered again in the event that the highest qualified applicants cannot attend interviews.
- .3 Initial Interviews  
The Executive Director (or Program Director) shall conduct initial interviews before recommending a short list for second interview by an Interview Sub-committee. Upon arrival, candidates should be given the job description and information about the program and organization. Initial interviews shall include a description of the organization and standard questions asked to all candidates. These interviews may also include tests of skills, where such skills are relevant to the position.
- .4 Second Interviews  
An Interview Sub-committee shall consist of at least the Executive Director (or Program Director), a staff representative and a user representative. (If the Program Director did not conduct the initial interviews, the Program Director will have the option of taking part in the second interview.) The interviewer's notes from initial interviews, plus candidates' applications, shall be provided to each member. An Interview Sub-committee may choose to ask standard questions to all candidates, or may ask different questions to various candidates. After interviewing candidates, the Interview Sub-committee shall recommend to the Executive Director which candidate should be offered the position.
- .5 Police Records Checks  
In accordance with Applegrove's Police Records Check Policy, checks will be completed for all Applegrove staff, both full and part-time, permanent and temporary, program and administrative. Individuals who worked at Applegrove within the past 12 months and had a successful police reference check for that employment, will not require a new check.
- .6 Hiring an Executive Director  
When hiring an Executive Director, the Chair of the Board or a representative shall follow the relevant processes above. The Interview Sub-committee shall consist of the Chair of the Board, a representative of the program staff, the Program Director, and a Board representative.

- .7 Unsuccessful Candidates  
Unless the advertisement contained a date by which interview candidates would be contacted, those not selected for interviews should be informed that the organization will not proceed with their application. Similarly, those interview candidates who were not chosen should be notified.
  
- 11.4. Applicants with Applegrove Experience
  - .1 Value of Applegrove Experience  
For most positions, experience with Applegrove and familiarity with the local neighbourhood shall be considered assets.
  
  - .2 Participants and Volunteers  
Due weight should be given to the experience of applicants who participated in programs or volunteered at Applegrove.
  
  - .3 Staff  
Current and former experience in relevant staff positions at Applegrove will be given significant weight.
  
  - .4 Exemptions  
If experience with Applegrove or familiarity with the local neighbourhood will not be an asset for a position, the Executive Director shall request an exemption from the above item from the Personnel Committee before advertising the position. The exemption shall be noted in the advertisement.
  
- 11.5. Offer of Employment  
A written offer of employment shall be sent to the successful candidate by the Executive Director, or, in the case of hiring an Executive Director, by the Chair of the Board. The offer of employment should contain the salary offered, the starting date, a copy of the Personnel Policy, and any other conditions of employment not contained in the Personnel Policy.
  
- 11.6. Hiring Report  
The Executive Director shall ensure that a Hiring Report is filed with the Personnel Committee. The Hiring Report shall outline the process followed and the criteria by which candidates were evaluated.

## **12. Orientation**

The Executive Director or a delegate will ensure that each employee receives a proper orientation to the Centre and the position being filled. The orientation process may include:

- a) introduction to the centre's governing and administrative structures, including applicable policy documents;
- b) an explanation of the job description and a briefing on immediate assignments;
- c) an introduction to fellow employees and an overview of their respective job responsibilities;
- d) an introduction to office and communications systems;
- e) an explanation of budgetary controls and purchasing procedures;

- f) a tour of facilities;
- g) a notification of the availability of professional development resources.

### **13. Probation**

#### 13.1. Probation Period

For full time employees, the first six months of employment shall be considered a probation period which provides an opportunity to both the Board and the staff members to explore whether or not the employment is mutually satisfactory. Either the Board, acting through the Executive Director, or the employee is free during this period to terminate employment on two weeks' notice.

#### 13.2. Exception to Probation Period

When contract staff working 18 hours or more hours per week later accept similar permanent positions, their probation period shall be shortened by one month for every two months worked on contract.

#### 13.3. Rights during Probation Period

With the exceptions of disciplinary and grievance procedures and article 14 (below) regarding employee benefits, the employee during a probation period is entitled to all rights and benefits contained in the Personnel Policy.

#### 13.4. Interim Performance Appraisal

After three months, an interim performance appraisal for the probationary employee shall be conducted by the Executive Director or the Program Director for Program Staff.

#### 13.5. Probation Review

Prior to the end of the probation period, the Executive Director, or Program Director for Program Staff, shall conduct a performance appraisal.

#### 13.6. Completion of Probation

- .1 The period of probation will be completed upon a successful 6-month performance appraisal, at which full employee rights are instituted.
- .2 Upon recommendation of the employee's direct supervisor at the six month probation review, the Executive Director may elect to extend the probationary period, (a) to assess further the employee's suitability to the position, or (b) if illness or other factors have interfered with the probationary period.
- .3 An employee still on probation one year from the commencement of employment for reasons related to the employees' suitability to the position must be re-evaluated by the Executive Director and the Personnel Committee with input from the direct supervisor, and either be taken off probation or given notice of termination within one calendar month of the employment anniversary date. In the event of illness or other factors that interfere with the probationary period, the length of an extended probationary period and considerations of termination are at the discretion of the Personnel Committee in consultation with the Executive Director.

13.7. The Executive Director

All provisions of Article 13 shall apply in the case of the Executive Director, except that the performance appraisals shall be conducted by the Personnel Committee.

**14. Leave**

14.1. Statutory Holidays

i) Dates

Statutory holidays for all staff shall be the following: Christmas Day, Boxing Day, New Year's Day, Good Friday, Easter Monday, Victoria Day, Canada Day, Simcoe Day (Civic Holiday), Labour Day, Thanksgiving Day and Remembrance Day only if it falls on a working day. When statutory holidays other than Remembrance Day fall on Saturday or Sunday, the following working day shall be a holiday.

ii) Permanent Full-time Staff

Permanent full-time staff receive statutory holidays as days off with pay.

iii) Part-Time Staff Over 18 Hours, hired before April 29, 2004

a) This category of staff can continue to have statutory holiday pay calculated according to the previous rules (below). The Board noted that this procedure was intended for Applegrove only and not as a precedent for other AOCC's.

b) If the holiday is a day that the employee regularly works:

- i. The person shall be paid for the number of hours they normally work on that day. For example, if Canada Day is on Wednesday, and an individual normally works 6 hours on Wednesday, the employee would be paid for 6 hours.
- ii. Employees should complete their time sheet, noting the holiday and the number of hours for it. The supervisor who signs the time sheet should check that the number of hours is reasonable.

c) A "Below Average Stat" occurs when the holiday is on a day of the week that a staff person is scheduled to work significantly less than their average number of hours. Probably most below-average stats will happen on Monday stat holidays. Staff will follow the following procedure:

- each individual staff person will note on their time sheet when they have a below-average stat
- payroll staff will calculate pay according to both the "new" calculation and the previous rules, and pay the individual whichever is more.
- if a staff forgets to note a below-average stat, s/he can submit a memo within a month of the pay date following the stat, and an adjustment will be made on a subsequent pay cheque.

- d) If the holiday is on a day that the employee does not normally work:
  - i. The person shall be paid their “regular wage”. The “regular wage” is the average daily earnings for the 13 weeks before the holiday, i.e., the total amount earned during the 13 weeks, divided by the number of days worked. Therefore, if Canada Day is on a Thursday, and an employee is not normally scheduled to work on Thursdays, and earned \$2,500 for the 25 days worked in the last 13 weeks, the employee will be paid \$100 for Canada Day.
  - ii. Employees should try to indicate on their time sheets that there has been a holiday. However, the Office Manager will be responsible for the calculation.
  
- iv) Other Part Time Staff
  - a) All employees are covered, regardless of the number of days per week or hours per week as long as they do not fail without reasonable cause to work their entire shift on their regularly scheduled days of work *before* or *after* the holiday.
  - b) There is no minimum length of employment (entitlement begins on the first day of employment).
  - c) If the holiday is a day that the employee regularly works, instead of being paid their “regular” wages for the day, they receive “public holiday pay”.
  - d) Public holiday pay is calculated by adding all of the regular wages earned and vacation pay payable in the 4 work weeks ending just before the work week with the holiday, and dividing the sum by 20
  - e) If the holiday is on a day that the employee does not normally work: if they agree in writing, they can receive public holiday pay OR they can take a substitute day off no later than 3 months after the public holiday (or up to 12 months if they agree in writing).
  
- v) Religious Leave  
Employees who are eligible for statutory holiday pay may take “religious leave” with pay (as defined in the Personnel Policy) when their religious celebrations occur on a day that they are normally scheduled to work. A religious holiday on a day that they are not scheduled does not entitle them to the “regular wage” or “public holiday pay”.

#### 14.2. Float Days

In addition to statutory holidays, employees can take 2 days with pay, normally within the period that the centre is closed for Christmas. Part-time staff who do not qualify for statutory holidays will still be paid for 1 float day between December 24 and January 1 inclusive, with “day” defined as it is for statutory holidays, (unless they chose to take their float day at another time). For staff in CUPE Local 2998, the pay for float days shall be equal to the number of hours of work regularly assigned to the position on any one (1) day of work.

14.3. Vacation Leave

- i) Staff hired before November 21, 2000
  - a) All full time permanent staff shall be entitled to 1.25 days of vacation per month. After 3 years of service, all full time permanent staff will be entitled to 1.67 days of vacation per month. After 15 years, they shall earn 2.08 days per month (5 weeks per year), and after 22 years, 2.5 days per month (6 weeks per year).
  - b) Part-time permanent over 18 hours employees' entitlement to vacation leave shall be pro-rated on a proportionate basis.
  - c) Casual/Relief staff will earn 4% vacation pay. After completing 1,044 hours, they will earn 6%. After 9 calendar years, they will earn 8%, and after 17 years, 10%, 12% after 22 years, and 14% in the 30<sup>th</sup> year only.
  
- ii) Staff hired after November 21, 2000
  - a) Full time permanent staff shall be entitled to 1.25 days of vacation per month. After 9 years of service, they shall be entitled to 1.67 days of vacation per month. After 17 years, they shall earn 2.08 days per month (5 weeks per year); after 22 years, 2.5 days per month (6 weeks per year); and in the 30<sup>th</sup> year only, 7 weeks.
  
  - b) Part-time permanent over 18 hours employees shall earn vacation time at the rate of 6% of paid hours after 1 year, 8% after 9 years, 10% after 17 years, 12% after 22 years, and 14% in the 30<sup>th</sup> year only.
  
  - c) Casual/Relief staff will earn 4% vacation pay. After completing 1,044 hours, they will earn 6%. After 9 calendar years, they will earn 8%, and after 17 years, 10%, 12% after 22 years, and 14% in the 30<sup>th</sup> year only.
  
- iii) Accumulation, Carry-over and Scheduling
  - a) Beginning with vacation earned after June 1, 1994, vacation time accumulated within a 12 month period ending with an individual's anniversary date, must be taken within 6 months after the anniversary date.
  
  - b) On their anniversary date, staff will receive a statement of their accumulated vacation time, and the date by which it must be taken.
  
  - c) Only in extenuating circumstances will requests for extension beyond the 6-month deadline be considered. Any such requests must be made in writing to the employee's supervisor, for approval by the Executive Director, and must include specific dates as well as a consideration of program and agency needs.
  
  - d) The organization should make every effort to ensure that staff are able to take their holidays. Similarly, staff should continue to use

goodwill and consideration of the agency's needs when they schedule their holiday. Vacation time must be scheduled in consultation with any relevant co-workers and with the supervisor's authorization.

- iv) Advance  
An advance or "loan" of additional vacation may be made at the discretion of the Executive Director.
- v) Conversion
  - a) Unused vacation in the year of death will be paid out to the estate.
  - b) Employees can convert vacation pay to sick pay if admitted to the hospital during their vacation.
  - c) Prior to retirement, employees can take their cumulative sick pay credit, up to a maximum of 6 months, as vacation time.

#### 14.4. Sick Leave

- .1 Full time permanent employees shall accumulate sick leave at the rate of 1.5 days per month. Part-time permanent over 18 hours employees' entitlement to sick leave shall be prorated.
- .2 After completing 1,044 hours or 1 year of work, whichever comes first, casual/relief staff shall accumulate sick time at the rate of 7% of paid hours in each pay period.
- .3 There is no limit on the amount of sick leave that an employee may accumulate.
- .4 A certificate from a doctor will be required if sick leave continues for more than five working days.
- .5 A maximum of 6 days per year of sick leave may be used to care for immediate family members. If more time is needed, the employee can use vacation, lieu time or leave without pay.
- .6 Family Medical Leave  
An employee can take up to 8 weeks unpaid leave to care for a family member who has a serious medical condition where there is a significant risk of death occurring within 26 weeks. Family members include spouse, parents and children. The 8 weeks do not have to be consecutive, but leave must be taken in periods of no less than one week. Basic benefits continue, but to maintain pension service credits, the employee must pay their own share of pension contributions.
- .7 Upon termination by retirement, death or resignation, employees will be entitled to half their accumulated sick leave up to the following limits: after 10 years of service, up to 3 calendar months; 4 months after 15 years, 5 months after 20 years, and 6 months after 25 years.

14.5. Pregnancy and Parental Leave

- .1 The following benefits are available in conformity with the Employment Standards Act and the Employment Insurance program.
  - a) Pregnancy leave is 17 weeks beginning any time during the 17 weeks before the baby is due.
  - b) The mother is eligible for pregnancy leave if she was hired 13 weeks before the due date.
  - c) Parental leave is 35 weeks with pregnancy leave or 37 weeks without pregnancy leave.
  - d) Both fathers and mothers are eligible for parental leave, if they were hired 13 weeks before the date that the leave is expected to start.
  - e) Parental leave is available for either adoptive or birth parents.
- .2 Accommodation for pregnant employees who are unable to perform all of their duties because of the pregnancy may include adjusting responsibilities or alternative work.
- .3 An employee should give as much notice as possible, and a minimum of two weeks notice in writing, together with a medical certificate estimating date of delivery, to the Executive Director when applying for pregnancy or parental leave.
- .4 Employees receive an annual vacation after they have been employed for a full 12 months, including any time that was spent away from work because of pregnancy and parental leave. Their vacation entitlement is not reduced by the pregnancy and parental leaves.
- .5 During employees' pregnancy and parental leaves, Applegrove will continue to pay medical, dental, LTD and GLI benefits.
- .6 During employees' pregnancy and parental leaves, Applegrove will continue to pay the employer's share of OMERS premiums, if any, and the employee shall continue to pay his/her share, unless the employee opts, in writing, not to continue such coverage.
- .7 Employees' anniversary dates shall not be adjusted as a result of any pregnancy or parental leave.
- .8 After a full time or part-time over 18 hours employee has returned to work and has worked for 3 months after pregnancy and/or parental leave, the employee will be paid a lump sum of 15% of the regular salary for each week the employee was on leave.

14.6. Medical Appointments

The supervisor may grant time off for employees' personal medical, dental and other doctor's appointments, or for such appointments for immediate family members, if it is necessary to make such appointments during working hours. The employee has the obligation to ensure that job responsibilities are covered. The employee has the choice of taking time out of sick time or compensatory time off for prior overtime.

14.7. Education Leave

Leave of absence for continuation of education or training relevant to the job may be granted after 3 years of permanent employment.

- 14.8. **Compassionate and Bereavement Leave**  
A maximum of 5 days of leave with pay may be granted by the Executive Director for compassionate reasons such as the serious illness or death of an employees' close family or friends.
- 14.9. **Jury or Witness Duty**  
Leave with pay shall be granted for employees called for jury duty or subpoenaed as witnesses in a legal proceeding. Fees will accrue to the centre after expenses have been deducted by the employee.
- 14.10. **Christmas Shutdown**  
Each year, Applegrove will be closed between Christmas and New Year, from December 24 to January 1 inclusive. Staff are encouraged to use their float days at this time, plus vacation or comp time previously accumulated. When workload requirements prevent staff from using their float day at this time, their supervisor can approve an alternative date. Depending on the dates of Christmas and Boxing Day, and on part-time staff schedules, individuals could be paid for 2 statutory holidays plus two float days in one week, and that might be more than they would normally work.
- 14.11. **Religious Leave**  
Applegrove wishes to recognize the diversity of our workforce. Each year, staff members of faiths other than Protestant and Roman Catholic may take off up to 3 days with pay to celebrate major holidays in their religion. These days would be in addition to statutory holidays and other leave. After hiring, staff will be asked to indicate the dates or times of year that these holidays occur, so that alternative staffing can be scheduled if necessary.
- 14.12. **Citizenship Leave**  
On two occasions only, one day of leave with pay will be granted to an employee to obtain Canadian citizenship.
- 14.13. **Childcare and Eldercare Leave**  
An employee may request leave without pay for up to one year to care for children or elderly relatives. To maintain pension service credits, the employee must pay both their own and the employer's share of pension contributions. To maintain benefits, the employee can pay the premiums.
- 14.14. **Earned Deferred Leave**  
An employee may request an authorized leave for 6 months or 1 year,. During the enrolment period, the employee receives reduced pay. During the leave period, the employee receives the accrued deductions and interest. Options include
- 90%: 4.5 years of work at 90% pay and 6 months of leave
  - 80%: 4 years of work at 80% pay and 1 year of leave, or 2 years of work at 80% pay and 6 months of leave
  - 75%: 3 years of work at 75% pay and 1 year of leave, or 1.5 years of work at 75% pay and 6 months of leave.
- Most benefits continue during the leave period.

- 14.15. Leave without Pay  
Authorized leave for up to 1 year without pay or benefits.
- 14.16.  
Voluntary Leave of Absence  
Authorized leave for up to 20 days per year. Benefits and pension contributions continue.
- 14.17. Election Leave  
Authorized leave without pay for employees running for political office (all levels of government, including school board).
- 14.18. Military Service  
Two weeks leave with pay for employees to attend the Canadian Armed Forces Reserve Training Program.

**15. Salaries and Wages**

- 15.1. Pay Equity Plan  
A pay equity plan was posted by the City of Toronto on April 3, 1996, including both administrative and program staff. The plan itself contains information regarding the jobs covered and rates of pay. The new rates of pay took effect on April 3, 1996.
- 15.2. Cost of Living Adjustment (COLA)  
COLA is applied as an across-the-board increase to ranges and salaries.
- 15.3. Pay for Performance  
Performance pay is applicable to progression through management salary ranges and a re-earnable lump sum for those at the top of the salary range. It is applied as follows:
- |                         |    |
|-------------------------|----|
| Met objectives          | 3% |
| Developmental           | 1% |
| Did not meet objectives | 0% |
- 15.4. Step Increase
- .1 Full time employees whose job classification has a step system will move through the steps of the wage grade annually on their anniversary dates.
- .2 Part-time employees will move from the first to the second step of the wage grade after the completion of 2,088 hours. They will move through the remaining steps annually thereafter.
- 15.5. Acting Assignment  
An Acting Assignment requires an employee to perform the duties of another position continuously for up to one year, during which the employee receives the applicable salary for the position. This differs from "Cover-off Assignment" in which an employee performs some of the duties of another position while

continuing to perform normal job responsibilities. Cover-off assignments do not change the pay rate.

**16. Benefits**

16.1. Eligibility

- .1 Full time permanent, and permanent part-time over 18 hours staff who have successfully completed their probation will be eligible for benefits as specified below.
- .2 In accordance with City policy, health care benefits are available for employees' partners and their children, regardless of sexual orientation.
- .3 In accordance with City policy, the following benefits are available: supplementary medical; comprehensive medical; dental; life insurance; accidental death and dismemberment; and long term disability.
- .4 ~~Employees are eligible for benefits according to the following table:~~

Month	Enrolled on or Before	Terminated on or After	Had Unpaid Leave of less than
January	17th	15th	17 days
February	14th	15th	14 days
March	17th	15th	17 days
April	16th	15th	16 days
May	17th	15th	17 days
June	16th	15th	16 days
July	17th	15th	17 days
August	17th	15th	17 days
September	16th	15th	16 days
October	17th	15th	17 days
November	16th	15th	16 days
December	17th	15th	17 days

Employees are eligible for benefits when they complete probation until termination of employment (coverage does not extend until the end of the month).

16.2. OMERS

All employees in permanent, full time positions must pay into the Ontario Municipal Employees Retirement System, from the first day in that position (not

the individual's achievement of permanent status). Rates for 2007 are expected to be 6.5% of salary up to the Year's Maximum Pensionable Earnings (YMPE) level of \$42,100, plus 9% of earnings over the YMPE. Applegrove matches the employee contribution. Detailed information is contained in the OMERS manual. Part-time permanent over 18 hours employees can join OMERS after 2 years of employment if they meet minimum requirements.

16.3. Overtime and Lieu Time

When staff work more than 80 hours in the pay period, they will be compensated at a rate of 1.0 hours off for each extra hour worked, to an annual maximum of 105 hours. Overtime must be approved in advance by the supervisor. Normally, compensatory time off will be taken within 4 weeks of the overtime worked; however, the supervisor can approve exceptions to this time limit. Lieu time must be scheduled and used by March 31 of the next calendar year.

16.4. Call Back

An employee called back to work will be paid a minimum of 3 hours at normal overtime rate; if the employee is eligible only for lieu time at straight time, then call-in pay will be at straight time. Time is counted from the time the employee arrives at the work site. There is no maximum on call-in pay.

16.5. Shift Bonus

A bonus of 88¢ per hour (2006 rate) is payable when

- o as part of a regularly scheduled work week, the majority of hours of a shift fall between 7 p.m. and 6 a.m. or
- o the employee is working a regularly scheduled rotating shift as part of a 24/7 schedule.

This shift bonus is paid for work that is not compensated by other types of premium or bonus pay such as overtime, standby or call-in pay.

The shift bonus is not paid for evening meetings since the majority of the shift will take place before 7 p.m.

16.6. Weekend Shift Bonus

A bonus of 88¢ per hour (2006 rate) will be paid to an employee who works a regularly scheduled day shift on a Saturday or Sunday. A bonus of \$1.76 per hour (2006 rate) will be paid to an employee who works a regularly scheduled afternoon or night shift ending on a Saturday or Sunday. The weekend/shift bonus is paid in place of other shift bonuses.

16.7. Mileage/Car Allowance

Employees who need to use their vehicle for work-related purposes will be paid a mileage allowance. The 2006 rate was 50¢ per kilometre.

## **17. Professional Development**

### **17.1. Mutual Responsibility**

It is the mutual responsibility of the employer and the employee to arrange for appropriate professional development activities. These may take the form of materials (books, manuals, etc.) or attendance at courses, seminars, workshops, conferences, etc. When budget is available, and approval is secured in advance, costs involved may be paid in part or in full by the centre.

### **17.2. Scheduling**

When professional development activities are scheduled to occur during regular work hours, it is the responsibility of the employee to obtain in advance consent to take the time off. The employee may also request to be compensated for this time. The Executive Director, in granting such a request, may require that compensation be conditional upon the employee making arrangements to have work responsibilities covered during the time away from work.

### **17.3. Tuition Reimbursement**

Employees can request tuition reimbursement for work-related skill or knowledge development courses taken on non-work time through a recognized institution. Reimbursement of up to 75% of the total tuition fee; books, exam fees, parking, etc. are excluded. There is a maximum of \$1,000 per year per employee. Reimbursement requires proof of attendance, a tuition receipt and evidence of successful completion.

### **17.4. Secondments**

Secondments to another position can be made for up to 2 years with terms agreed upon by both the home and host managers.

## **18. Job Evaluation**

Under the Pay Equity Plan posted April 3, 1996, the Board is required to obtain from the Job Evaluation Section of the City of Toronto, the appropriate evaluation results utilizing the AOCC Manual for all new or changed positions except those exempted by the Pay Equity Act under Sections 1(1) ("students") and 8(1)(b) ("temporary training or development assignment").

## **19. Sexual Harassment**

Replaced by Interim Policy on Workplace Harassment (see attachment)  
Hate Activity policy and Harassment policy included (we have them as well)

## **20. Termination**

The end of employment will fall within one of the following categories:

### **20.1. Resignation**

An employee can voluntarily terminate employment for any reason. A minimum of 2 weeks' notice is expected. Senior staff should give a minimum of one month's notice.

20.2. Mutual Agreement

Both the employee and management may decide to end the employment relationship for mutual benefit. In these circumstances, both parties desire that the separation be amicable, and agree that the individual is not suited to the job. Management will give no termination notice; instead, both parties will agree on a departure date that allows a reasonable period for the employee to seek other work.

20.3. Reduction in Work Force

i) Reasons

A position may be abolished or reduced in hours because of required program re-organization or lack of funding.

ii) Notice

Written notice of termination will be provided according to the Employment Standards act as noted below:

- a) One week if employed less than 1 year;
- b) Two weeks if employed 1 year or more but less than 3 years;
- c) Three weeks if employed 3 years or more but less than 4 years;
- d) Four weeks if employed 4 years or more but less than 5 years;
- e) Five weeks if employed 5 years or more but less than 6 years;
- f) Six weeks if employed 6 years or more but less than 7 years;
- g) Seven weeks if employed 7 years or more but less than 8 years;
- h) Eight weeks if employed 8 years or more.

In lieu of written notice, termination pay as outlined above may be given.

iii) Severance Pay

In addition to termination notice or pay in lieu of notice, severance pay may be available, in accordance with policies governing other City employees.

iv) Factors to be Considered

If funding cuts require reduction in staffing, due weight should be given to factors including (not listed in order of importance):

- o serving the community;
- o the value of the staff experience;
- o maintaining access;
- o the welfare of the centre and the program.

v) Return from Pregnancy or Parental Leave

If Applegrove lays off a person returning from pregnancy or parental leave before the person has completed 3 months of work, the full "return bonus" will be paid.

vi) City of Toronto Position Termination Program

- o Separation Settlement includes notice payment required under the Employment Standards Act, severance based on the Employment Standards Act, common-law separation payment.
- o Calculated on 4 or 4.3 weeks/year of completed service (Executives/Management) to a maximum of 96 weeks of pay.

- Can be paid as salary continuation or in monthly instalments.
- If the ex-employee finds a comparable job, s/he receives half the balance of the separation payment.

vii) City of Toronto Voluntary Separation  
This is only available via invitation

20.4. Unsatisfactory Performance

An employee who has failed to meet performance standards after the disciplinary procedures outlined below will be terminated for cause.

20.5. Misconduct

An employee who displays gross misbehaviour on the job, refuses to do work that can reasonably be expected, wrongfully uses or takes agency property, or is convicted of a felony, can be terminated without notice.

20.6. Retirement

When an employee becomes eligible to draw OMERS pension or CPP, whichever comes first, the individual can retire. New provisions arising from the abolishment of mandatory retirement will take effect December 12, 2006.

20.7. Vacation and Overtime Pay-out

In all circumstances of termination except for mutual agreement, the employee's accumulated vacation and overtime will be paid out; the employee will not have the option of extending the termination date by using them. The record of employment and payroll records will reflect any such payments, and show the actual termination date.

## 21. Disciplinary Process

21.1. Introduction

When a supervisor becomes aware that an employee is failing to meet performance standards, complete tasks promptly and competently, and/or maintain adequate attendance, the supervisor must make a reasonable effort to resolve the problem with the employee. At a minimum, the supervisory will follow the steps below:

i) Verbal Warning

The supervisor will meet with the employee, outline the problem, ask whether there are circumstances affecting the employee's performance, and outline the change(s) expected as well as a time frame for improvement. The supervisory will also inform the employee that this is a verbal warning and part of a disciplinary process as defined in the Personnel Policy. The supervisory will note in the personnel file the date of the verbal warning and the results of the meeting, and provide a copy of this note to the employee within 24 hours of the verbal warning.

- ii) **Written Warning**  
If there is no change, or inadequate improvement at the end of the time allotted, or if performance deteriorates during that time, the supervisory will meet with the employee again. The supervisory will provide a written report that includes the following:
- o the date of the verbal warning,
  - o a warning that continued employment is in jeopardy,
  - o description of what must be done to improve the situation, and
  - o a reasonable time period and any resources needed for improvement.

The employee will acknowledge receiving the report by signing one copy for the personnel file.

- iii) **Performance Probation**  
If there is still no change, or inadequate improvement, or if performance deteriorates after the written warning, the employee will be placed on performance probation for a period not exceeding 2 months. The supervisory may extend this probation by one month if circumstances warrant. Uncooperative behaviour or negative attitudes that affect the work or morale of others during probation may result in shortening the probation period.

21.2. **Suspension**

In consultation with the Executive Director, the supervisor may require a suspension without pay for misconduct or for unsatisfactory performance after a written warning.

21.3. **Attendance Management**

The City of Toronto Attendance Management process outlines a series of meetings and letters with respect to employees whose total absences are greater than the standard for the department.

21.4. **Amendment of Personnel Record**

After an employee has not received a disciplinary note for 2 years, any previous notes will be cancelled. At the employee's request, cancelled notes will be removed from the file.

21.5. **Executive Director**

All provisions of Article 21 shall apply in the case of the Executive Director, except that the Personnel Committee will function as the supervisor.

**22. Appeal Process**

22.1. **General Statement**

Every effort should be made to settle differences which may arise between an employee and supervisor. This includes matters arising over the application, interpretation, or apparent violation of this Personnel Policy.

22.2. Appeal of Performance Review

If an employee refuses to sign a regular performance review, or the supervisor and employee cannot agree, the Executive Director will access the file.

22.3. Personnel Committee

If an employee feels that s/he has not been treated fairly in working out differences, or if the supervisor is unable to resolve differences, the employee can ask the Personnel Committee to assist in resolving the dispute. Such a request should be presented in writing to the Chairperson of the Personnel Committee. The Chairperson will decide:

- .1 whether the matter can wait until the next regular meeting of the committee or a special meeting is needed; and
- .2 how the committee will deal with the issue.

Once the Personnel Committee has reached a decision on the issue, its chairperson will inform the employee in a timely manner. If the supervisory did not attend the Personnel Committee meeting, the Executive Director will inform the supervisor.

22.4. Appeal of Personnel Committee's Decision

- .1 An employee has the right to appeal a decision of the Personnel Committee by written notice to the Chair of the Board and the Executive Director, not more than 5 working days after receiving the decision. The notice should set out the reasons for the appeal.
- .2 Upon reviewing the notice, the Board may allow the employee to come before the Board to present orally reasons for the appeal. If the Board does not allow the appeal, reasons will be submitted in writing to the employee and the Executive Director who will inform the supervisor.
- .3 In the event of an appeal brought before the Board, the Board will submit, in writing, the time, date, and place of the Board meeting to hear the appeal, and upon reaching a decision, will provide the decision and its rationale in writing to the employee and the Executive Director who will notify the supervisor.

22.5. Final Decision

The Board's decision will be final will not be subject to appeal.

22.6. Executive Director

The provisions of Article 22 shall apply in the case of the Executive Director with the following changes:

- .1 If the Executive Director refuses to sign a performance review or the Executive Director and Personnel Committee cannot agree, the Board Chair will access the file.
- .2 The Executive Director can appeal a decision of the Personnel Committee by written notice to the Board Chair, not more than five working days after receiving the decision. The Board will meet *in camera* to determine how to deal with the matter.

**23. Conflict of Interest**

All Applegrove's staff members are employees of the City of Toronto and are expected to conduct themselves with personal integrity, ethics, honesty and diligence in performing their duties for the organization. Employees are required to support and advance the interests of the organization and avoid placing themselves in situations where their personal interests actually or potentially conflict with the interests of the agency and the City. For more information, please see the complete Conflict of Interest Policy.

**24. Employment of Relatives**

No relatives are permitted to work together if this places them in a supervisory relationship, either in a subordinate or supervisory role to each other. A supervisory relationship has either direct or indirect authority or influence over pay increments, overtime, salary level, performance appraisals, and can exist even though there are levels of supervision between the related employees.

## **Appendix: Hate Activity Policy and Procedures**

Adopted by Board, June 2001

### **1. Statement of Purpose**

The purpose of this policy is to assist the members, staff, volunteers and Board of Applegrove Community Complex to identify a hate motivated crime or incident. The Policy outlines procedures for responding to hate through the *City's Human Rights Program*, and is based on the City of Toronto Hate Activity Policy and Procedures.

### **2. Policy Statement**

Applegrove Community Complex believes that a diversity of racial and ethnic origins and a wide range of cultural and religious backgrounds, as well as its diverse population made up of Aboriginal and First Nations persons, women, people with disabilities, lesbians, gays, bisexuals and transgendered people, immigrants and refugees residing and working within the City, strengthens and enriches the community economically, culturally, politically and socially. In support of this belief, Board members, volunteers, staff and recipients of all Applegrove services must be able to function in an environment without hatred being perpetrated through institutional practices or individual biases. Therefore, Applegrove Community Complex is committed to:

- 2.1 eliminating hate activity, harassment and all forms of discrimination through the development of programs and educational resources;
- 2.2 facilitating combined efforts of each and every sector including staff, government institutions, policing, community groups and elected officials to eliminate hate activity;
- 2.3 taking remedial measures to ensure that a victim of a hate-motivated crime is assisted in a timely and meaningful way;
- 2.4 condemning publicly the actions of hate groups/individuals and racist organizations;
- 2.5 advising the Attorney General of Ontario to proceed, where appropriate, with charges against organizations/groups/individuals for the incitement of hatred in accordance with the Criminal Code of Canada; and
- 2.6 ensuring that every member of the centre, employee and service user can work and is served in an environment without hatred being perpetuated through institutional practices or individual bias.

### **3. Background Information:**

Hate activity could take the form of:

- 3.1 Acts of Violence;
- 3.2 Graffiti (e.g., hate group symbols or slogans or epithets defacing property);

Applegrove Community Complex -- Hate Crime Policy and Procedures  
Adopted June 2001

- 3.3 Flyers/literature/hate mail with messages promoting hatred against "identifiable" groups;
- 3.4 Verbal slurs accompanied by a threat;
- 3.5 Recorded telephone hate lines;
- 3.6 Obscene or threatening phone calls;
- 3.7 Sexual assaults;
- 3.8 Intimidation and harassment;
- 3.9 Music and videos inciting hatred against an identifiable group; and
- 3.10 Bomb threats.

#### 4. Scope

This policy applies to Applegrove's Board, members, employees, service recipients, volunteers and contractors working with Applegrove.

Every person has a right to be free of hate activity with respect to Applegrove services and facilities, to the occupancy of Applegrove leased buildings, to contracts on equal terms, and to employment because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, age, record of offences, marital status, family status, disability, level of literacy, political affiliation, membership in a union or staff association, or any other personal characteristic including income level and source of income.

#### 5. Definitions

##### 5.1 Definition of a Hate Crime

- a) A hate crime is defined as a criminal offence committed against a person or property. The evidence demonstrates that the offence was motivated in any part by the suspect/offender's bias, prejudice or hate based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or any other similar factor.
- b) The Law
 

According to the Criminal Code of Canada section 718.2, enhanced sentencing is provided when a crime is motivated by bias/prejudice. It states:

A court that imposes a sentence shall also take into consideration the following principles:

  - a) a sentence should be increased or reduced to account for any relevant aggravating or mitigating circumstances relating to the offence or the offender, and, without limiting the generality of the foregoing:
    - (i) evidence that the offence was motivated by bias, prejudice or hate based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or any other similar factor.

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5.2 Definition of Hate Propaganda;

- a) Hate propaganda can be any communication, poster and/or graffiti used by a person or group which promotes hatred based on race, religion, nationality or ethnic origin.

b) The Law

In terms of the law, the hate propaganda section of the Criminal Code of Canada is broken down into two sections, Advocating Genocide and Public Incitement of Hatred and includes the following:

a. Advocating Genocide.

(1) Section 318 states that, "everyone who advocates or promotes genocide is guilty of an indictable offence and liable to imprisonment for a term not exceeding five years".

(2) In this section, "genocide" means any of the following acts committed with intent to destroy in whole or in part any identifiable group, namely:

- (a) killing members of the group, or
- (b) deliberately inflicting on the group conditions of life calculated to bring about its physical destruction.

In this section, identifiable group means any section of the public distinguished by colour, race, religion or ethnic origin.

b. Public Incitement of Hatred

Section 319 deals with the "Public Incitement of Hatred". This offence is committed when someone communicates statements in a public place, and incites hatred against any identifiable group where such incitement is likely to lead to a breach of the peace.

The section also states that an offence is committed when anyone communicates statements, other than in private conversation, that wilfully promote hatred against any identifiable group.

Communicating includes words spoken or written or recorded electronically or otherwise, and gestures, signs or other visible representation.

It should be noted that, with the exception of the "breach of the peace" section, no proceedings can be instituted without the consent of the Attorney General of Ontario. (For a detailed treatment of the law, refer to the Criminal Code of Canada sections 318-320.)

In keeping with the requirements of the law, elected officials are liable if their actions incite hatred against identifiable groups.

5.3 Definition of "Telephone Recording Promoting Hate"

- a) This is a telephone recording containing messages that promote hatred against an identifiable group or verbal exposure to hatred by use of a telephone line.

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b) The Law

The authority to investigate such incidents is obtained from the Canadian Human Rights Act, section 13(1), which states:

It is a discriminatory practice for a person or a group of persons acting in concert to communicate over the telephone or cause to be so communicated, repeatedly, in whole or in part, by means of the facilities of a telecommunication undertaking within the legislative authority of Parliament, any matter that is likely to expose a person or persons to hatred or contempt by reason of the fact that, that person or persons are identifiable on the basis of a "prohibited" ground of discrimination.

As per the Canadian Human Rights Act Section 3(1): A prohibited ground of discrimination is: race, national or ethnic origin, colour, religion, age, sex, marital status, sexual orientation, family status, disability and conviction for which a pardon has been granted.

5.4 Definition of Hate Activity under the Ontario Human Rights Code

a) Anyone who displays hate in public though any notice, sign, symbol, or emblem is in violation of the Ontario Human Rights Code.

b) The Law

Section 13(1) states: A right under Part I is infringed by a person who publishes or displays before the public or causes the publication or display before the public of any notice, sign, symbol, emblem or other similar representation that indicates the intention of the person to infringe a right under Part I or that is intended by the person to incite the infringement of a right under Part I. Section 13 of the Code applies to hate activity.

To meet the requirements of Section 13:

- (a) the display must be public;
- (b) a person must have the intention to infringe a right under Part I; and
- (c) the display must take place within the context of one of the prohibited grounds.

This section has been specifically applied in public housing, parks and recreation, and child care centres.

## 6. Use of Public Facilities

6.1 In keeping with the policy of the City of Toronto, public space and facilities within Applegrove will not be available or accessible to any individual or group that promotes views and ideas which are likely to promote discrimination, contempt or hatred for any person on the basis of race, national, or ethnic origin, ancestry, colour, citizenship, religion, age, sex, marital status, family status, sexual orientation, gender identity, disability, political affiliation, receipt of public assistance or level of literacy.

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- 6.2 Applegrove requests potential users of public space to certify that they will not be conducting any business that violates the Criminal Code of Canada - hate propaganda laws and human rights act.

## 7. Procedures

### 7.1 Reporting

All incidents have to be reported to the City's Human Rights Office. Perpetrators of hate crimes will be charged by the police under the Criminal Code of Canada. In some cases, incidents may also be dealt with as part of a complaint under Applegrove's Anti-Harassment Policy.

### 7.2 Whom to Notify

a) Notify your direct supervisor. The supervisor should first attend to safety requirements, obtain and record all details by asking questions such as who, when, where, what, why, how. If it is an emergency, the supervisor is required to act immediately based on existent emergency guidelines and notify the police. The supervisor is also required to report the information to the Executive Director and to relevant on-site facility staff.

b) The Executive Director will notify the City's Human Rights Office.

### 7.3 Gathering and Verification of Information

A specific form will be used to collect all relevant information.

### 7.4 Investigation

If the incident may be a criminal offence, police division 55 should be contacted to conduct an investigation (416) 808-5500. If there is a violation of the Canadian Human Rights Act, the matter should be referred to the Canadian Human Rights Commission.

### 7.5 Hate Mail

To increase the opportunity for the police to obtain fingerprints from hate mail and from any other object involved in a hate-motivated incident, ensure that the item is handled as little as possible. Place the item in a protective envelope or clear plastic bag. Keep the item aside and inform your supervisor immediately.

### 7.6 Bomb Threat

Follow the Bomb Threat techniques in Applegrove's Emergency Procedures Policy. In addition, notify the police that the bomb threat is hate-motivated. Police are required to take specific actions in such cases.

### 7.7 Threatening Phone Calls

Immediately document hate-motivated threatening phone calls or voicemail messages. Notify your supervisor immediately. If the message is recorded, save the recording (i.e., remove the cassette from the machine.)

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7.8 Graffiti

If there is hate-motivated graffiti, notify school care-taking staff, and ask whether they will notify police. If not, notify your supervisor and the police. Do not do anything to remove the graffiti until the material has been investigated by the police.

7.9 Victim Assistance and Follow-up

Wherever possible, victims will be referred to appropriate agencies and victim-services programs.

7.10 Classification of Reported Incidents

Incidents reported will be classified. The City's Human Rights Office will compile an annual report and submit it to City Council and to the City's Community Advisory Committee on Anti-Racism and Anti-Hate.

7.11 Training

Applegrove staff are eligible to participate in City training. Training opportunities are published in the City's Education and Training calendar which is available in Applegrove's office.

7.12 Resource Allocation

The City will allocate appropriate resources for the efficient response to hate activity.

**7.13 Applegrove Response**

Applegrove's Executive Director (or delegate) will use discretion and good judgement in taking remedial measures and dealing with alleged perpetrators, victims and witnesses, through actions which might include separation, suspension, trespass orders, etc.

**8. Monitoring and Evaluation**

8.1 City

The City of Toronto's Community Advisory Committee on Anti-Hate and Anti-Racism, which is a staff inter-agency committee chaired by a Member of Council, will receive deputations. It will take appropriate action to advocate for the elimination of hate activity and review the Human Rights Office's annual report.

**8.2 Applegrove**

The Executive Director will report on any hate crime activity to the Board and to appropriate staff and union authorities.

**9. Guidelines to help determine an Alleged Hate Crime**

9.1 Factors

The following factors help individuals understand how to identify a hate motivated crime. Criminal offences are investigated by the police who consider the following factors:

- a) Absence of motive;
- b) Perception of the victim;
- c) Location;

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- d) Graffiti/symbols used;
- e) Date and time of the occurrence;
- f) Victim easily identifiable;
- g) Profile of the victim;
- h) News coverage of similar events;
- i) The groups involved in the attack;
- j) The manner and means of the attack;
- k) Similar incidents in the same area or against the same victim(s); and
- l) Statements/gestures by the suspect(s).

## 9.2 Questions

The following questions form a reliable guide to assess if a crime is motivated by hate.

- a) Is the victim a member of a target racial, religious, ethnic/national or sexual orientation group?
- b) Were the offender and the victim of different racial groups?
- c) Would the incident have taken place if the victim and offender were of the same racial group?
- d) Did the offender make biased verbal comments, written statements or gestures that indicated bias?
- e) Was certain clothing worn (i.e., offender wore a t-shirt reading, "White power forever")?
- f) Was a sign left, such graffiti with a "hate logo"?
- g) Have several incidents occurred in the same locality?
- h) Does the community feel that the incident was motivated by hate?
- i) Was the victim involved in promoting their racial group?
- j) Did the incident coincide with a holiday relating to religious or cultural significance?
- k) Was the offender previously involved in a similar hate crime?
- l) Did a hate group take responsibility for the crime?
- m) Does a historically established animosity exist between the victim's group and the offender's group?
- n) Did the offender have some understanding of the impact their actions would have on the victim?

## 10. Institutions responsible for Dealing with Hate Crime

### 10.1 Hate Crime/Hate Propaganda -- Police

Each police division has a trained Hate Crimes Detective. If there is evidence that a criminal offence motivated by hate has occurred, the local police services are informed immediately. The Police Services have an extensive hate crimes protocol to follow when such incidents are reported. The Toronto Police Services have a Hate Crimes Unit available (part of the Detective Unit at (416) 808-3500) to assist with identification of a hate crime. The Police Services are responsible for handling criminal offences. If it is an emergency, call 9-1-1. If it is not an emergency, call (416) 808-2222.

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10.2 Hate Telephone Lines -- Canadian Human Rights Commission

Call the Canadian Human Rights Commission. When it receives the complaint, the Commission follows the process outlined below:

- a) Is the Commission the right agency to handle your complaint?
- b) If yes, the complaint is accepted for investigation.
- c) If no, the complaint is referred to another agency that might help.
- d) An investigation begins. Sometimes it results in an early settlement that both parties agree to.
- e) If the complaint cannot be settled, a report is prepared for the Commission.
- f) The Commission may dismiss the complaint, appoint a conciliator, or send the complaint to a Human Rights Tribunal.

10.3 Refer to the City of Toronto's publication, "HATE: Communities can Respond" for comprehensive coverage of resources available to deal with hate crimes.

**11. Conclusion**

Every individual is required to be vigilant and report incidents. This policy and guidelines are developed for the purpose of keeping Toronto a safe city, and Applegrove a safe community centre. This policy is a work-in-progress. Amendments and changes will be recommended based on research from environmental scans.

Please also see Applegrove's Anti-Harassment Policy and Emergency Procedures.



## 2007 Performance Planner Toronto Public Service (Non-Union) (Revised)

**Prepared by Human Resources Division -- December 2006**  
**Revised for Applegrove Community Complex – December 2006**

Form saved in CY//Agency H-Z/Personnel/Evaluation  
Each staff should save their own form on their own computer.

**Name of Employee:** Susan Fletcher  
**Title:** Executive Director, Applegrove Community Complex  
**Review Period Covered:** January 1 to December 31, 2007

**Reviewing Performance and Salary:**

The City’s “pay for performance” philosophy can only be achieved if employees have a clear understanding of what is required of them, the skills and abilities needed to meet those requirements and how their contribution will be rewarded.

The City of Toronto’s approach to managing and reviewing employee performance is simple. It begins at the start of each year with setting individual goals that complement and enhance City and divisional priorities, reflect the Toronto Public Service values and identify coaching and development opportunities for personal and professional growth and development. Throughout the year, employees and managers should meet on a regular basis to review the individual goals, to receive performance feedback and identify coaching mid-year “course corrections”. These Performance Management reviews will be conducted with all non-union employees using this Performance Planner form. A final year-end rating will record performance over the full year using the Pay for Performance Form (attached as last page) which will determine appropriate salary increases. A “Guide for Completing the Performance Planner” is available at <http://insideto.toronto.ca/HumanResources/pm/docs/guidetoplanner.doc>

**To Start the Process:**

**Objectives**

- ↳ *Develop objectives that are in line with the objectives of your division and work unit. Make sure your objectives are SMART specific, measurable, achievable, realistic, time specific/observable*
- ↳ *Write objectives that answer these questions — what will happen? By what date?*

Area of responsibility	Objectives	Achievements
	At the start of the performance review period, develop objectives.	At the end of the annual review period, describe the achievements for each objective and any obstacles or challenges faced.
Health and Safety	By September 1, 2007, all staff in CUPE 2998 as of Jan. 1 will receive basic health and safety orientation.	
	By November 30, complete at least 6 H&S inspections with the H&S rep.	
	Continue to work with relevant City staff so that 90% of all staff receive basic health and safety orientation by September 30, 2007.	
Staff Management	By February 15, all management staff will complete Performance Planners.	
	Work with relevant staff on identified developmental issues so that all management staff will meet their objectives by the end of 2007.	
	With AOCC colleagues, continue to put pressure on City to complete the management job evaluations within 2007.	

*If additional pages are needed, please continue on next page.*

Area of responsibility	Objectives	Achievements
Marketing and Visibility	To work with the Board to update the 2006 marketing plan and to implement appropriate items including	
	If an appropriate website volunteer is available, to have a test version of our website available by June 1 and go live by September 15.	
Labour Relations	Work with City and AOCC colleagues to negotiate a fair and affordable collective agreement for the "under 18's" (staff working less than 18 hours per week).	
	Maintain and enhance collegial working relationships within Applegrove.	
	Enhance and encourage appropriate communications between self and staff and between staff and Board.	
Freedom of Information and Protection of Privacy	Continue to work with the City to arrange an orientation workshop and resolve key issues identified through that process.	
Facilities	Together with the Board, relevant staff and City/TDSB representatives, and if capital funding is approved for 2007, redesign the lounge within the parameters of the budgeted repairs and replacements. As appropriate, raise additional funds to enhance program space.	
Fundraising	Together with the Board and relevant staff, raise sufficient funds to maintain existing programming. This will include supporting the Program Director's foundation fundraising to maintain family resource programming.	
	To prepare and submit an average of 1 corporate proposal per month to fund the Applegrove and Edgewood family resource programs.	
	Together with the Board, plan for additional fundraising in future years to cover anticipated program staff increases under Pay Equity.	

Development Plan

- ( Describe the competencies that are needed to achieve objectives.
- ( Include activities such as special assignments, courses, working with someone who has the skills that you need to develop, special projects.....

Competencies/skills to be developed	Development activities proposed	Achievement
Fundraising, marketing and visibility	Continue to read Canadian Fundraising journal at least monthly	
	Read CharityVillage at least once every 2 weeks	
Management, coaching, administration	Attend at least one City training or an alternative such as those offered by Maytree or BoardMatch	

- Reviewed employee conflict of interest policy at the beginning of the year.

*There are three categories for performance ratings: met objectives, developmental, did not meet objectives. A Guide to Your Planner describes the ratings. See [http://insideto.city.toronto.on.ca/HumanResources/pm/guide\\_to\\_performance\\_management.htm](http://insideto.city.toronto.on.ca/HumanResources/pm/guide_to_performance_management.htm)*

---

- ✓ Please indicate overall performance rating:
  - Met Objectives
  - Developmental
  - Did not meet objectives
- 

Manager's comments (include signature and title)

---

Employee's comments (include signature and title)

---

***Next steps:***

*The Manager and Employee keep a copy of the planner for their own records.*

*Following completion of the end of year review, the manager completes the Pay for Performance Form, which is the last page in this package, indicating that a Performance Planner has been completed in accordance with City policy.*

*Each employee is responsible for familiarizing himself or herself with City policies and legislative obligations (e.g. Occupational Health and Safety Act) setting out codes and responsibilities. For example, annually, employees will be asked to review the Conflict of Interest Policy in case of changes and as a refresher, and will then be asked to acknowledge that they have done so as part of the annual performance management process.*

This Pay for Performance form is separated and forwarded directly to Payroll even if no change in salary or no lump sum payment is recommended.

## 2007 Pay for Performance Form

<b>Personal Information</b>			
Employee name: _____		Job title _____	
<b>Salary Information</b>			
Review Start Date*: _____		Review End Date: _____	
2006 Salary (mandatory): _____		Pay grade #: _____	
2007 Basic Salary Level (excluding Pay for Performance) _____		2007 Salary Range (mandatory): _____	
Effective Date: January 1, 2007		<b>Performance Pay Percentage</b>	
		<b>FOR PAYROLL USE ONLY</b>	
Performance Pay Percentage <input type="checkbox"/> Did not meet Objectives: 0% <input type="checkbox"/> Developmental: 1% <input type="checkbox"/> Met Objectives: 3%		<b>Amount</b>	<b>Calculation</b>
		\$ _____	_____
New salary amount** (up to maximum of the salary range)		\$ _____	_____
Re-earnable Performance Lump Sum Payment ** (if applicable): Not added to employee's base salary		\$ _____	_____
*Start date changes and a pro-ration factor will be applied if the employee started a new job (promotion, acting assignment or reassignment). **Depends on employee's current salary and cannot exceed the maximum performance pay percentage.			
<b>Comments</b>			
<input type="checkbox"/> Conflict of Interest Policy <input type="checkbox"/> A Performance Planner has been completed and given to the employee			
<b>Signatures:</b> Employee acknowledges that performance pay increases are conditional upon and subject to Council approval as part of Council's budget deliberations.			
Employee: _____		Date: _____	
Manager: _____		Date: _____	
<b>FOR PAYROLL USE ONLY:</b>			

The manager keeps a copy of this document. Manager forwards a copy of **this page only, directly to payroll**, to initiate the payment of an increase. It is still necessary to send this document to payroll even if there is no change in salary or no lump sum payment.



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

Phone (416) 461-8143 Fax (416) 461-5513



An Agency of the City of Toronto

## **Applegrove Conflict of Interest Policy for Staff**

Accepted by the Board, September 20, 2006

### **1. Policy Statement**

All Applegrove's staff members are employees of the City of Toronto and are expected to conduct themselves with personal integrity, ethics, honesty and diligence in performing their duties for the organization. Employees are required to support and advance the interests of the organization and avoid placing themselves in situations where their personal interests actually or potentially conflict with the interests of the agency and the City.

### **2. Applicability**

This policy applies to all employees. The standards outlined in this policy are particularly relevant to employees who are in a position to make or influence decisions of the organization.

### **3. Definitions**

A conflict of interest refers to a situation in which private interests or personal considerations may affect an employee's judgement in acting in the best interest of Applegrove or the City of Toronto. It includes using an employee's position or confidential information, or using agency time, material or facilities, for private gain or advancement or the expectation of private gain or advancement. A conflict may occur when an interest benefits any member of the employee's family, friends or business associates.

### **4. Conditions**

#### **A. Introduction**

The rules and examples that follow identify some situations covered by the policy but do not exhaust the possibilities for conflict of interest.

#### **B. Special Treatment**

Employees are not allowed to use their positions to give anyone special treatment that would advance their own interests or that of any member of the employee's family, their friends or business associates.

#### **C. Receive Fees or Gifts**

Employees may not accept gifts, money, discounts or favours including a benefit to family members, friends or business associates for doing work that Applegrove pays them to do. The exceptions to this are promotional gifts or those of nominal value e.g., coffee mug or letter opener with a company logo or the occasional lunch.

#### **D. Outside Work or Business Activities**

Employees may not engage in any outside work or business activities:

- a) that conflict with their duties as Applegrove employees;
- b) which use their knowledge of confidential plans, projects or information about the agency or the City; and

Applegrove Staff Conflict of Interest Policy  
September, 2007

c) that will, or is likely to, negatively influence or affect them in carrying out their duties as Applegrove employees.

E. Using Agency Property

- a) Some Applegrove equipment and supplies, such as the toy library, are intended for use by community members. These can include staff who meet any other criteria to use the property.
- b) Applegrove's policies regarding telephones, computers, photocopiers and faxes permit some use by employees for personal reasons under certain conditions.
- c) Other than the situations above, employees may not use, or permit the use of, items of agency property, facilities, equipment, supplies or other resources for activities not associated with their work. Any exceptions to this must be expressly approved by Applegrove's Board, the Executive Director or City Council.

F. Confidential Information

Employees may not disclose confidential or privileged information about the property or affairs of the organization, or use confidential information to advance personal or others' interests. Employees cannot divulge confidential or privileged information about employees without those employees' written authorization.

**Note on confidential information:** The rule against giving out confidential information does not apply to an employee who alleges wrongdoing on the part of the city or its Council members, officers, employees, agents or contractors – as long as the disclosure of such information is not frivolous, vexatious or slanderous – and making the disclosure serves the public interest and is made in accordance with the provisions of this policy. This reporting of wrongdoing is known as whistle-blowing.

G. Financial Interest

Employees who knowingly have financial interests in an agency or City contract, sale or other business transaction, or have family members, friends or business associates with such interests, must not represent or advise the organization in such transactions.

**5. Guidelines for Management and Professional Staff**

A. Introduction

Some positions in the organization are more susceptible than others to conflicts of interest. The following two sections are specifically for executives, managers and employees who give professional advice or assistance, or who work on program policies or budgets. These sections also refer to employees in confidential positions working with the above mentioned staff.

B. Representing Others

Staff described in the paragraph above may not appear before Council or a city committee on behalf of a private citizen other than himself/herself, his/her spouse, his/her parents, or his/her minor children, where the employee is either paid, or is involved in any way in the issue/policy.

- C. **Appointments**  
Staff who hold positions described above may not seek or accept appointment to a city committee or board (except in the capacity of a city employee) and require permission from the executive director before accepting appointments to other municipal, provincial or federal commissions boards and committees. Staff who hold positions as board members on community agencies that deal with issues related to their work at Applegrove should inform the executive director of their appointments. When agency issues arise that place them in actual or potential conflict with Applegrove or city policy or procedures, they should declare a conflict of interest.

**6. Lobbyists**

Expectations on dealing with lobbyists that are consistent with the Code of Conduct for members of Council, are available on request or via the Intranet. When the City's new Lobbyist Registry and policy are finalized, Applegrove staff should follow the new procedures.

**7. Reporting Conflict of Interest**

A. **Requirement**

If employees or their family members, friends or business associates have a personal or financial interest that might present a conflict or bias in connection with their duties as employees, they must report this conflict to the executive director in writing. If this conflict is relevant to the City, the Executive Director will forward a copy to the City's chief administrative officer.

B. **How to Report**

When an employee reports a conflict of interest to executive director in writing, a copy is forwarded to the City's chief administrative officer. If an employee alleges wrongdoing on the part of the city or its Council members, officers, employees, agents or contractors he/she should report this in writing directly to the City's chief administrative officer.

**8. Failure to Comply**

Employees who fail to comply with this policy are subject to disciplinary action up to and including dismissal.

**9. Implementation**

Managers and supervisors must make the policy available to all employees and must discuss the entire policy with their employees and highlight any of the rules that have particular relevance, given the nature of the employees' work. Managers and supervisors who need assistance interpreting rules and how they apply to specific situations must talk to the executive director; if h/she needs assistance, the Executive Director must contact City staff. Serious consequences may result from the contravention of this policy. Employees should check with management if they need assistance in interpreting whether a situation they have experienced or are confronting puts them in a conflict of interest situation.

**10. Additional Information**

Additional information available upon request includes

- A. sample questions and answers (City Appendix 1).
- B. supplementary guidelines (City Appendix 2)
- C. conduct respecting lobbyists (City Appendix 3)

**2007 CONSTITUTION of APPLGROVE COMMUNITY COMPLEX**

Original Constitution amended at the Annual Meeting on October 22, 1992.

A major revision adopted at the Annual Meeting on March 31, 2005.

December 2006: City staff recommended that we separate the constitution for the incorporated body from the constitution for the City Agency. This constitution for the City Agency includes changes needed to comply with the City's Relationship Framework. All changes are shown in Arial.

Significant changes are in ***Arial bold italics*** and are summarized below by item number.

- 1 Do we need a Definitions section? Are these the appropriate items for it?
- 8.4 ix) Since the time limit is 10 days for the incorporated body, this needs to be the same.
- 8.5 iv) maximum service extended to 4 2-year terms (from 3) as suggested at December Board meeting.

Following 8.7 To be moved to Procedural Bylaw

8.8 Former wording was applicable to Board of Directors. New wording applicable to Board of Management.

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Constitution of Applegrove Community Complex  
Adopted at the Annual Meeting on March 31, 2005  
Changes needed to comply with Relationship Framework, Fall 2006

**1. Definitions**

- 1.1 “Board” means Board of Management
- 1.2 Board Member(s)” means person(s) appointed by City Council to the Board of Management for Applegrove Community Complex.
- 1.3 “City” means City of Toronto.
- 1.4 “Council” means the Toronto City Council.
- 1.5 “Chair” or “Chairperson” means Chairperson of the Board of Management for Applegrove Community Complex.

**2. Name of Organization**

The name of the organization is Applegrove Community Complex ("Applegrove").

**3. Objects**

Applegrove's objects will be to maintain, manage and operate Applegrove's facilities in the City of Toronto as a ~~non-profit~~ City-funded community centre providing services in accordance with the following guidelines:

- 2.1 Applegrove is a neighbourhood partnership fostering community through social and informative programs for individuals and families.
- 2.2 Applegrove's goal is to meet social, recreational, educational and cultural needs by providing diverse social, recreational, educational, and cultural programs and services.
- 2.3 All persons will be welcomed and encouraged to make full use of Applegrove’s facilities and services, in accordance with any by-laws and decisions of the Board and the policies of the City of Toronto.
- 2.4 Applegrove will be community-oriented and community-controlled with priority given to residents of the area bounded by Jones Avenue to Woodbine Avenue, Lake Ontario to the railway tracks north of Gerrard Street (the “Catchment Area”), and will work co-operatively with all members of the community, especially those disadvantaged by economic, social or physical circumstances.
- 2.5 Applegrove will be run in a fiscally responsible way without monetary gains for its members.
- 2.6 Applegrove is committed to the promotion of co-operative effort, volunteerism, inter-cultural exchange and anti-racism.

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#### 4. Structure

- 4.1. Agency of the City of Toronto
- i) Applegrove is a community recreation centre under the Community Recreation Centres Act, which was established in 1983 by the City of Toronto, along with its Board of Management, via by-law 121-83.<sup>1</sup>
  - ii) The Board of the community centre is a city board (local board) established or continued under sections 7, 8 and 141 of the *City of Toronto Act 2006* which permit the City to appoint a city board to manage a facility and provide for its administration.<sup>2</sup>
  - iii) The Board of Management will function as a Standing Committee of the Board of Directors, responsible for the administration monies and reporting to City Council.
  - iv) The following matters require approval from Council:
    - a) The appointment of board members;
    - b) The annual administrative budget and global budget estimates;
    - c) Allocations for capital repairs, currently included in the Facilities and Real Estate Capital Budget;
    - d) The audited annual financial statements of the community centres;
    - e) Collective Agreements;
    - f) A records retention by-law or specific Council approval to destroy records;
    - g) The establishment of new community centres and the cessation of existing community centres; and
    - h) Contracting out the overall operation or a significant portion of the operation of the community centre to a third party.
  - v) The following matters have been delegated to the Board of Management:
    - a) The management, operation and maintenance of the community centre;
    - b) The development, funding, management and operation of community centre programs;
    - c) Expenditures and management of administrative funds in accordance with the Council approved budget and, where applicable, the City's financial policies;
    - d) The development of strategic business plans for the community centre; and

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<sup>1</sup> Bylaw 121-83 was replaced by By-law 1994-0792, adopted 94-10-11 by Toronto City Council and known as Chapter 25 of the Municipal Code. After amalgamation, all by-laws of the former City of Toronto were continued in the new City of Toronto. Beginning in 2007, the relevant chapter will be known as Chapter 24.

<sup>2</sup> In 2006, the province passed a new City of Toronto Act that included changes to definitions of Boards or Committees of Management. The same year, the City adopted a Relationship Framework that articulated Council's delegation of authority, expectations and requirements for the Board and recognized the Board's authority to manage the business and affairs of the community centre.

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- e) The setting of fees and charges for use of community centre space and programs.

**5. Conflict with Other Bylaws or Statutes**

If this Constitution conflicts with any municipal legislation or policy, the municipal legislation and policy will prevail.

**6. Membership**

6.1. Membership Categories

i) Community Membership

Any person residing within the Catchment Area, may become a Community Member.

ii) Associate Membership

- a) All other persons interested in Applegrove's programs and activities will be eligible to become Associate Members of Applegrove.
- b) Associate Members will enjoy all the privileges and responsibilities of membership, except those of nominating ~~individuals to the Board~~ and voting for candidates to be recommended to Community Council and Council for appointment to the Board.

iii) Institutional and Corporate Membership

- a) Organizations and corporations directly affiliated with Applegrove or interested in Applegrove's programs and activities, will be eligible to become Institutional Members of Applegrove.
- b) Institutional Members will enjoy the privileges and responsibilities of membership, except those of nominating individuals to the Board and voting at Annual and Special Meetings of the Membership.

6.2. Dues

- i) The Board will, from time to time, establish membership fees for the various Member Categories on an annual basis.
- ii) The Board may waive fees upon request for good cause.
- iii) The Board may initiate a fee waiver without request in special circumstances.
- iv) Members whose membership has lapsed will have a grace period of two months to renew membership without loss of privileges.

6.3. Responsibilities of Membership

Acceptance of membership in Applegrove will bind the member to abide by the Constitution and by decisions of its governing body/bodies.

6.4. Privileges of Membership

i) All Members

All members of Applegrove, except as otherwise restricted, will have the right to:

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- a) periodically receive information about Applegrove and its programs;
  - b) receive rights and considerations offered to them by the various groups or programs in Applegrove; and
  - c) participate in the activities of Applegrove's Committees, and vote on all matters brought before those committees of which they are members.
- ii) Adult Members  
Members of Applegrove who are 18 years of age and over, except as otherwise restricted, will have the right to:
- a) nominate individuals as ~~Directors~~ Board Members;
  - b) vote in the election of individuals as Applegrove's ~~Directors~~ Board Members subject to the processes and limitations set forth in the Constitution; and
  - c) vote on any and all matters brought before the members at the Annual Meeting, and any Special Meeting, subject to the processes and limitations set forth in the Constitution.

## 7. Meetings of the Membership

### 7.1. Annual Meeting

There will be an Annual Meeting of the membership between February 1<sup>st</sup> and March 31<sup>st</sup> as determined by the Board.

### 7.2. Notice of Annual Meeting

Notice of the Annual Meeting will be given at least twenty-one (21) calendar days in advance and in such manner as to ensure that members have reasonable opportunity to receive such notice. The notice will include the following:

- i) date, time and location of the meeting;
- ii) availability of the Annual Report of the Board;
- iii) last date for which nominations of eligible candidates to the Board will be accepted;
- iv) intent to propose any amendments to the Constitution; and
- v) any other proposed business.

### 7.3. The Purpose of the Annual Meeting

The Annual Meeting will:

- i) receive reports on Applegrove's work during the preceding year and on plans for the upcoming year;
- ii) receive nominations for and elect the Board;
- iii) receive the Auditor's Report; and
- iv) carry out such other business as is approved by the members.

### 7.4. Special Meetings

A Special Meeting of the membership will be called upon:

- i) a motion passed by the Board to call a special meeting; or

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- ii) submission to the Board of a request for a special meeting signed by twenty (20) members stating the object of the proposed meeting. A special meeting so requested will be held no later than six weeks after the date the request was submitted to the Board.

7.5. Notice of Special Meeting

Notice of a Special Meeting will be given in the same manner as for the Annual Meeting at least fourteen (14) calendar days prior to the meeting, and will state the nature or the business to be carried out at such a meeting. The only business to be carried out will be that for which the meeting is called.

7.6. Quorum for Meetings of the Membership

The presence of twenty (20) members will constitute a quorum at any meeting of the membership.

7.7. Votes at Meetings of the Membership

- i) At any meeting of the membership, only Adult Members in good standing at least thirty (30) days prior to the date of the meeting, will be entitled to cast a vote, except as otherwise specified in this Constitution.
- ii) At any meeting of the membership, each member will have one vote and such a vote will be given in person and not by proxy.
- iii) Questions arising out of any Annual or Special Meeting will be decided by a majority vote except in as otherwise specified below. In the event of a tie, the Chairperson will cast a vote.
- iv) At a special meeting called for the removal of a Director:
  - a) a two-thirds majority is required to remove the Director; and
  - b) only paid-up members in good standing, who have joined 30 days prior to the date of the call for the meeting, may vote.

**8. Board of Management**

8.1. Composition of the Board

The Board will be composed of ten (10) people as follows:

- i) Nine (9) members, the majority of whom live in the Catchment Area. These will generally be known as the Community ~~Directors~~ Members of the Board of Management or Community Board Members.
- ii) One City Councillor will be appointed by City Council to the Board of Management ~~and will be a member of the Board of Directors.~~
- iii) The Community Board Members and the City Councillor will also be members of the Board of Directors for the not-for-profit organization, Applegrove Community Complex.
- ~~iv) The Toronto District School Board may appoint one person to the Board of Management, but this individual will not be a member of the Board of Directors.~~
- v) Directors should collectively possess an understanding of the diverse neighbourhoods and communities within the ~~City~~ catchment area;
  - a) reflect the cultural and social diversity of the ~~City~~ community;

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- b) knowledge and understanding of public service; and
- c) possess good communications and decision-making skills.

8.2. Eligibility Criteria

- i) ~~Since Directors are also members of the Board of Management, they Board Members must meet eligibility criteria for the Board of Management, which are the following requirements:~~
  - a) at least eighteen (18) years of age;
  - b) ~~not prohibited from voting (serving a sentence, a corporation, executor, convicted of corrupt practices);~~
  - c) residing in the City ~~or the owner or tenant of land or the spouse or same-sex partner of such owner or tenant;~~
  - d) not an employee of the City of Toronto nor of any of its Agencies, Boards, Commissions or Corporations;
  - e) not the spouse, child or parent of a Member of Council;
  - f) ~~not a judge of any court;~~
  - g) ~~not a member of the Legislative Assembly, Senate or House of Commons;~~
  - h) ~~not a crown employee (appointed by the Lieutenant Governor in Council, Civil Service Commission or a minister); and~~
  - i) not serving on another City Agency, Board, Commission, or Corporation except they can be a member of a Business Improvement Area.
- ii) Appointees are required to maintain this status throughout their term of office.
- iii) ~~For the purpose of the City's Public Appointments Policy<sup>3</sup>, the City defines "citizen" to include all persons who are residents of Toronto, including permanent residents, refugees, refugee claimants and residents without homes.~~
- iv) ~~Directors~~ Board Members continue to serve past the expiration of their term, at the pleasure of City Council, or until their successors are appointed.
- v) All appointments are made at the pleasure of City Council and City Council retains the right to replace any appointed member at any time and for any reason.

8.3. Process

- i) At the Annual Meeting, the ~~membership~~ adult Community Members will ~~simultaneously elect Community Directors to the Board of Directors and nominate them to~~ nominate individuals for the Board of Management.

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<sup>3</sup> The City of Toronto adopted a revised Public Appointments Policy at its meeting on September 24-27, 2006.

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- ii) Their names will then be forwarded to the ~~Toronto and East York Community Council~~ City for appointment to the Board of Management.

8.4. Procedures of the Nominations Committee

- i) A Nominations Committee will be comprised of at least three persons appointed by the Board.
- ii) The Nominations Committee will make Applegrove's membership and community aware of the nominating procedure at least fourteen (14) days in advance of the closing date for nominations.
- iii) All named nominees will have indicated their willingness to stand for election prior to the Annual Meeting.
- iv) Nominations for the ~~position of Director~~ the Board will be submitted in written form to the Nominations Committee at least seven (7) days prior to the Annual Meeting ~~at which the Board is to be elected.~~
- v) The Nominations Committee will attempt to submit a nomination list at least equal to the number of vacancies required to be filled at each Annual Meeting.
- vi) Nominations can be made by any eligible Community Member of Applegrove. Such nominations will be made in writing and received by the Chairperson of the Board one day prior to the Annual Meeting and will include the name of the person being nominated, signed by the person is making the nomination and signed by another Community Member who supports the nomination. The nomination will also include evidence that the nominee agrees to stand for election.
- vii) If names proposed by the Nominations Committee and through write-in nominations are insufficient to fill the number of vacancies, or at the Chairperson's discretion, the Chairperson will request nominations from eligible voters at the Annual Meeting.
- viii) The eligible nominees ~~for the Board~~ with the highest number of votes in an election conducted by secret ballot at the Annual Meeting will be forwarded to City Council for appointment to the Board of Management.
- ix) If nominees are not already members of Applegrove, they should complete a membership form within ~~one month~~<sup>4</sup> **10 days** of election to the Board.

8.5. Term of Office

- i) The term of office for Community ~~Directors~~ Board Members will be two (2) years.
- ii) Terms of the Community ~~Directors~~ Board Members should be staggered so that in alternating years the terms of either four (4) or five (5) Community ~~Directors~~ Board Members will expire at the Annual Meeting.

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<sup>4</sup> The Corporations Act requires membership within 10 days for the incorporated body, so this needs to be the same.

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- iii) A retiring ~~Director~~ Board Member will retain office until the dissolution or adjournment of the meeting at which a successor is elected.
  - iv) Any retiring ~~Director~~ Board Member will be eligible for re-election if otherwise qualified, but should not serve more than ~~three~~ **four** consecutive two-year terms.
- 8.6. Vacancy on the Board
- i) A vacancy in the office of ~~Director~~ Board Member will be declared upon:
    - a) the death of a ~~Director~~ Board Member
    - b) the resignation of a ~~Director~~ Board Member;
    - c) the removal of a ~~Director~~ Board Member; or
    - d) the failure of a ~~Director~~ Board Member to meet the Eligibility Criteria.
  - ii) A vacancy is created and the individual ceases to be a ~~Director~~ Board Member, effective the earliest of:
    - a) the date of resignation;
    - b) the date the ~~Director~~ Board Member ceases to be qualified;
    - c) the date the ~~Director~~ Board Member is removed by City Council; or
    - d) the date of death or other incapacitation.
  - iii) In the event of a vacancy on the Board, other than a vacancy resulting from the removal of a ~~Director~~ Board Member, the ~~Directors~~ Board Members then in office will select a qualified person to serve ~~as a Director until the next Annual Meeting and will recommend that individual to the Toronto and East York Community Council City for appointment to the Board of Management. Then an election will be held at the Annual Meeting to fill the position.~~ for the remainder of the 2-year term.
- 8.7. Removal of a Director
- i) Except as specified below, a ~~Director~~ Board Member may be only be removed from the Board by a motion passed by a two-thirds majority vote at a Special Meeting of the membership called for that purpose.
  - ii) Three consecutive absences, or missing half the meetings in a year, may be grounds for ~~removal of~~ recommending that City Council remove a ~~Director~~ Board Member at the discretion of the Chairperson.
  - iii) Any qualified person may be elected by a majority of votes cast by a secret ballot at such a Special Meeting to fill the vacancy. The person so elected will be entitled to serve as a ~~Director~~ Board Member for the balance of the term of the ~~Director~~ Board Member who was removed.
  - iv) A ~~Director~~ Board Member who was removed from office may appeal the decision at a Special Meeting of the membership duly called for the purpose. A simple majority will confirm the removal.

***The following sections, originally numbered 7.8, 7.9 and 7.10, will be moved to a Procedural Bylaw***

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7.8 Meetings of the Board

- i) Normally the Board will hold its meetings on the premises of Applegrove at such times as it may determine, at least eight (8) times each year.
- ii) The Chairperson will call a special meeting of the Board upon the request of any four (4) ~~Directors~~ Board Members.
- iii) Every ~~Director~~ Board Member will be notified at least seven (7) days prior to the proposed date of the meeting.
- iv) The requirement for notification may be waived if a regular Board meeting date is set and a calendar of those dates is distributed to ~~Directors~~ Board Members.
- v) Notice of Board meetings will also be posted at Applegrove in a conspicuous place, stating the date, time, and location of the meeting and the general nature of the business to be carried out.
- vi) Meetings of the Board will be open except for matters concerning personnel issues about an identifiable individual, real estate, security of property, advice that is subject to solicitor-client privilege or litigation. personnel matters about an identifiable individual,
- vii) Before holding a meeting or part of a meeting that will be closed to the public, the Board must adopt a resolution approving a closed meeting and the general nature of the business to be considered at the closed meeting.
- viii) When the meeting resumes in public, any proposed motions must be moved and voted on in public.
- ix) Guests can address a Board meeting only with the permission of the Chairperson.

7.9 Quorum

- i) A quorum for Board meetings will be a majority of ~~Directors~~ Board Members, ~~notwithstanding any vacant positions, i.e., six (6) Directors.~~ not counting the member of City Council.

7.10 Voting

- ii) At all meetings of the Board, only the Directors present in person will have the right to vote.
- iii) Upon the seconding of a proposed motion, Directors may cast one vote each. Normally the Chairperson does not vote and, except as otherwise specified, a simple majority is required to approve a motion. In the event of a tie, at the Chairperson's discretion, the motion may be withdrawn or changed or the Chairperson may cast a deciding vote.

**----- end of section to be moved to Procedural Bylaw**

8.8. Indemnification

~~A member of the Board from and after election will be indemnified and saved harmless out of the funds of the Applegrove Community Complex from and against all costs, charges and expenses whatsoever which such member of the Board sustains or incurs in or about any action, suit or proceeding which is brought, commenced and prosecuted against such member for, or in respect of, any act, deed, matter, or thing whatsoever made, done or permitted by her or him in or about the execution of the duties of offices; and all other costs, charges and expenses, which are sustained or incurred in or about, or in relation to, the affairs thereof, except such costs, charges or expenses as are occasions of such member's own wilful neglect or default.~~

**Board members are covered by a City insurance policy that provides coverage for liability resulting from errors or omissions in the performance of professional duties. It applies to elected or appointed officials, officers, members of commissions, boards, units, committees and special purpose bodies operated by and under the jurisdiction of the City of Toronto.**

8.9. Conflict of Interest

Board members shall disclose any financial interest in a matter under consideration at a meeting and shall avoid taking part in any discussion of the matter.

**The following section, originally numbered 7.12, will be moved to a Procedural Bylaw**

7.12 Officers of the Board

- i) The Board will elect its officers and Committee Chairpersons at its first meeting following the Annual Meeting.
- ii) The officers of the Board will be: Chairperson, Vice-Chairperson, Treasurer and Secretary.
- iii) The Board may establish other offices and positions as it deems necessary, and will prescribe the powers and duties of such officers.
- iv) The term for every officer will be no more than two years.
- v) No member of the Board may hold more than one office at any time.
- vi) A Director may progress through the various offices.
- vii) Vacancy in an office position will be declared upon:
  - a) the death of an officer;
  - b) the resignation of an officer;
  - c) the removal of an officer; or
  - d) an officer ceasing to be a Director.
- viii) The Board may appoint any other Director, except as provided for above, to fill a vacant office, and the Director so appointed will hold office for the balance of the term of the previous officer.
- ix) In the event of the absence of an officer, the Board may delegate the powers and duties of such officer to any other member of the Board until the return to duty of incumbent officer.
- x) The Board may remove any person from an office at any time by a motion passed by a majority vote of the Board. Appeal may be made to the membership as a whole.

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- xi) Duties of Officers
- a) The Chairperson will:
- preside, when present, at all Annual, Special and Board Meetings;
  - perform all the duties accompanying the office and any other duties assigned by the Board;
  - be an ex-officio member of all committees; and
  - serve as a signing officer.
- b) The Vice-Chairperson will:
- assist the Chairperson;
  - have such other powers as are assigned to the Vice-Chairperson from time to time by the Board;
  - if the Chairperson is absent, act as Chairperson until the Chairperson returns to duty; and
  - if there is a vacancy in the office of Chairperson, serve as Chairperson for the balance of the term of person whose departure created the vacancy.
- c) While acting as chair, the Vice-Chairperson will have all the powers and perform all the duties of the Chairperson except being a signing officer.
- d) The Treasurer will:
- have such powers and perform such duties as are usually vested in the office of Treasurer;
  - receive, examine and present to the Board, Applegrove's financial statements and budgets;
  - make recommendations to the Board concerning all aspects of Applegrove's financing and administration;
  - have such other powers as are assigned to the Treasurer from time to time by the Board; and
  - serve as a signing officer.
- e) The Secretary will:
- issue or cause to be issued notices for all meetings of the membership and the Board when directed or required to do so;
  - ensure that the minutes of all meetings of the membership and the Board are kept;
  - have such other powers as are assigned to the Secretary from time to time by the Board;
  - have responsibility for the membership records; and
  - serve as a signing officer.

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- f) All officers, at the time they leave office, will turn all the papers and documents of the office over to the incoming officer.

***The following section, originally numbered 8, will be amended and moved to a Procedural Bylaw***

## **8. Committees**

### 8.1 Standing Committees

- i) The Board of Management will be a Standing Committee.
- ii) The Board will determine other Standing Committees and will prescribe the powers and duties of such committees.

### 8.2 The Board of Management

- i) Usually the Board of Management will meet immediately before or after the Board of Directors.
- ii) The Chairperson of the Board of Directors will be also be the Chairperson of the Board of Management.
- iii) Quorum for the Board of Management will be a majority of the Community Directors, notwithstanding any vacant positions, i.e., five (5) members of the Board of Management.
- iv) If the Councillor or TDSB appointee is present, s/he will be counted towards quorum.

### 8.3 Standing Committees other than the Board of Management

- i) Composition and Membership
  - a) All Standing Committees will be headed by a Chairperson chosen from among Directors and appointed by the Board.
  - b) All Standing Committees should be composed of at least two Directors and other Applegrove members and staff who are appointed by the Board.
  - c) Both the Executive Director and the Chairperson are *ex officio* members of all committees except as otherwise specified in the Committee's Terms of Reference.
- ii) All Standing Committees will:
  - a) operate within the terms of reference laid down by the Board;
  - b) provide an open forum for discussion by all interested parties;
  - c) report their deliberations, recommendations and resolutions to the Board for confirmation and for approval; and
  - d) continue to operate for such length of time as will be determined by the Board.

### 8.4 Other Committees

The Board may establish such other Committees with such duties and powers and for such length of time as the Board will determine.

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8.5 Meetings of Committees

- i) Normally, Committees of the Board will hold their meetings on the premises of Applegrove at such time as the Chairperson may determine.
- ii) Notice of every Committee meeting will be provided to members of the Committee prior to the date. This notice may be either oral or written, and is not necessary when that Committee sets a regular meeting date.
- iii) Meetings of every Committee will be open to all members, except where confidential business is being conducted.
- iv) No quorum is usually required for a Committee to meet. However, minutes of Committee meetings must specify who was in attendance so that the Board may know to what degree the Committee's recommendations reflect the will of the Committee's membership.

8.6 Voting

At all Committee meetings, only the members of the committee present will have a right to vote.

8.7 Executive Committee

There will be no Executive Committee.

**9. Appointment of Agents and Employees**

- 9.1 The Board may appoint agents and employees and they will be paid such remuneration as the Board by resolution determines.
- 9.2 The Board will appoint an Executive Director as the senior staff member for the organization. The Board will delegate to the Executive Director the responsibility for the general control and management of the centre within the approved budget, policies and procedures.

**10. Signatures and Fiscal Year**

- 10.1. Cheques  
Cheques, drafts and orders for the payment of money and all notes and bills of exchange will be signed by any two of the Chairperson, Treasurer, Secretary and Executive Director.
- 10.2. Contracts  
Contracts, documents or instruments of writing requiring execution by Applegrove will be signed by any two of the Chairperson, Treasurer, Secretary and Executive Director.
- 10.3. Fiscal Year  
Applegrove's fiscal year will end on the last day of December in each year.

**11. Amendments to the Constitution**

- 11.1 Applegrove's Constitution will be enacted, amended, repealed, or re-enacted only by a two-thirds majority vote of the members present in person at the Annual Meeting.

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- 11.2 Proposals to enact, amend, repeal, or re-enact the Constitution may be put forward by the Board provided that intention to enact, amend, repeal, or re-enact is contained in the Notice for the Annual Meeting at which they are to be voted upon and that the text of any proposed change is posted in a prominent place at Applegrove no less than twenty-one (21) days in advance of the proposed date of such Annual Meeting.
- 11.3 A Special Meeting of the membership may be called to propose an amendment to the constitution; however, such an amendment must be ratified at the subsequent Annual Meeting.

**2007 CONSTITUTION of APPLGROVE COMMUNITY COMPLEX**

Original Constitution amended at the Annual Meeting on October 22, 1992.

A major revision adopted at the Annual Meeting on March 31, 2005.

December 2006: City staff recommended that we separate the constitution for the incorporated body from the constitution for the City Agency. The latter will include changes needed to comply with the City’s Relationship Framework. All changes are shown in Arial.

Significant changes are in ***Arial bold italics*** and are summarized below by item number.

1 Do we need a Definitions section? Are these the appropriate items for it?

8.5 iv) maximum service extended to 4 2-year terms (from 3) as suggested at December Board meeting.

Following 8.7 To be moved to Procedural Bylaw

8.8 Former wording was applicable to Board of Directors. New wording applicable to Board of Management.

Electronic participation at Board meetings?

The Corporations Act says

Conduct of business

(3)Subject to subsection 298 (1) and subsection (3.1), no business of a corporation shall be transacted by its directors except at a meeting of directors at which a quorum of the board is present. R.S.O. 1990, c. C.38, s. 283 (3); 1998, c. 18, Sched. E, s. 74 (1).

Means of meetings

(3.1)Unless the by-laws otherwise provide, if all the directors of a corporation present at or participating in the meeting consent, a meeting of directors or of a committee of directors may be held by such telephone, electronic or other communication facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously, and a director participating in the meeting by those means is deemed for the purposes of this Act to be present at the meeting. 1998, c. 18, Sched. E, s. 74 (2).

So if we want to allow electronic/telephone participation, we only need to ensure that the constitution and procedural by-law do not forbid it. Currently, the item numbered 7.10 ii) says that only directors present “in person” are allowed to vote. To allow electronic/telephone participation, we need to remove the words “in person” from the relevant section in the new procedural by-law.

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Constitution of Applegrove Community Complex  
Adopted at the Annual Meeting on March 31, 2005  
Proposed Constitution for the Incorporated Body/Charity January 2007

**1. Definitions**

- 1.1 "Board" means Board of Directors.
- 1.2 "Director(s)" means member(s) of the Board of Directors.
- 1.3 "Board Member(s)" means person(s) appointed by City Council to the Board of Management for Applegrove Community Complex.
- 1.4 "City" means City of Toronto.
- 1.5 "Council" means the Toronto City Council.
- 1.6 "Chair" or "Chairperson" means Chairperson of the Board of Directors for Applegrove Community Complex.

**2. Name of Organization**

The name of the organization is Applegrove Community Complex ("Applegrove").

**3. Objects**

Applegrove's objects will be to maintain, manage and operate Applegrove's facilities in the City of Toronto as a ~~non-profit~~ City-funded community centre providing services in accordance with the following guidelines:

- 2.1 Applegrove is a neighbourhood partnership fostering community through social and informative programs for individuals and families.
- 2.2 Applegrove's goal is to meet social, recreational, educational and cultural needs by providing diverse social, recreational, educational, and cultural programs and services.
- 2.3 All persons will be welcomed and encouraged to make full use of Applegrove's facilities and services, in accordance with any by-laws and decisions of the Board and the policies of the City of Toronto.
- 2.4 Applegrove will be community-oriented and community-controlled with priority given to residents of the area bounded by Jones Avenue to Woodbine Avenue, Lake Ontario to the railway tracks north of Gerrard Street (the "Catchment Area"), and will work co-operatively with all members of the community, especially those disadvantaged by economic, social or physical circumstances.
- 2.5 Applegrove will be run in a fiscally responsible way without monetary gains for its members.
- 2.6 Applegrove is committed to the promotion of co-operative effort, volunteerism, inter-cultural exchange and anti-racism.

**4. Structure**

- 4.1. Non-Profit Corporation
  - i) In 1979, Applegrove was incorporated as a non-profit corporation under the provincial Corporations Act, incorporation number 417388.

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- ii) Applegrove is registered by Revenue Canada as charitable organization Number 10671 8943 RR0001 (previously Number 0570838-59).
  - iii) A Board of Directors, which is described in more detail in section [Check number] of this Constitution, governs Applegrove (the “Board”).
- 4.2. Agency of the City of Toronto
- i) Applegrove is a community recreation centre under the Community Recreation Centres Act, which was established in 1983 by the City of Toronto, along with its Board of Management, via by-law 121-83. <sup>1</sup>
  - ii) The Board of the community centre is a city board (local board) established or continued under sections 7, 8 and 141 of the *City of Toronto Act 2006* which permit the City to appoint a city board to manage a facility and provide for its administration.<sup>2</sup>
  - iii) The Board of Management will function as a Standing Committee of the Board of Directors, responsible for the administration monies and reporting to City Council.
  - iv) The following matters require approval from Council:
    - a) The appointment of members of the Board of Management;
    - b) The annual administrative budget and global budget estimates;
    - c) Allocations for capital repairs, currently included in the City Facilities and Real Estate Capital Budget;
    - d) The audited annual financial statements of the community centres;
    - e) Collective Agreements;
    - f) A records retention by-law or specific Council approval to destroy records;
    - g) The establishment of new community centres and the cessation of existing community centres; and
    - h) Contracting out the overall operation or a significant portion of the operation of the community centre to a third party.
  - v) The following matters have been delegated to the Board of Management:
    - a) The management, operation and maintenance of the community centre;
    - b) The development, funding, management and operation of community centre programs;

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<sup>1</sup> Bylaw 121-83 was replaced by By-law 1994-0792, adopted 94-10-11 by Toronto City Council and known as Chapter 25 of the Municipal Code. After amalgamation, all by-laws of the former City of Toronto were continued in the new City of Toronto. Beginning in 2007, the relevant chapter will be known as Chapter 24.

<sup>2</sup> In 2006, the province passed a new City of Toronto Act that included changes to definitions of Boards or Committees of Management. The same year, the City adopted a Relationship Framework that articulated Council's delegation of authority, expectations and requirements for the Board and recognized the Board's authority to manage the business and affairs of the community centre.

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- c) Expenditures and management of administrative funds in accordance with the Council approved budget and, where applicable, the City's financial policies;
- d) The development of strategic business plans for the community centre; and
- e) The setting of fees and charges for use of community centre space and programs.

**5. Conflict with Other Bylaws or Statutes**

5.1. Municipal

If this Constitution conflicts with any municipal legislation or policy, the municipal legislation and policy will prevail.

5.2. Other Levels of Government

If this Constitution conflicts with legislation or policy of the provincial or federal governments, the provincial or federal legislation and policy will prevail.

**6. Membership**

6.1. Membership Categories

i) Community Membership

Any person residing within the Catchment Area, may become a Community Member.

ii) Associate Membership

a) All other persons interested in Applegrove's programs and activities will be eligible to become Associate Members of Applegrove.

b) Associate Members will enjoy all the privileges and responsibilities of membership, except those of nominating ~~individuals to the Board~~ and voting for candidates to be recommended to Community Council and Council for appointment to the Board of Management.

iii) Institutional and Corporate Membership

a) Organizations and corporations directly affiliated with Applegrove or interested in Applegrove's programs and activities, will be eligible to become Institutional Members of Applegrove.

b) Institutional Members will enjoy the privileges and responsibilities of membership, except those of nominating individuals ~~to the Board~~ and voting at Annual and Special Meetings of the Membership.

6.2. Dues

i) The Board will, from time to time, establish membership fees for the various Member Categories on an annual basis.

ii) The Board may waive fees upon request for good cause.

iii) The Board may initiate a fee waiver without request in special circumstances.

iv) Members whose membership has lapsed will have a grace period of two months to renew membership without loss of privileges.

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- 6.3. Responsibilities of Membership  
Acceptance of membership in Applegrove will bind the member to abide by the Constitution and by decisions of its governing body/bodies.
- 6.4. Privileges of Membership
- i) All Members  
All members of Applegrove, except as otherwise restricted, will have the right to:
    - a) periodically receive information about Applegrove and its programs;
    - b) receive rights and considerations offered to them by the various groups or programs in Applegrove; and
    - c) participate in the activities of Applegrove's Committees, and vote on all matters brought before those committees of which they are members.
  - ii) Adult Members  
Members of Applegrove who are 18 years of age and over, except as otherwise restricted, will have the right to:
    - a) nominate individuals as Directors and members of the Board of Management;
    - b) vote in the election of individuals as Applegrove's Directors and members of the Board of Management subject to the processes and limitations set forth in the Constitution; and
    - c) vote on any and all matters brought before the members at the Annual Meeting, and any Special Meeting, subject to the processes and limitations set forth in the Constitution.

**7. Meetings of the Membership**

- 7.1. Annual Meeting  
There will be an Annual Meeting of the membership between February 1<sup>st</sup> and March 31<sup>st</sup> as determined by the Board.
- 7.2. Notice of Annual Meeting  
Notice of the Annual Meeting will be given at least twenty-one (21) calendar days in advance and in such manner as to ensure that members have reasonable opportunity to receive such notice. The notice will include the following:
  - i) date, time and location of the meeting;
  - ii) availability of the Annual Report of the Board;
  - iii) last date for which nominations of eligible candidates to the Board will be accepted;
  - iv) intent to propose any amendments to the Constitution; and
  - v) any other proposed business.
- 7.3. The Purpose of the Annual Meeting  
The Annual Meeting will:

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- i) receive reports on Applegrove's work during the preceding year and on plans for the upcoming year;
- ii) receive nominations for and elect the Board;
- iii) receive the Auditor's Report; and
- iv) carry out such other business as is approved by the members.

7.4. Special Meetings

A Special Meeting of the membership will be called upon:

- i) a motion passed by the Board to call a special meeting; or
- ii) submission to the Board of a request for a special meeting signed by twenty (20) members stating the object of the proposed meeting. A special meeting so requested will be held no later than six weeks after the date the request was submitted to the Board.

7.5. Notice of Special Meeting

Notice of a Special Meeting will be given in the same manner as for the Annual Meeting at least fourteen (14) calendar days prior to the meeting, and will state the nature or the business to be carried out at such a meeting. The only business to be carried out will be that for which the meeting is called.

7.6. Quorum for Meetings of the Membership

The presence of twenty (20) members will constitute a quorum at any meeting of the membership.

7.7. Votes at Meetings of the Membership

- i) At any meeting of the membership, only Adult Members in good standing at least thirty (30) days prior to the date of the meeting, will be entitled to cast a vote, except as otherwise specified in this Constitution.
- ii) At any meeting of the membership, each member will have one vote and such a vote will be given in person and not by proxy.
- iii) Questions arising out of any Annual or Special Meeting will be decided by a majority vote except in as otherwise specified below. In the event of a tie, the Chairperson will cast a vote.
- iv) At a special meeting called for the removal of a Director:
  - a) a two-thirds majority is required to remove the Director; and
  - b) only paid-up members in good standing, who have joined 30 days prior to the date of the call for the meeting, may vote.

**8. Board of Directors**

8.1. Composition of the Board

The Board will be composed of ten (10) people as follows:

- i) Nine (9) members, the majority of whom live in the Catchment Area. These will generally be known as the Community Directors.
- ii) One City Councillor will be appointed by City Council to the Board of Management and will be a member of the Board of Directors.

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- ~~iii)~~ The Toronto District School Board may appoint one person to the Board of Management, but this individual will not be a member of the Board of Directors.
- iv) Directors should collectively possess an understanding of the diverse neighbourhoods and communities within the ~~City;~~ catchment area;
  - a) reflect the cultural and social diversity of the ~~City;~~ community;
  - b) knowledge and understanding of public service; and
  - c) possess good communications and decision-making skills.

8.2. Eligibility Criteria

- i) Since Directors are also members of the Board of Management, they must meet eligibility criteria for the Board of Management, which are the following requirements:
  - a) at least eighteen (18) years of age;
  - ~~b) not prohibited from voting (serving a sentence, a corporation, executor, convicted of corrupt practices);~~
  - c) residing in the City ~~or the owner or tenant of land or the spouse or same-sex partner of such owner or tenant;~~
  - d) not an employee of the City of Toronto nor of any of its Agencies, Boards, Commissions or Corporations;
  - e) not the spouse, child or parent of a Member of Council;
  - ~~f) not a judge of any court;~~
  - ~~g) not a member of the Legislative Assembly, Senate or House of Commons;~~
  - ~~h) not a crown employee (appointed by the Lieutenant Governor in Council, Civil Service Commission or a minister); and~~
  - i) not serving on another City Agency, Board, Commission, or Corporation except they can be a member of a Business Improvement Area.
- ii) Appointees are required to maintain this status throughout their term of office.
- ~~iii) For the purpose of the City's Public Appointments Policy<sup>3</sup>, the City defines "citizen" to include all persons who are residents of Toronto, including permanent residents, refugees, refugee claimants and residents without homes.~~
- iv) Directors continue to serve past the expiration of their term, ~~at the pleasure of City Council, or~~ until their successors are elected or appointed.
- v) All appointments to the Board of Management are made at the pleasure of City Council and City Council retains the right to replace any appointed member at any time and for any reason.

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<sup>3</sup> The City of Toronto adopted a revised Public Appointments Policy at its meeting on September 24-27, 2006.

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- 8.3. Process
- i) At the Annual Meeting, the ~~membership~~ adult Community Members will ~~simultaneously~~ elect Community Directors to the Board of Directors ~~and nominate them to the Board of Management.~~
  - ~~ii) Their names will then be forwarded to the Toronto and East York Community Council City for appointment to the Board of Management.~~
- 8.4. Procedures of the Nominations Committee
- i) A Nominations Committee will be comprised of at least three persons appointed by the Board.
  - ii) The Nominations Committee will make Applegrove's membership and community aware of the nominating procedure at least fourteen (14) days in advance of the closing date for nominations.
  - iii) All named nominees will have indicated their willingness to stand for election prior to the Annual Meeting.
  - iv) Nominations for the position of Director will be submitted in written form to the Nominations Committee at least seven (7) days prior to the Annual Meeting ~~at which the Board is to be elected.~~
  - v) The Nominations Committee will attempt to submit a nomination list at least equal to the number of vacancies required to be filled at each Annual Meeting.
  - vi) Nominations can be made by any eligible Community Member of Applegrove. Such nominations will be made in writing and received by the Chairperson of the Board one day prior to the Annual Meeting and will include the name of the person being nominated, signed by the person is making the nomination and signed by another Community Member who supports the nomination. The nomination will also include evidence that the nominee agrees to stand for election.
  - vii) If names proposed by the Nominations Committee and through write-in nominations are insufficient to fill the number of vacancies, or at the Chairperson's discretion, the Chairperson will request nominations from eligible voters at the Annual Meeting.
  - viii) The eligible nominees ~~for the Board~~ with the highest number of votes in an election conducted by secret ballot at the Annual Meeting will be forwarded to City Council for appointment to the Board of Management.
  - ix) If nominees are not already members of Applegrove, they should complete a membership form within ~~one month~~<sup>4</sup> 10 days of election ~~to the Board.~~
- 8.5. Term of Office
- i) The term of office for Community Directors will be two (2) years.

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<sup>4</sup> The Corporations Act requires membership within 10 days for the incorporated body, so this needs to be the same.

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- ii) Terms of the Community Directors should be staggered so that in alternating years the terms of either four (4) or five (5) Community Directors will expire at the Annual Meeting.
- iii) A retiring Director will retain office until the dissolution or adjournment of the meeting at which a successor is elected.
- iv) Any retiring Directors will be eligible for re-election if otherwise qualified, but should not serve more than ~~three~~ **four** consecutive two-year terms.

8.6. Vacancy on the Board

- i) A vacancy in the office of Directors will be declared upon:
  - a) the death of a Director;
  - b) the resignation of a Director;
  - c) the removal of a Director; or
  - d) the failure of a Director to meet the Eligibility Criteria.
- ii) A vacancy is created and the individual ceases to be a Director, effective the earliest of:
  - a) the date of resignation;
  - b) the date the Director ceases to be qualified;
  - c) the date the Director is removed by City Council; or
  - d) the date of death or other incapacitation.
- iii) In the event of a vacancy on the Board, other than a vacancy resulting from the removal of a Director, the Directors then in office will select a qualified person to serve ~~as a Director until the next Annual Meeting and will recommend that individual to the Toronto and East York Community Council City for appointment to the Board of Management. Then an election will be held at the Annual Meeting to fill the position.~~ for the remainder of the 2-year term.

8.7. Removal of a Director

- i) Except as specified below, a Director may be only be removed from the Board by a motion passed by a two-thirds majority vote at a Special Meeting of the membership called for that purpose.
- ii) Three consecutive absences, or missing half the meetings in a year, may be grounds for removal of a Director at the discretion of the Chairperson.
- iii) Any qualified person may be elected by a majority of votes cast by a secret ballot at such a Special Meeting to fill the vacancy. The person so elected will be entitled to serve as a Director Member for the balance of the term of the Director who was removed.
- iv) A Director who was removed from office may appeal the decision at a Special Meeting of the membership duly called for the purpose. A simple majority will confirm the removal.

***The following sections, originally numbered 7.8, 7.9 and 7.10, will be moved to a Procedural Bylaw***

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7.8 Meetings of the Board

- i) Normally the Board will hold its meetings on the premises of Applegrove at such times as it may determine, at least eight (8) times each year.
- ii) The Chairperson will call a special meeting of the Board upon the request of any four (4) ~~Directors~~ Board Members.
- iii) Every ~~Director~~ Board Member will be notified at least seven (7) days prior to the proposed date of the meeting.
- iv) The requirement for notification may be waived if a regular Board meeting date is set and a calendar of those dates is distributed to ~~Directors~~ Board Members.
- v) Notice of Board meetings will also be posted at Applegrove in a conspicuous place, stating the date, time, and location of the meeting and the general nature of the business to be carried out.
- vi) Meetings of the Board will be open except for matters concerning personnel issues about an identifiable individual, real estate, security of property, advice that is subject to solicitor-client privilege or litigation. personnel matters about an identifiable individual,
- vii) Before holding a meeting or part of a meeting that will be closed to the public, the Board must adopt a resolution approving a closed meeting and the general nature of the business to be considered at the closed meeting.
- viii) When the meeting resumes in public, any proposed motions must be moved and voted on in public.
- ix) Guests can address a Board meeting only with the permission of the Chairperson.

7.9 Quorum

- i) A quorum for Board meetings will be a majority of ~~Directors~~ Board Members, ~~notwithstanding any vacant positions, i.e., six (6) Directors.~~ not counting the member of City Council.

7.10 Voting

- ii) At all meetings of the Board, only the Directors present in person will have the right to vote.
- iii) Upon the seconding of a proposed motion, Directors may cast one vote each. Normally the Chairperson does not vote and, except as otherwise specified, a simple majority is required to approve a motion. In the event of a tie, at the Chairperson's discretion, the motion may be withdrawn or changed or the Chairperson may cast a deciding vote.

**----- end of section to be moved to Procedural Bylaw**

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8.8. Indemnification

A member of the Board from and after election will be indemnified and saved harmless out of the funds of the Applegrove Community Complex from and against all costs, charges and expenses whatsoever which such member of the Board sustains or incurs in or about any action, suit or proceeding which is brought, commenced and prosecuted against such member for, or in respect of, any act, deed, matter, or thing whatsoever made, done or permitted by her or him in or about the execution of the duties of offices; and all other costs, charges and expenses, which are sustained or incurred in or about, or in relation to, the affairs thereof, except such costs, charges or expenses as are occasions of such member's own wilful neglect or default.

8.9. Conflict of Interest

Directors shall disclose any financial interest in a matter under consideration at a meeting and shall avoid taking part in any discussion of the matter.

***The following section, originally numbered 7.12, will be moved to a Procedural Bylaw***

7.12 Officers of the Board

- i) The Board will elect its officers and Committee Chairpersons at its first meeting following the Annual Meeting.
- ii) The officers of the Board will be: Chairperson, Vice-Chairperson, Treasurer and Secretary.
- iii) The Board may establish other offices and positions as it deems necessary, and will prescribe the powers and duties of such officers.
- iv) The term for every officer will be no more than two years.
- v) No member of the Board may hold more than one office at any time.
- vi) A Director may progress through the various offices.
- vii) Vacancy in an office position will be declared upon:
  - a) the death of an officer;
  - b) the resignation of an officer;
  - c) the removal of an officer; or
  - d) an officer ceasing to be a Director.
- viii) The Board may appoint any other Director, except as provided for above, to fill a vacant office, and the Director so appointed will hold office for the balance of the term of the previous officer.
- ix) In the event of the absence of an officer, the Board may delegate the powers and duties of such officer to any other member of the Board until the return to duty of incumbent officer.
- x) The Board may remove any person from an office at any time by a motion passed by a majority vote of the Board. Appeal may be made to the membership as a whole.
- xi) Duties of Officers
  - a) The Chairperson will:
    - preside, when present, at all Annual, Special and Board Meetings;

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- perform all the duties accompanying the office and any other duties assigned by the Board;
  - be an ex-officio member of all committees; and
  - serve as a signing officer.
- b) The Vice-Chairperson will:
- assist the Chairperson;
  - have such other powers as are assigned to the Vice-Chairperson from time to time by the Board;
  - if the Chairperson is absent, act as Chairperson until the Chairperson returns to duty; and
  - if there is a vacancy in the office of Chairperson, serve as Chairperson for the balance of the term of person whose departure created the vacancy.
- c) While acting as chair, the Vice-Chairperson will have all the powers and perform all the duties of the Chairperson except being a signing officer.
- d) The Treasurer will:
- have such powers and perform such duties as are usually vested in the office of Treasurer;
  - receive, examine and present to the Board, Applegrove's financial statements and budgets;
  - make recommendations to the Board concerning all aspects of Applegrove's financing and administration;
  - have such other powers as are assigned to the Treasurer from time to time by the Board; and
  - serve as a signing officer.
- e) The Secretary will:
- issue or cause to be issued notices for all meetings of the membership and the Board when directed or required to do so;
  - ensure that the minutes of all meetings of the membership and the Board are kept;
  - have such other powers as are assigned to the Secretary from time to time by the Board;
  - have responsibility for the membership records; and
  - serve as a signing officer.
- f) All officers, at the time they leave office, will turn all the papers and documents of the office over to the incoming officer.

***The following section, originally numbered 8, will be amended and moved to a Procedural Bylaw***

## 8. Committees

### 8.1 Standing Committees

- i) The Board of Management will be a Standing Committee.
- ii) The Board will determine other Standing Committees and will prescribe the powers and duties of such committees.

### 8.2 The Board of Management

- i) Usually the Board of Management will meet immediately before or after the Board of Directors.
- ii) The Chairperson of the Board of Directors will be also be the Chairperson of the Board of Management.
- iii) Quorum for the Board of Management will be a majority of the Community Directors, notwithstanding any vacant positions, i.e., five (5) members of the Board of Management.
- iv) If the Councillor or TDSB appointee is present, s/he will be counted towards quorum.

### 8.3 Standing Committees other than the Board of Management

- i) Composition and Membership
  - a) All Standing Committees will be headed by a Chairperson chosen from among Directors and appointed by the Board.
  - b) All Standing Committees should be composed of at least two Directors and other Applegrove members and staff who are appointed by the Board.
  - c) Both the Executive Director and the Chairperson are *ex officio* members of all committees except as otherwise specified in the Committee's Terms of Reference.
- ii) All Standing Committees will:
  - a) operate within the terms of reference laid down by the Board;
  - b) provide an open forum for discussion by all interested parties;
  - c) report their deliberations, recommendations and resolutions to the Board for confirmation and for approval; and
  - d) continue to operate for such length of time as will be determined by the Board.

### 8.4 Other Committees

The Board may establish such other Committees with such duties and powers and for such length of time as the Board will determine.

### 8.5 Meetings of Committees

- i) Normally, Committees of the Board will hold their meetings on the premises of Applegrove at such time as the Chairperson may determine.

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- ii) Notice of every Committee meeting will be provided to members of the Committee prior to the date. This notice may be either oral or written, and is not necessary when that Committee sets a regular meeting date.
- iii) Meetings of every Committee will be open to all members, except where confidential business is being conducted.
- iv) No quorum is usually required for a Committee to meet. However, minutes of Committee meetings must specify who was in attendance so that the Board may know to what degree the Committee's recommendations reflect the will of the Committee's membership.

#### 8.6 Voting

At all Committee meetings, only the members of the committee present will have a right to vote.

#### 8.7 Executive Committee

There will be no Executive Committee.

### 9. Appointment of Agents and Employees

- 9.1 The Board may appoint agents and employees and they will be paid such remuneration as the Board by resolution determines.
- 9.2 The Board will appoint an Executive Director as the senior staff member for the organization. The Board will delegate to the Executive Director the responsibility for the general control and management of the centre within the approved budget, policies and procedures.

### 10. Signatures and Fiscal Year

- 10.1. Cheques  
Cheques, drafts and orders for the payment of money and all notes and bills of exchange will be signed by any two of the Chairperson, Treasurer, Secretary and Executive Director.
- 10.2. Contracts  
Contracts, documents or instruments of writing requiring execution by Applegrove will be signed by any two of the Chairperson, Treasurer, Secretary and Executive Director.
- 10.3. Fiscal Year  
Applegrove's fiscal year will end on the last day of December in each year.

### 11. Amendments to the Constitution

- 11.1 Applegrove's Constitution will be enacted, amended, repealed, or re-enacted only by a two-thirds majority vote of the members present in person at the Annual Meeting.
- 11.2 Proposals to enact, amend, repeal, or re-enact the Constitution may be put forward by the Board provided that intention to enact, amend, repeal, or re-enact is contained in the Notice for the Annual Meeting at which they are to be voted upon and that the

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text of any proposed change is posted in a prominent place at Applegrove no less than twenty-one (21) days in advance of the proposed date of such Annual Meeting.

- 11.3 A Special Meeting of the membership may be called to propose an amendment to the constitution; however, such an amendment must be ratified at the subsequent Annual Meeting.

**2007 CONSTITUTION of APPLGROVE COMMUNITY COMPLEX**

Original Constitution amended at the Annual Meeting on October 22, 1992.

A major revision adopted at the Annual Meeting on March 31, 2005.

December 2006: City staff recommended that we separate the constitution for the incorporated body from the constitution for the City Agency. The latter will include changes needed to comply with the City’s Relationship Framework. All changes are shown in Arial.

Significant changes are in ***Arial bold italics*** and are summarized below by item number.

1 Do we need a Definitions section? Are these the appropriate items for it?

8.5 iv) maximum service extended to 4 2-year terms (from 3) as suggested at December Board meeting.

Following 8.7 To be moved to Procedural Bylaw

8.8 Former wording was applicable to Board of Directors. New wording applicable to Board of Management.

Electronic participation at Board meetings?

The Corporations Act says

Conduct of business

(3)Subject to subsection 298 (1) and subsection (3.1), no business of a corporation shall be transacted by its directors except at a meeting of directors at which a quorum of the board is present. R.S.O. 1990, c. C.38, s. 283 (3); 1998, c. 18, Sched. E, s. 74 (1).

Means of meetings

(3.1)Unless the by-laws otherwise provide, if all the directors of a corporation present at or participating in the meeting consent, a meeting of directors or of a committee of directors may be held by such telephone, electronic or other communication facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously, and a director participating in the meeting by those means is deemed for the purposes of this Act to be present at the meeting. 1998, c. 18, Sched. E, s. 74 (2).

So if we want to allow electronic/telephone participation, we only need to ensure that the constitution and procedural by-law do not forbid it. Currently, the item numbered 7.10 ii) says that only directors present “in person” are allowed to vote. To allow electronic/telephone participation, we need to remove the words “in person” from the relevant section in the new procedural by-law.

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Proposed Constitution for the Incorporated Body/Charity January 2007

**1. Definitions**

- 1.1 "Board" means Board of Directors.
- 1.2 "Director(s)" means member(s) of the Board of Directors.
- 1.3 "Board Member(s)" means person(s) appointed by City Council to the Board of Management for Applegrove Community Complex.
- 1.4 "City" means City of Toronto.
- 1.5 "Council" means the Toronto City Council.
- 1.6 "Chair" or "Chairperson" means Chairperson of the Board of Directors for Applegrove Community Complex.

**2. Name of Organization**

The name of the organization is Applegrove Community Complex ("Applegrove").

**3. Objects**

Applegrove's objects will be to maintain, manage and operate Applegrove's facilities in the City of Toronto as a ~~non-profit~~ City-funded community centre providing services in accordance with the following guidelines:

- 2.1 Applegrove is a neighbourhood partnership fostering community through social and informative programs for individuals and families.
- 2.2 Applegrove's goal is to meet social, recreational, educational and cultural needs by providing diverse social, recreational, educational, and cultural programs and services.
- 2.3 All persons will be welcomed and encouraged to make full use of Applegrove's facilities and services, in accordance with any by-laws and decisions of the Board and the policies of the City of Toronto.
- 2.4 Applegrove will be community-oriented and community-controlled with priority given to residents of the area bounded by Jones Avenue to Woodbine Avenue, Lake Ontario to the railway tracks north of Gerrard Street (the "Catchment Area"), and will work co-operatively with all members of the community, especially those disadvantaged by economic, social or physical circumstances.
- 2.5 Applegrove will be run in a fiscally responsible way without monetary gains for its members.
- 2.6 Applegrove is committed to the promotion of co-operative effort, volunteerism, inter-cultural exchange and anti-racism.

**4. Structure**

- 4.1. Non-Profit Corporation
  - i) In 1979, Applegrove was incorporated as a non-profit corporation under the provincial Corporations Act, incorporation number 417388.

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- ii) Applegrove is registered by Revenue Canada as charitable organization Number 10671 8943 RR0001 (previously Number 0570838-59).
  - iii) A Board of Directors, which is described in more detail in section [Check number] of this Constitution, governs Applegrove (the “Board”).
- 4.2. Agency of the City of Toronto
- i) Applegrove is a community recreation centre under the Community Recreation Centres Act, which was established in 1983 by the City of Toronto, along with its Board of Management, via by-law 121-83. <sup>1</sup>
  - ii) The Board of the community centre is a city board (local board) established or continued under sections 7, 8 and 141 of the *City of Toronto Act 2006* which permit the City to appoint a city board to manage a facility and provide for its administration.<sup>2</sup>
  - iii) The Board of Management will function as a Standing Committee of the Board of Directors, responsible for the administration monies and reporting to City Council.
  - iv) The following matters require approval from Council:
    - a) The appointment of members of the Board of Management;
    - b) The annual administrative budget and global budget estimates;
    - c) Allocations for capital repairs, currently included in the City Facilities and Real Estate Capital Budget;
    - d) The audited annual financial statements of the community centres;
    - e) Collective Agreements;
    - f) A records retention by-law or specific Council approval to destroy records;
    - g) The establishment of new community centres and the cessation of existing community centres; and
    - h) Contracting out the overall operation or a significant portion of the operation of the community centre to a third party.
  - v) The following matters have been delegated to the Board of Management:
    - a) The management, operation and maintenance of the community centre;
    - b) The development, funding, management and operation of community centre programs;

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<sup>1</sup> Bylaw 121-83 was replaced by By-law 1994-0792, adopted 94-10-11 by Toronto City Council and known as Chapter 25 of the Municipal Code. After amalgamation, all by-laws of the former City of Toronto were continued in the new City of Toronto. Beginning in 2007, the relevant chapter will be known as Chapter 24.

<sup>2</sup> In 2006, the province passed a new City of Toronto Act that included changes to definitions of Boards or Committees of Management. The same year, the City adopted a Relationship Framework that articulated Council's delegation of authority, expectations and requirements for the Board and recognized the Board's authority to manage the business and affairs of the community centre.

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- c) Expenditures and management of administrative funds in accordance with the Council approved budget and, where applicable, the City's financial policies;
- d) The development of strategic business plans for the community centre; and
- e) The setting of fees and charges for use of community centre space and programs.

**5. Conflict with Other Bylaws or Statutes**

5.1. Municipal

If this Constitution conflicts with any municipal legislation or policy, the municipal legislation and policy will prevail.

5.2. Other Levels of Government

If this Constitution conflicts with legislation or policy of the provincial or federal governments, the provincial or federal legislation and policy will prevail.

**6. Membership**

6.1. Membership Categories

i) Community Membership

Any person residing within the Catchment Area, may become a Community Member.

ii) Associate Membership

- a) All other persons interested in Applegrove's programs and activities will be eligible to become Associate Members of Applegrove.
- b) Associate Members will enjoy all the privileges and responsibilities of membership, except those of nominating ~~individuals to the Board~~ and voting for candidates to be recommended to Community Council and Council for appointment to the Board of Management.

iii) Institutional and Corporate Membership

- a) Organizations and corporations directly affiliated with Applegrove or interested in Applegrove's programs and activities, will be eligible to become Institutional Members of Applegrove.
- b) Institutional Members will enjoy the privileges and responsibilities of membership, except those of nominating individuals ~~to the Board~~ and voting at Annual and Special Meetings of the Membership.

6.2. Dues

- i) The Board will, from time to time, establish membership fees for the various Member Categories on an annual basis.
- ii) The Board may waive fees upon request for good cause.
- iii) The Board may initiate a fee waiver without request in special circumstances.
- iv) Members whose membership has lapsed will have a grace period of two months to renew membership without loss of privileges.

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- 6.3. Responsibilities of Membership  
Acceptance of membership in Applegrove will bind the member to abide by the Constitution and by decisions of its governing body/bodies.
- 6.4. Privileges of Membership
- i) All Members  
All members of Applegrove, except as otherwise restricted, will have the right to:
    - a) periodically receive information about Applegrove and its programs;
    - b) receive rights and considerations offered to them by the various groups or programs in Applegrove; and
    - c) participate in the activities of Applegrove's Committees, and vote on all matters brought before those committees of which they are members.
  - ii) Adult Members  
Members of Applegrove who are 18 years of age and over, except as otherwise restricted, will have the right to:
    - a) nominate individuals as Directors and members of the Board of Management;
    - b) vote in the election of individuals as Applegrove's Directors and members of the Board of Management subject to the processes and limitations set forth in the Constitution; and
    - c) vote on any and all matters brought before the members at the Annual Meeting, and any Special Meeting, subject to the processes and limitations set forth in the Constitution.

**7. Meetings of the Membership**

- 7.1. Annual Meeting  
There will be an Annual Meeting of the membership between February 1<sup>st</sup> and March 31<sup>st</sup> as determined by the Board.
- 7.2. Notice of Annual Meeting  
Notice of the Annual Meeting will be given at least twenty-one (21) calendar days in advance and in such manner as to ensure that members have reasonable opportunity to receive such notice. The notice will include the following:
  - i) date, time and location of the meeting;
  - ii) availability of the Annual Report of the Board;
  - iii) last date for which nominations of eligible candidates to the Board will be accepted;
  - iv) intent to propose any amendments to the Constitution; and
  - v) any other proposed business.
- 7.3. The Purpose of the Annual Meeting  
The Annual Meeting will:

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- i) receive reports on Applegrove's work during the preceding year and on plans for the upcoming year;
- ii) receive nominations for and elect the Board;
- iii) receive the Auditor's Report; and
- iv) carry out such other business as is approved by the members.

7.4. Special Meetings

A Special Meeting of the membership will be called upon:

- i) a motion passed by the Board to call a special meeting; or
- ii) submission to the Board of a request for a special meeting signed by twenty (20) members stating the object of the proposed meeting. A special meeting so requested will be held no later than six weeks after the date the request was submitted to the Board.

7.5. Notice of Special Meeting

Notice of a Special Meeting will be given in the same manner as for the Annual Meeting at least fourteen (14) calendar days prior to the meeting, and will state the nature or the business to be carried out at such a meeting. The only business to be carried out will be that for which the meeting is called.

7.6. Quorum for Meetings of the Membership

The presence of twenty (20) members will constitute a quorum at any meeting of the membership.

7.7. Votes at Meetings of the Membership

- i) At any meeting of the membership, only Adult Members in good standing at least thirty (30) days prior to the date of the meeting, will be entitled to cast a vote, except as otherwise specified in this Constitution.
- ii) At any meeting of the membership, each member will have one vote and such a vote will be given in person and not by proxy.
- iii) Questions arising out of any Annual or Special Meeting will be decided by a majority vote except in as otherwise specified below. In the event of a tie, the Chairperson will cast a vote.
- iv) At a special meeting called for the removal of a Director:
  - a) a two-thirds majority is required to remove the Director; and
  - b) only paid-up members in good standing, who have joined 30 days prior to the date of the call for the meeting, may vote.

**8. Board of Directors**

8.1. Composition of the Board

The Board will be composed of ten (10) people as follows:

- i) Nine (9) members, the majority of whom live in the Catchment Area. These will generally be known as the Community Directors.
- ii) One City Councillor will be appointed by City Council to the Board of Management and will be a member of the Board of Directors.

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- ~~iii)~~ The Toronto District School Board may appoint one person to the Board of Management, but this individual will not be a member of the Board of Directors.
- iv) Directors should collectively possess an understanding of the diverse neighbourhoods and communities within the ~~City;~~ catchment area;
  - a) reflect the cultural and social diversity of the ~~City;~~ community;
  - b) knowledge and understanding of public service; and
  - c) possess good communications and decision-making skills.

8.2. Eligibility Criteria

- i) Since Directors are also members of the Board of Management, they must meet eligibility criteria for the Board of Management, which are the following requirements:
  - a) at least eighteen (18) years of age;
  - ~~b) not prohibited from voting (serving a sentence, a corporation, executor, convicted of corrupt practices);~~
  - c) residing in the City ~~or the owner or tenant of land or the spouse or same-sex partner of such owner or tenant;~~
  - d) not an employee of the City of Toronto nor of any of its Agencies, Boards, Commissions or Corporations;
  - e) not the spouse, child or parent of a Member of Council;
  - ~~f) not a judge of any court;~~
  - ~~g) not a member of the Legislative Assembly, Senate or House of Commons;~~
  - ~~h) not a crown employee (appointed by the Lieutenant Governor in Council, Civil Service Commission or a minister); and~~
  - i) not serving on another City Agency, Board, Commission, or Corporation except they can be a member of a Business Improvement Area.
- ii) Appointees are required to maintain this status throughout their term of office.
- ~~iii) For the purpose of the City's Public Appointments Policy<sup>3</sup>, the City defines "citizen" to include all persons who are residents of Toronto, including permanent residents, refugees, refugee claimants and residents without homes.~~
- iv) Directors continue to serve past the expiration of their term, ~~at the pleasure of City Council, or~~ until their successors are elected or appointed.
- v) All appointments to the Board of Management are made at the pleasure of City Council and City Council retains the right to replace any appointed member at any time and for any reason.

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<sup>3</sup> The City of Toronto adopted a revised Public Appointments Policy at its meeting on September 24-27, 2006.

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8.3. Process

- i) At the Annual Meeting, the ~~membership~~ adult Community Members will ~~simultaneously~~ elect Community Directors to the Board of Directors ~~and nominate them to the Board of Management.~~
- ~~ii) Their names will then be forwarded to the Toronto and East York Community Council City for appointment to the Board of Management.~~

8.4. Procedures of the Nominations Committee

- i) A Nominations Committee will be comprised of at least three persons appointed by the Board.
- ii) The Nominations Committee will make Applegrove's membership and community aware of the nominating procedure at least fourteen (14) days in advance of the closing date for nominations.
- iii) All named nominees will have indicated their willingness to stand for election prior to the Annual Meeting.
- iv) Nominations for the position of Director will be submitted in written form to the Nominations Committee at least seven (7) days prior to the Annual Meeting ~~at which the Board is to be elected.~~
- v) The Nominations Committee will attempt to submit a nomination list at least equal to the number of vacancies required to be filled at each Annual Meeting.
- vi) Nominations can be made by any eligible Community Member of Applegrove. Such nominations will be made in writing and received by the Chairperson of the Board one day prior to the Annual Meeting and will include the name of the person being nominated, signed by the person is making the nomination and signed by another Community Member who supports the nomination. The nomination will also include evidence that the nominee agrees to stand for election.
- vii) If names proposed by the Nominations Committee and through write-in nominations are insufficient to fill the number of vacancies, or at the Chairperson's discretion, the Chairperson will request nominations from eligible voters at the Annual Meeting.
- viii) The eligible nominees ~~for the Board~~ with the highest number of votes in an election conducted by secret ballot at the Annual Meeting will be forwarded to City Council for appointment to the Board of Management.
- ix) If nominees are not already members of Applegrove, they should complete a membership form within ~~one month~~<sup>4</sup> 10 days of election ~~to the Board.~~

8.5. Term of Office

- i) The term of office for Community Directors will be two (2) years.

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<sup>4</sup> The Corporations Act requires membership within 10 days for the incorporated body, so this needs to be the same.

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- ii) Terms of the Community Directors should be staggered so that in alternating years the terms of either four (4) or five (5) Community Directors will expire at the Annual Meeting.
- iii) A retiring Director will retain office until the dissolution or adjournment of the meeting at which a successor is elected.
- iv) Any retiring Directors will be eligible for re-election if otherwise qualified, but should not serve more than ~~three~~ **four** consecutive two-year terms.

8.6. Vacancy on the Board

- i) A vacancy in the office of Directors will be declared upon:
  - a) the death of a Director;
  - b) the resignation of a Director;
  - c) the removal of a Director; or
  - d) the failure of a Director to meet the Eligibility Criteria.
- ii) A vacancy is created and the individual ceases to be a Director, effective the earliest of:
  - a) the date of resignation;
  - b) the date the Director ceases to be qualified;
  - c) the date the Director is removed by City Council; or
  - d) the date of death or other incapacitation.
- iii) In the event of a vacancy on the Board, other than a vacancy resulting from the removal of a Director, the Directors then in office will select a qualified person to serve ~~as a Director until the next Annual Meeting and will recommend that individual to the Toronto and East York Community Council City for appointment to the Board of Management. Then an election will be held at the Annual Meeting to fill the position.~~ for the remainder of the 2-year term.

8.7. Removal of a Director

- i) Except as specified below, a Director may be only be removed from the Board by a motion passed by a two-thirds majority vote at a Special Meeting of the membership called for that purpose.
- ii) Three consecutive absences, or missing half the meetings in a year, may be grounds for removal of a Director at the discretion of the Chairperson.
- iii) Any qualified person may be elected by a majority of votes cast by a secret ballot at such a Special Meeting to fill the vacancy. The person so elected will be entitled to serve as a Director Member for the balance of the term of the Director who was removed.
- iv) A Director who was removed from office may appeal the decision at a Special Meeting of the membership duly called for the purpose. A simple majority will confirm the removal.

***The following sections, originally numbered 7.8, 7.9 and 7.10, will be moved to a Procedural Bylaw***

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7.8 Meetings of the Board

- i) Normally the Board will hold its meetings on the premises of Applegrove at such times as it may determine, at least eight (8) times each year.
- ii) The Chairperson will call a special meeting of the Board upon the request of any four (4) ~~Directors~~ Board Members.
- iii) Every ~~Director~~ Board Member will be notified at least seven (7) days prior to the proposed date of the meeting.
- iv) The requirement for notification may be waived if a regular Board meeting date is set and a calendar of those dates is distributed to ~~Directors~~ Board Members.
- v) Notice of Board meetings will also be posted at Applegrove in a conspicuous place, stating the date, time, and location of the meeting and the general nature of the business to be carried out.
- vi) Meetings of the Board will be open except for matters concerning personnel issues about an identifiable individual, real estate, security of property, advice that is subject to solicitor-client privilege or litigation. personnel matters about an identifiable individual,
- vii) Before holding a meeting or part of a meeting that will be closed to the public, the Board must adopt a resolution approving a closed meeting and the general nature of the business to be considered at the closed meeting.
- viii) When the meeting resumes in public, any proposed motions must be moved and voted on in public.
- ix) Guests can address a Board meeting only with the permission of the Chairperson.

7.9 Quorum

- i) A quorum for Board meetings will be a majority of ~~Directors~~ Board Members, ~~notwithstanding any vacant positions, i.e., six (6) Directors.~~ not counting the member of City Council.

7.10 Voting

- ii) At all meetings of the Board, only the Directors present in person will have the right to vote.
- iii) Upon the seconding of a proposed motion, Directors may cast one vote each. Normally the Chairperson does not vote and, except as otherwise specified, a simple majority is required to approve a motion. In the event of a tie, at the Chairperson's discretion, the motion may be withdrawn or changed or the Chairperson may cast a deciding vote.

**----- end of section to be moved to Procedural Bylaw**

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8.8. Indemnification

A member of the Board from and after election will be indemnified and saved harmless out of the funds of the Applegrove Community Complex from and against all costs, charges and expenses whatsoever which such member of the Board sustains or incurs in or about any action, suit or proceeding which is brought, commenced and prosecuted against such member for, or in respect of, any act, deed, matter, or thing whatsoever made, done or permitted by her or him in or about the execution of the duties of offices; and all other costs, charges and expenses, which are sustained or incurred in or about, or in relation to, the affairs thereof, except such costs, charges or expenses as are occasions of such member's own wilful neglect or default.

8.9. Conflict of Interest

Directors shall disclose any financial interest in a matter under consideration at a meeting and shall avoid taking part in any discussion of the matter.

***The following section, originally numbered 7.12, will be moved to a Procedural Bylaw***

7.12 Officers of the Board

- i) The Board will elect its officers and Committee Chairpersons at its first meeting following the Annual Meeting.
- ii) The officers of the Board will be: Chairperson, Vice-Chairperson, Treasurer and Secretary.
- iii) The Board may establish other offices and positions as it deems necessary, and will prescribe the powers and duties of such officers.
- iv) The term for every officer will be no more than two years.
- v) No member of the Board may hold more than one office at any time.
- vi) A Director may progress through the various offices.
- vii) Vacancy in an office position will be declared upon:
  - a) the death of an officer;
  - b) the resignation of an officer;
  - c) the removal of an officer; or
  - d) an officer ceasing to be a Director.
- viii) The Board may appoint any other Director, except as provided for above, to fill a vacant office, and the Director so appointed will hold office for the balance of the term of the previous officer.
- ix) In the event of the absence of an officer, the Board may delegate the powers and duties of such officer to any other member of the Board until the return to duty of incumbent officer.
- x) The Board may remove any person from an office at any time by a motion passed by a majority vote of the Board. Appeal may be made to the membership as a whole.
- xi) Duties of Officers
  - a) The Chairperson will:
    - preside, when present, at all Annual, Special and Board Meetings;

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- perform all the duties accompanying the office and any other duties assigned by the Board;
  - be an ex-officio member of all committees; and
  - serve as a signing officer.
- b) The Vice-Chairperson will:
- assist the Chairperson;
  - have such other powers as are assigned to the Vice-Chairperson from time to time by the Board;
  - if the Chairperson is absent, act as Chairperson until the Chairperson returns to duty; and
  - if there is a vacancy in the office of Chairperson, serve as Chairperson for the balance of the term of person whose departure created the vacancy.
- c) While acting as chair, the Vice-Chairperson will have all the powers and perform all the duties of the Chairperson except being a signing officer.
- d) The Treasurer will:
- have such powers and perform such duties as are usually vested in the office of Treasurer;
  - receive, examine and present to the Board, Applegrove's financial statements and budgets;
  - make recommendations to the Board concerning all aspects of Applegrove's financing and administration;
  - have such other powers as are assigned to the Treasurer from time to time by the Board; and
  - serve as a signing officer.
- e) The Secretary will:
- issue or cause to be issued notices for all meetings of the membership and the Board when directed or required to do so;
  - ensure that the minutes of all meetings of the membership and the Board are kept;
  - have such other powers as are assigned to the Secretary from time to time by the Board;
  - have responsibility for the membership records; and
  - serve as a signing officer.
- f) All officers, at the time they leave office, will turn all the papers and documents of the office over to the incoming officer.

***The following section, originally numbered 8, will be amended and moved to a Procedural Bylaw***

## 8. Committees

### 8.1 Standing Committees

- i) The Board of Management will be a Standing Committee.
- ii) The Board will determine other Standing Committees and will prescribe the powers and duties of such committees.

### 8.2 The Board of Management

- i) Usually the Board of Management will meet immediately before or after the Board of Directors.
- ii) The Chairperson of the Board of Directors will be also be the Chairperson of the Board of Management.
- iii) Quorum for the Board of Management will be a majority of the Community Directors, notwithstanding any vacant positions, i.e., five (5) members of the Board of Management.
- iv) If the Councillor or TDSB appointee is present, s/he will be counted towards quorum.

### 8.3 Standing Committees other than the Board of Management

- i) Composition and Membership
  - a) All Standing Committees will be headed by a Chairperson chosen from among Directors and appointed by the Board.
  - b) All Standing Committees should be composed of at least two Directors and other Applegrove members and staff who are appointed by the Board.
  - c) Both the Executive Director and the Chairperson are *ex officio* members of all committees except as otherwise specified in the Committee's Terms of Reference.
- ii) All Standing Committees will:
  - a) operate within the terms of reference laid down by the Board;
  - b) provide an open forum for discussion by all interested parties;
  - c) report their deliberations, recommendations and resolutions to the Board for confirmation and for approval; and
  - d) continue to operate for such length of time as will be determined by the Board.

### 8.4 Other Committees

The Board may establish such other Committees with such duties and powers and for such length of time as the Board will determine.

### 8.5 Meetings of Committees

- i) Normally, Committees of the Board will hold their meetings on the premises of Applegrove at such time as the Chairperson may determine.

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- ii) Notice of every Committee meeting will be provided to members of the Committee prior to the date. This notice may be either oral or written, and is not necessary when that Committee sets a regular meeting date.
- iii) Meetings of every Committee will be open to all members, except where confidential business is being conducted.
- iv) No quorum is usually required for a Committee to meet. However, minutes of Committee meetings must specify who was in attendance so that the Board may know to what degree the Committee's recommendations reflect the will of the Committee's membership.

#### 8.6 Voting

At all Committee meetings, only the members of the committee present will have a right to vote.

#### 8.7 Executive Committee

There will be no Executive Committee.

### 9. Appointment of Agents and Employees

- 9.1 The Board may appoint agents and employees and they will be paid such remuneration as the Board by resolution determines.
- 9.2 The Board will appoint an Executive Director as the senior staff member for the organization. The Board will delegate to the Executive Director the responsibility for the general control and management of the centre within the approved budget, policies and procedures.

### 10. Signatures and Fiscal Year

- 10.1. Cheques  
Cheques, drafts and orders for the payment of money and all notes and bills of exchange will be signed by any two of the Chairperson, Treasurer, Secretary and Executive Director.
- 10.2. Contracts  
Contracts, documents or instruments of writing requiring execution by Applegrove will be signed by any two of the Chairperson, Treasurer, Secretary and Executive Director.
- 10.3. Fiscal Year  
Applegrove's fiscal year will end on the last day of December in each year.

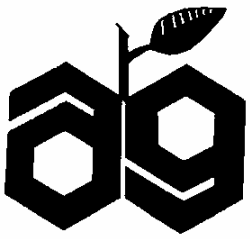
### 11. Amendments to the Constitution

- 11.1 Applegrove's Constitution will be enacted, amended, repealed, or re-enacted only by a two-thirds majority vote of the members present in person at the Annual Meeting.
- 11.2 Proposals to enact, amend, repeal, or re-enact the Constitution may be put forward by the Board provided that intention to enact, amend, repeal, or re-enact is contained in the Notice for the Annual Meeting at which they are to be voted upon and that the

Constitution of Applegrove Community Complex  
Adopted at the Annual Meeting on March 31, 2005  
Changes needed to comply with Relationship Framework, Fall 2006

text of any proposed change is posted in a prominent place at Applegrove no less than twenty-one (21) days in advance of the proposed date of such Annual Meeting.

- 11.3 A Special Meeting of the membership may be called to propose an amendment to the constitution; however, such an amendment must be ratified at the subsequent Annual Meeting.



## APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6  
Ph. (416) 461-8143 Fax (416) 461-5513



### Executive Director's Report January 12, 2007

I am writing this report earlier than usual since I will be on vacation next week (and back in time for the January 22 Fundraising Committee and January 24 Board meetings). While Franki is collating and mailing the Board packages, I will be relaxing on a beach in Varadero, Cuba!

Your December Board packages were very large, and so is this one. It includes:

- a new constitution and procedural by-law for the Board of Management,
- a new constitution for the incorporated body/charity,
- my Performance Planner (for information),
- excerpt from the Toronto Children's Services Budget Submission (to fund the Applegrove and Edgewood family resource programs),
- excerpt from the Toronto Recreation Grant application (for the day camp).

However, because we were not able to deal with several items on the December agenda, please also bring your December package (but you can leave out the City documents and constitution). You particularly need the *blue* Personnel Policy, *goldenrod* Facility Report and *cream* "Values Added" information. You may also want to compare the 2007 Performance Planner to the 2006 Performance Planner Results from December.

Other business continuing from the December meeting includes an update on website development. The volunteer who had done the initial design did not feel able to make the changes requested in a timely manner. A second individual offered to design a site and I have forwarded our information and City's expectations. I expect to have further information at the Board meeting.

As noted in my early-January memo, May and I are concerned that federal government cuts to the "Summer Career Placements (SCP)" program may reduce or eliminate funding for up to 4 camp counsellors. May will prepare scenarios such as

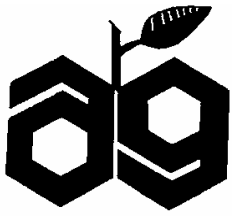
- losing all the SCP funding and reducing the camp size, or
- losing all the SCP funding and keeping the camp the same size by raising fees.

Last spring, when the Board discussed the Marketing Plan and visibility, members committed to participating in the Beaches Easter Parade. As shown in the enclosed materials, the early registration fee (before March 25) is \$40, increasing to \$100 after April 1. Our discussion of marketing and visibility also included the suggestion of obtaining an Applegrove banner that parade participants could carry. May priced such a banner from a local source at \$180 for 3 feet high by 6 feet wide or \$240 for 3 by 8. The Board should decide at the January or February meeting whether to go ahead with the banner and whether to register for the parade.

I just learned that I inadvertently misled the Board for some years about the process of endorsing motions made at meetings without quorum. I thought you would "homologate" like "legislate". But in fact, you will "ho·mol·o·gate (hə-mōl'ə-gāt or hō- mōl'ə-gāt) To approve, especially to confirm officially." Please accept my apologies and homologate happily at the Board of Management meeting.

Respectfully submitted,

Susan Fletcher.



# APPLEGROVE COMMUNITY COMPLEX

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## CORRESPONDENCE/INFORMATION

January 2007

<b>From (Date Received)</b>	<b>Regarding</b>	<b>Action</b>
1. Jayne Allan, Employee and Labour Relations (Dec. 27)	End of mandatory retirement and corresponding benefit coverage for members of Local 2998 working beyond age 65	Check what changes the Personnel Policy may need
2. Moorelands Community Services (Jan 9)	AGM Feb. 27 12:30 to 1:30 at Loblaws Forest Hill Market.	R&F Susan or May might attend
3. Centre for social Justice (Jan. 2/07)	Inviting nominations for social justice awards, deadline Feb. 23	R&F
4. Fiona Murray, Corporate Policy & Management (Dec. 15)	Reference copy of Public Appointments Policy for City	R&F
5. City Clerk (Dec. 15)	Dec. 5 and 6 Council meeting scheduled City Council and Committee meetings and requested that ABC's both avoid conflicting meetings and avoid public forums on days of cultural or religious significance.	R&F
6. Children's Aid Society (Dec. 15)	Responding to newspaper reports about the Provincial Auditor General's report.	R&F
7. CanStage (Dec. 15)	Offering Rocky Horror theatre night fundraisers Mar. 26 to Apr 21 with ticket cost (including coat check and drink ticket) from \$42 to \$80 to be resold from \$62 to \$115	R&F?

R&F = Receive and File

***Additional* CORRESPONDENCE/INFORMATION**

January 2007

<b>From (Date Received)</b>	<b>Regarding</b>	<b>Action</b>
8.		
9.		

# VALUES > ADDED

## USER GUIDE >

## PROJECT PARTNERS

**Imagine Canada:** [www.imaginecanada.ca](http://www.imaginecanada.ca)

**Canadian Council on Social Development:** [www.ccsd.ca](http://www.ccsd.ca)

**Canadian Council for International Cooperation:** [www.ccic.ca](http://www.ccic.ca)

**Canadian Conference of the Arts:** [www.ccarts.ca](http://www.ccarts.ca)

**The Sport Matters Group:** [www.sportmatters.ca](http://www.sportmatters.ca)

**The Canadian Environmental Network:** [www.cen-rce.org](http://www.cen-rce.org)

**Volunteer Canada:** [www.volunteercanada.ca](http://www.volunteercanada.ca)

*\*Sharon Baxter of the Canadian Hospice Palliative Care Association is bringing a health sector perspective to the project in a volunteer capacity.*

The Values Added initiative and Voluntary Sector Awareness Project (VSAP) contributors included:

Paddy Bowen, Project Manager;

Camille Crêteau and Melissa Roy, Project Coordinators;

Caroline Couture, Head Translator, Traduction Hémisphère;

Pierre Bergeron, Editor;

Derek Johnston, Face Value Communications;

gordongroup Marketing and Communications;

Project Partners, as listed above.

The creation of this User Guide was supported by funding from the Voluntary Sector Initiative (VSI) through the Government of Canada's Social Development Partnerships Program of the Department of Human Resources and Social Development (HRSD).

*This document is also available in French.*

*Ce document est aussi disponible en français.*



## INTRODUCTION

Thank you for your interest in the *Values Added* initiative. As someone who invests time and energy in a charity or nonprofit, you know first-hand how important that work is, and how it makes life better for people in your community, your country, or in the developing world.

Adding your voice to the *Values Added* initiative will help Canadians get a better understanding of – and a greater appreciation for – the work of the millions of volunteers and employees in our sector.

You'll see some direct benefits as well. Through this Guide, you'll have access – free of charge – to a suite of high-quality tools to strengthen the impact of your communications with the people that matter most to you and your organization: members, partners, stakeholders, funders, decision makers, media, etc.

For each of the tools, you'll find a basic description of what it is, simple step-by-step instructions, and examples of how it's already in use. All the electronic files are included on the [Values Added Web site](#).

As you take advantage of these tools, we would welcome any feedback about how you're putting them to good use. Send us your feedback by visiting [VALUESADDED.CA](http://VALUESADDED.CA), by calling the Communications Department at Imagine Canda at 1-800-263-1178, or by sending a fax to 416-597-1169.

## YOU'RE INVITED TO PARTICIPATE

### *Introducing... the Values Added initiative*

A new program has just been launched. It's a shared effort among Canadian charities and nonprofits to inform and educate the public about our incredible contribution to quality of life.

By adopting a single slogan, backed up by statistics and descriptions of what we do and who we are collectively, each one of the 161,000 individual organizations has an opportunity to benefit from the combined impact of this national effort.

Participating in the *Values Added* initiative does not compete with or replace all the ways that we currently promote our work. In fact, this program is intended to complement those efforts by providing simple, straightforward tools that raise awareness about individual organizations, inside the larger – and incredible – context of Canada's charities and nonprofit sector. Together, we create an extraordinary collective.

### *Where does this come from?*

For a long time, leaders and thinkers throughout the charities and nonprofit sector have observed that we are not well understood by the Canadian public. Too often, policy makers and funders overlook our collective impact and underestimate the breadth of our reach.

During the Voluntary Sector Initiative (a federally sponsored and nationally led series of projects that sought to support the sector, increase capacity, and extend our abilities), the idea of a shared public awareness initiative emerged. Many felt that if charities and nonprofits could come together and speak with a single voice about our impact and importance, that our influence with, and support from, Canadians would be strengthened.



In 2004, seven pan-Canadian organizations came together to deliver the Voluntary Sector Awareness Project. They produced a Discussion Paper (on the pros, cons and challenges of raising awareness), they consulted across the country, and they created the *Values Added* initiative in keeping with what they heard, and learned, during that process.

### *Why “Values Added?”*

Finding a way to describe a sector as diverse as ours has been no easy feat. While the range of interests and activities across the sector is enormous, we all share a strong set of values that fuel our passion and drive our desire to make things better.

Values that bind us together. Values that add strength and purpose to our collective voice.

*Values Added* speaks to the countless ways in which we deliver on the values we hold dear.

At the same time, *Values Added* reminds Canadians of the value we deliver to the community, to individuals, to the economy, and to society as a whole.

*Values Added* define who we are, what we do, and the difference we make.

### *Who will deliver the message?*

You, we hope. And whoever else chooses to get involved.

The *Values Added* initiative represents a unique approach to ownership, management and delivery. The charities and nonprofit sector is obviously too big and too diverse to come under one leadership entity. Moreover, it would be far too costly to deliver a single communications campaign across tens of thousands of organizations and communities to try to reach millions of Canadians.



So the premise is simple and stems from the consultations we carried out: to use available resources to find out what can work, then choose a communications centerpiece (a slogan, some graphics, a conceptual framework), open it up to charities and nonprofits to use, and let it go “viral.”

The *Values Added* initiative is just that—not a campaign so much as a shared and open project across the entire sector: owned by, delivered by, and managed by those who participate in it.

Individual organizations, sub-sector groups, local communities, national umbrella organizations ... any and all of you can pick up the slogan, use the concept of “*Values added*,” and run with it as you see fit to meet your own needs.

You can, for example, take the national posters describing the sector and distribute them. You can create your own version, or add the slogan to a poster or other communications tool of your own. You can add the slogan to your letterhead or Web site. You can use the slogan on its own, or add one of the tag lines we’ve provided (e.g. *Values Added: Building Communities Together*. You can even go ahead and create your own customized tag line.

There is almost no limit to the ways that charities and nonprofits can use, and benefit from, this one single, simple, powerful statement.

But this communications exercise won’t happen all in one go, and it won’t happen overnight. It will grow, and as more and more organizations adopt the *Values Added* message, we will create an awareness of the shared thread of contribution that weaves together this incredible sector.



### *Why would my charity or nonprofit participate?*

Organizations like yours will choose to participate because it will help you achieve some of your goals.

Every charity and nonprofit in this country wants to, and needs to, communicate with the public, media, stakeholders, funders, clients, government, partners, etc. We do a tremendous amount of it, too. Larger entities engage in massive communication efforts. Small groups send out newsletters. For some, communication is a simple thing confined to e-mail or brochures. Thousands of organizations maintain Web sites.

For some organizations, utilizing the *Values Added* slogan and other elements might be the only identifier they use (other than their name, of course). In other cases, an organization might add *Values Added* pieces to existing communications resources.

In either case, the benefit is clear; by using the *Values Added* message, organizations will connect themselves to something as big and as powerful as the entire charities and nonprofit sector in Canada. Now an additional piece of information goes out to Canadians ... *"LOOK – we are who we are, and what we do, but we are ALSO part of this bigger and vitally important sector and together we have a huge impact ..."*

This effort to create a better understanding of the sector will lead to greater levels of support and influence for not only individual organizations, but for charities and nonprofits right across the country.

### *Where do participants get the tools, and how can we use them?*

Highly adaptable, the *Values Added* initiative provides, under one common banner, a menu of text selections and visual tools that link different organizations together.

As noted already, you have the option to use as many of the tools as you like and in whatever ways work best for your organization. All the guidelines you need are provided in this User Guide and the [files are the Web site](#).

For example, you will be able to add the *Values Added* Web site address to your business card, or copy some generic text into your newsletter to educate readers about the sector. Another option is to simply choose to hang the national poster in your office, or use the Sector Overview PowerPoint in a presentation to potential donors.

The applications are virtually limitless, and the choice is entirely yours.

### *Who will pay for this?*

Realistically, it is simply not feasible to fund every charity and nonprofit in the country to raise public awareness. An annual expenditure of only \$100 per group would represent a total of more than \$150 million, and those funds are not available to us.

Based on what we heard during extensive consultations, we have done what makes the most sense: create the platform, make it available, and thereby enable the benefits of a large-scale, awareness-raising campaign by leveraging the resources and energies for communication that organizations already invest.

Of course, this doesn't address the needs that many groups have to find funding that can help pay for communications. As the *Values Added* initiative gains momentum, however, they may be able to use it to help generate such resources—from a local funder perhaps. Moreover, with very little cost, an organization can adopt the slogan, use the posters or other graphics, and be associated with a much larger scale communications effort than would otherwise be possible.

### *What happens now?*

It's up to you to decide. The seven organizations leading the Voluntary Sector Awareness Project are committed to bringing *Values Added* to life. All have started to integrate the graphic elements and text tools into their existing communications products.

You can do your part through one or more of the following:

- Learn more about the Project by logging onto our Web site [VALUESADDED.CA](http://VALUESADDED.CA) and reading the background papers Greater Than the Sum of Our Parts, the Summary Report of the Community Conversations, and the User Guide.
- Consider the ways that being part of the *Values Added* initiative might contribute to positioning your organization ... and make whatever decisions are necessary to climb on board.
- Order posters and display them prominently!
- Use the information from the posters and the Sector Overview PowerPoint presentation (text found in this User Guide and online) in articles, proposals, speeches, etc. Add your own provincial, community or organizational information.
- Insert the *Values Added* Title, Tag and Web address onto letterhead, business cards, brochures, and other communications materials.
- Use *Values Added* as a theme, or sub-theme, for a community event. Make it the centerpiece for providing a larger description of what the organization and community contributes in services to the local economy, to individuals, etc.
- Check out [VALUESADDED.CA](http://VALUESADDED.CA) for ideas, testimonials and examples of how others in the sector are participating in the *Values Added* initiative.



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The *Values Added* User Guide offers a collection of simple communications tools in two formats: visual and text.

## VISUAL TOOLS>>

There are five visual tools that can be used alone or in combination:

1. Title
2. Tag Line
3. Web Address
4. Web Banner
5. Wallpaper

### 1. TITLE

#### *Description*

This is the name of the initiative and the centrepiece of the national awareness effort. It can be used on its own or in tandem with a Tag Line.

#### *Download Now*

##### **Low resolution**

[Black & white version](#) (JPG)

[Colour version](#) (JPG)

##### **High resolution**

[Black & white version](#) (EPS)

[Colour version](#) (EPS)

TITLE

VALUES > ADDED

### Guidelines for Use

To ensure consistent use across the sector, please follow these simple guidelines:

**Colour:** Use any colours (e.g. your organization's corporate colours), as long as:

1. "values" and ">added" are different colours, and
2. "values" is darker than ">added."

**Placement:** Place the Title anywhere you want.

### RSVP

Have you found a way to use the *Values Added Title*? Please let us know so that we can share it with others in the charities and nonprofit sector. You'll find our contact information at the end of the Introduction, on page iii.

### EXAMPLE:



The New Brunswick Environmental Network (NBEN) is using the Title and Tag as part of the footer on its corporate letterhead.

## 2. TAG LINE

### Description

If you want to use a Tag Line, there are three options:

1. The **National Tag Line** (“The Impact of Canada’s Charities and Nonprofits”) is something you can use to complement the Values Added Title.

2. Take advantage of the appropriate sub-sector tag lines, as follows:

#### Arts and Culture

Growing Creative Capacity

#### Health

Courage, Care, Commitment

#### International Development

Equity, Solidarity, Social Justice

#### Religion

Finding Strength in Faith

#### Sport and Recreation

Active Individuals in  
Healthy Communities

#### Social Development

Building Communities Together

#### Environment

Respect, Protection, Sustainability

#### Grantmaking and Volunteer Promotion

Enhancing Capacity

3. Develop your own tag line with a values statement that describes your organization or sub-sector. You could start by brainstorming a list of core values, then identifying two or three for your unique tag line.

4 >

## TAG LINE

THE IMPACT OF CANADA'S CHARITIES AND NONPROFITS

### EXAMPLE 1:



Here's how the National Tag Line is used in tandem with the Web Address at the bottom of one of our national posters.



### 3. WEB ADDRESS

#### *Description*

This is the address for the *Values Added* Web site.

#### *Download Now:*

##### **Low resolution**

Black & white version (JPG)

Colour version (JPG)

##### **High resolution**

Black & white version (EPS)

Colour version (EPS)

#### *Guidelines for Use*

To ensure consistent use across the sector, please follow these simple guidelines:

**Colour:** Use any colours (e.g. your organization's corporate colours), as long as:

1. "values" and "added.ca" are different, and
2. "values" is darker than "added.ca."

**Placement:** Place the Web Address anywhere you want.

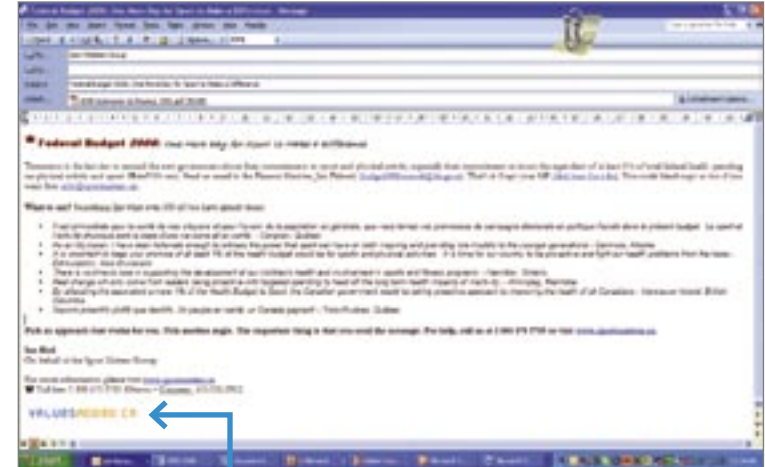
#### WEB ADDRESS

VALUESADDED.CA

## RSVP

Have you found a way to use the *Values Added Web Address*? Please let us know so that we can share it with others in the charities and nonprofit sector. You'll find our contact information at the end of the Introduction, on page iii.

## EXAMPLE:



*The Sport Matters Group is helping to raise awareness about the charities and nonprofit sector by driving visitors to the Values Added Web site.*

#### 4. WEB BANNER

##### *Description*

This is an animated file that rotates four simple slides. Together, they provide an overview of the charities and nonprofit sector.

##### *Download Now:*

[Web Banner](#) (GIF)

##### *Guidelines for Use*

Talk to your Webmaster about how to add the *Values Added* Web Banner to your site.

#### WEB BANNER

*The text for the slides is as follows:*



## 5. WALLPAPER

### Description

*Passion, justice, creativity, respect.* These are some of the values that appear on this visual tool.

### Download Now:

**Low resolution** (JPG)

**High resolution** (EPS)

### Guidelines for Use

The wallpaper can be used in a variety of applications: as background for an awareness poster about your organization, community or sub-sector; as the background image for your desktop or laptop computer; as a decorative poster; etc.

### RSVP

Have you found a way to use the *Values Added Wallpaper*? Please let us know so that we can share it with others in the charities and nonprofit sector. You'll find our contact information at the end of the Introduction, on page iii.

## WALLPAPER



## TEXT TOOLS>>

To help raise awareness about the charities and nonprofit sector, your particular sub-sector, or your organization, the *Values Added* initiative also includes six text-based tools:

1. [Sector Poster](#)
2. [Condensed Sector Poster](#)
3. [Generic Sector Overview](#)
4. [Generic Values Added Overview](#)
5. [Sector Presentation](#)
6. [Sub-sector Presentation](#)

Feel free to use the text as is, or modify it to meet your own specific needs.

### 1. SECTOR POSTER

For the first time ever, there is a poster with an accurate picture of the size, scope and impact of Canada's charities and nonprofit sector.

It was updated in June 2006 with data from the Canada Survey of Giving, Volunteering and Participating (CSGVP).

*Download Now:*

**[Low resolution](#)** (PDF)

**[High resolution](#)** (EPS)

## SECTOR POSTER



### To order posters:

1. visit [www.valuesadded.ca](http://www.valuesadded.ca) and click on [Resources and Links](#)
2. call 1-800-670-0401
3. fax your request to (613) 231-6725

## 2. CONDENSED SECTOR POSTER

As the title suggests, this is a much simpler version of the Sector Poster. It features four key national statistics and a list of the most prominent sub-sectors.

*Download Now:*

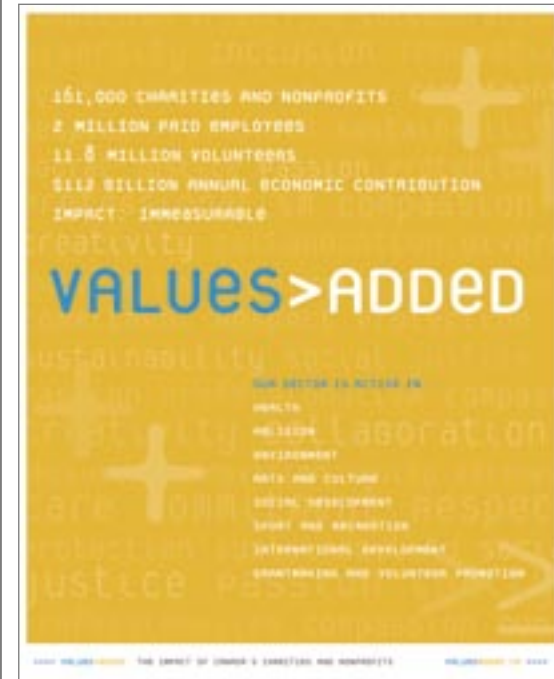
**Low resolution** (PDF)

**High resolution** (EPS)

*Create your own poster!*

Exercise your creative muscles and design your own *Values Added* poster! Promote your organization, network or community by combining the visual tools (e.g. Wallpaper, Title, Tag, Web address) with your own facts and figures. Send us a copy so we can share it with others in the sector!

## CONDENSED SECTOR POSTER



### To order posters:

1. visit [www.valuesadded.ca](http://www.valuesadded.ca) and click on [Resources and Links](#)
2. call 1-800-670-0401
3. fax your request to (613) 231-6725

### 3. GENERIC SECTOR OVERVIEW

Here are two brief overviews of the sector that can be used in multiple applications – from Web sites, to donor letters, to news releases. The text can be modified slightly to target people involved in the work of the sector (“we, our”) or outside the sector (“they, their”). It can also be used as a preface to a more detailed description of a specific sub-sector or organization.

Additional information on sub-sectors (e.g. Arts and Culture, Sport and Recreation, Environment, etc.) can be found:

1. by visiting [VALUESADDED.CA](http://VALUESADDED.CA) and clicking on Our Sector;
2. on the Sector Poster; or,
3. at the back of the Greater Than the Sum of Our Parts report.

## SECTOR OVERVIEW 1

### *Canada’s charities and nonprofits*

*People involved in Canada’s charities and nonprofit sector are champions of human values. Through acts of courage and compassion, they contribute to making things better in countless communities both here and in the developing world.*

*They help define the very essence of who we are as Canadians through art, culture, sport, research, advocacy, and a deep, genuine commitment to others and to the world.*

*Altogether, there are more than 13.5 million Canadians involved in the sector, as either volunteers or paid employees. Combined, their efforts contribute \$112 billion to Canada’s economy every year.*

*To find out more about Canada’s charities and nonprofit sector, visit [VALUESADDED.CA](http://VALUESADDED.CA).*

## RSVP

Have you found a way to use either of the Generic Sector Overviews? Please let us know so that we can share it with others in the charities and nonprofit sector. You'll find our contact information at the end of the Introduction, on page iii.

## SECTOR OVERVIEW 2

### *Values Added to Quality of Life*

*Did YOU know there are 11.8 million Canadians who volunteer to support charities and nonprofits, along with another 2 million people who work in the sector?*

*Did YOU know there are 161,000 charities and nonprofits that contribute \$112 billion to the Canadian economy every year?*

*If you're like most Canadians, you probably had no idea that charities and nonprofits make such a remarkable contribution to life in Canada and throughout the developing world.*

*The Values Added initiative is helping individual charities and nonprofit organizations to describe who they are, what they do, and how they contribute.*

*To find out more about Canada's charities and nonprofits, visit [VALUESADDED.CA](http://VALUESADDED.CA).*

#### 4. GENERIC VALUES ADDED OVERVIEW

This is a brief overview that can be used to educate your staff, volunteers and partners about the *Values Added* initiative.

Additional background information can be found in the *Greater Than the Sum of Our Parts* report, or in the summary of the *Community Conversations*.

#### VALUES ADDED OVERVIEW

##### *The Values Added Initiative*

*The charities and nonprofit sector in Canada is remarkably diverse.*

*Through sport, the arts, social development, health promotion and care, education, faith, international development, environmental activism, research, advocacy, service delivery, and on and on—we fundamentally shape the very essence of Canadian life.*

*Surprisingly, Canadians know very little about our sector. Even people inside the sector may not fully appreciate that they're part of a powerful collective that involves 161,000 organizations, fuelled by the energies of 11.8 million volunteers and 2 million paid employees, that contributes \$112 billion into the economy every year.*

*While the range of interests and activities across the sector is enormous, we all share a strong set of values that fuel our passion and drive our desire to make things better.*

*Values that bind us together. Values that add strength and purpose to our collective voice.*

*Values Added speaks to the countless ways in which we deliver on the values we hold dear.*

*At the same time, Values Added reminds Canadians of the value we deliver to the community, to individuals, to the economy, and to society as a whole.*

*Values Added that define who we are, what we do, and the difference we make.*

*To find out more about Canada's charities and nonprofit sector, visit [VALUESADDED.CA](http://VALUESADDED.CA).*

## RSVP

Have you found a way to use the Generic *Values Added Overview*? Please let us know so that we can share it with others in the charities and nonprofit sector. You'll find our contact information at the end of the Introduction, on page iii.

## EXAMPLE:

The image shows a screenshot of an e-bulletin from RCEN (Rivers Canadian Charities & Environmental Network). The header features the RCEN logo and the text "Rivers Canadian Charities & Environmental Network". Below the logo is a small photograph of a river scene. The text "E-Bulletin -- May 1, 2008 Edition" is centered below the photo. The main content is organized into two columns. The left column contains sections: "1. Calls For Input / Calls For Comments / Calls For Nominations / Calls For Participation", "I. Call for Participation - RCEN Task Group for Health Canada's VDO", and "II. Call for Interest - Promotion of the World Urban Forum". The right column contains sections: "2. Announcements", "I. New Values Added Initiative", and "VALUESADDED.CA". The "New Values Added Initiative" section includes a paragraph about the initiative's goal to help charities and nonprofits, and a call to action to find out more about Canada's charities and nonprofits. The "VALUESADDED.CA" logo is at the bottom right of the page.

Here's how the text is being used effectively in an educational newsletter.

## 5. SAMPLE DESCRIPTIONS

Here are a few sample paragraphs that will give you a head start in raising awareness about the charities and nonprofit sector, the sub-sector you're part of, and the organization you represent. These samples can help to position your organization in a provincial, national or international context. Go ahead and modify the text in whatever ways will make it most helpful to you.

You'll also find examples of how to describe your organization as an active participant in the *Values Added* initiative.

[Download Now:](#)

[Sample Descriptions \(DOC\)](#)

### 1. National Context

Our organization (*or use your organization's name*) is part of a much larger picture of community and contribution in Canada. We are one of 161,000 charitable and nonprofit organizations in the country—a vast sector of remarkable effort spanning everything from sport to art to social and international development, and everything in between. Among us we employ 2 million people, involve 11.8 million volunteers, and generate \$112 billion into the economy. We are proud of what we do here in (*community*). We are proud of the (*number*) people we helped last year (*or the \_\_\_\_\_ things we accomplished*), and the (*number*) staff and volunteers who made it possible. We are proud of (*insert other specific information*). We are equally proud to be part of something that has the reach and impact of our whole sector. Together with millions of other Canadians across the country, we are indeed “*values added*.”

**Volunteer Vancouver** is part of a much larger picture of community and contribution in Canada. We are one of 161,000 charitable and nonprofit organizations in the country—a vast sector of remarkable effort spanning everything from sport to art, health care to social services, environmental activism to community development. Among us, we employ 2 million people, involve 11.8 million volunteers, and generate \$112 billion into the economy. We are proud of what we do here on the Lower Mainland. We are proud of the way we have supported and enabled 5,000 organizations in our community to involve people as volunteers and make volunteerism a strong and powerful force for change. We are equally proud to be part of something with the reach and impact of our whole sector. That we are, together with so many other passionate volunteers here and across the country, committed, active and “*values added*.”

## 2. Provincial Context

The **Halifax Food Bank** is part of a much larger picture of community and contribution in Nova Scotia. We are one of 5,800 charitable and nonprofit organizations in the province—an amazing community of effort spanning everything from sport to art, health care to social services, criminal justice to religion. Among us we employ 36,000 people, we involve 377,000 volunteers, and inject \$244 million into the economy. We are proud of our contributions. Proud of the fact that, last year, we helped 400 families and collected 5,000 pounds of food. Proud that we involved over 100 volunteers from across the city and throughout the province. Equally proud to be part of something with the reach and impact of the entire charities and nonprofit sector. That we are, in concert with our colleagues, committed, active and “*values added*” to the life and citizens of Nova Scotia.

## 3. Participation in Values Added

The **St. Bartholomew’s Outreach Committee** has recently adopted the use of the slogan “*values added*.” In so doing, we have become part of a massive effort across Canada to raise awareness about the importance of charities and nonprofits. The *Values Added* initiative offers organizations like ours the opportunity to position ourselves as part of the whole sector in Canada. There are 161,000 nonprofit organizations across the country, employing 2 million

people, involving 11.8 million volunteers, and generating \$112 billion into the economy annually. The impact of this sector is extraordinary and we are proud to add our part, to bring our “*values added*” to this community and to the people we serve.

The **Winnipeg Art Gallery** is participating in the *Values Added* initiative, which links us with 161,000 other charitable and nonprofit organizations across the country. Together, we share a commitment to raise awareness about our collective impact on the quality of life in Winnipeg and in every other Canadian community.

#### 4. *Generic Description of Values Added*

The 161,000 charitable and nonprofit organizations in Canada are bound together by a powerful set of values. We live and breathe these values that inspire our work and inform our decisions. We express them differently, of course. Some of us work in social or international development, in the arts, in places of worship or environmental action groups. Some of us are paid, while millions of others are volunteers. No matter our differences though, we share one overriding passion: to contribute. We have come together with colleagues from across the country to create a small but powerful statement about our collective impact. We are participating in the *Values Added* initiative by promoting the concept of an entire sector that is “greater than the sum of its parts.” Together, we acknowledge our connection to—and solidarity with—charities and nonprofits in Canada who bring values to life in every community, every day.

## 6. SECTOR PRESENTATION

Below you'll find a series of PowerPoint slides that offers a clear and compelling overview of Canada's charities and nonprofits. It can help you raise awareness about the scope and impact of our sector through recent statistics and colourful charts and graphs.

The presentation shows how Canada stacks up internationally, how the sector contributes to Canada's economy, and how the various sub-sectors (e.g. Social Development, Health, International Development, Religion, etc.) compare to each other.

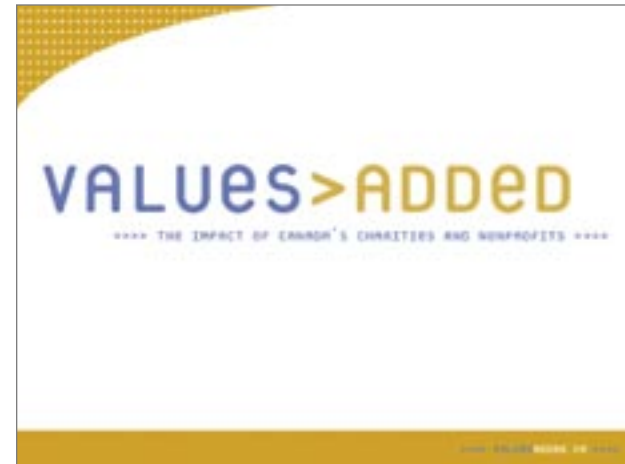
You'll note that the PowerPoint slides feature the *Values Added* "look" including the Title, Tag Line and Web Address. You can use the entire presentation, pick out a few selected slides, or just use the text, which can be copied and pasted onto your own PowerPoint slides.

The choice is entirely up to you.

[Download Now:](#)

[Sector Overview](#) (PPT)

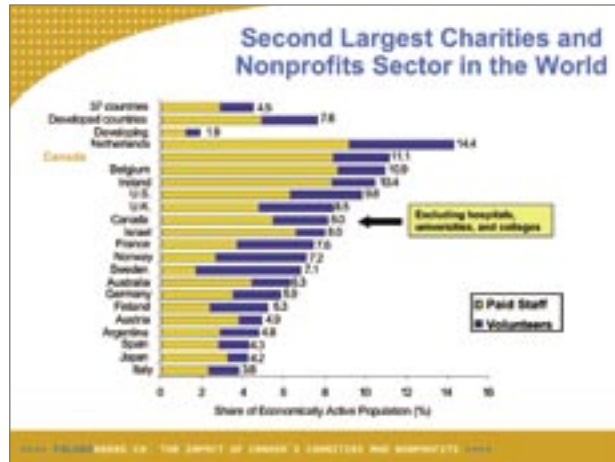
Slide 1



Slide 2



Slide 3

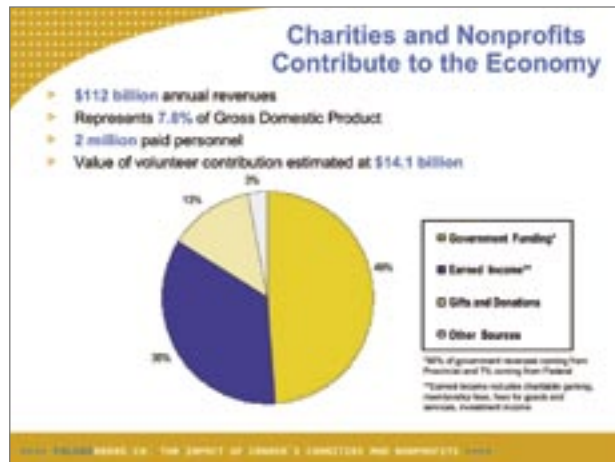


Slide 5

### Uneven Distribution of Revenues

- Of the 161,000 charities and nonprofits:
  - > Close to 67,000 organizations have annual revenues under \$30,000
  - > Only 1,400 organizations have annual revenues over \$10 million
  - > The 11,600 larger organizations (with revenues of \$1 million per year or more) receive the bulk of revenues i.e. \$94 billion of the \$112 billion total

Slide 4



Slide 6

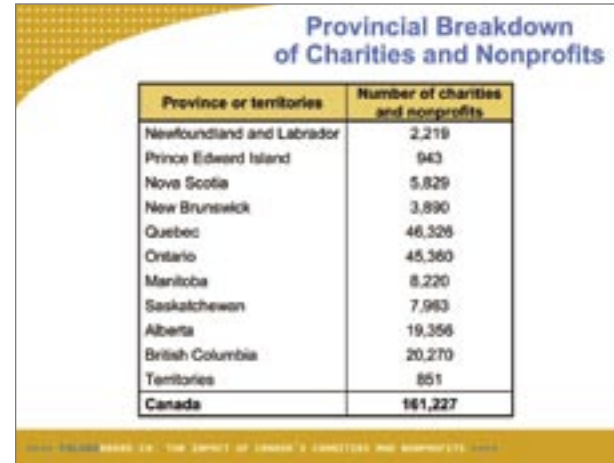
### Employment Numbers

- > Total number of paid employees: 2,031,744
- > 56% of paid employees are in full-time positions
- > 1,400 organizations with revenues of \$10 million or more employ 46% of the work force
- > More than half of all organizations have no paid staff

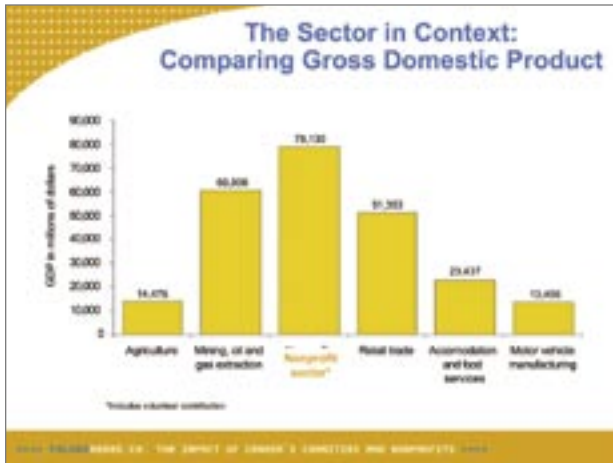
Slide 7



Slide 9



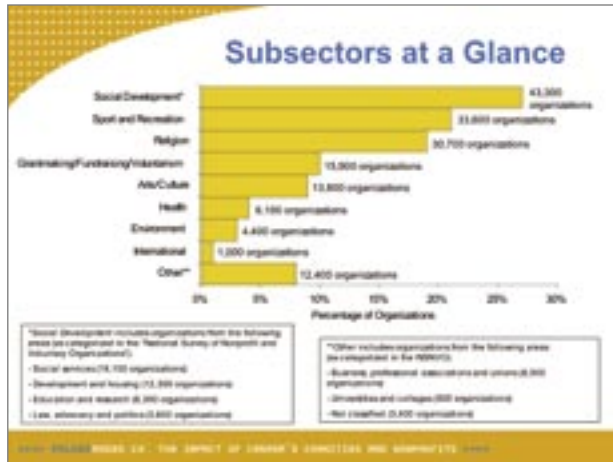
Slide 8



Slide 10



Slide 11



Slide 12

### For more information ...

- > 2003 National Survey of Nonprofit and Voluntary Organizations (NSNVO)
- > Satellite Account of Nonprofit Institutions and Volunteering (1997 to 2001 data)
- > 2004 Canada Survey of Giving, Volunteering and Participating
- > Visit [www.nonprofitscan.ca](http://www.nonprofitscan.ca)

Source: PROFITUS 2004, CA: THE IMPACT OF CANADA'S CHARITIES AND NONPROFITS 2004

## 7. SUB-SECTOR PRESENTATION

Below, you'll find a collection of PowerPoint slides that provides a set of top line statistics for each of the major sub-sectors:

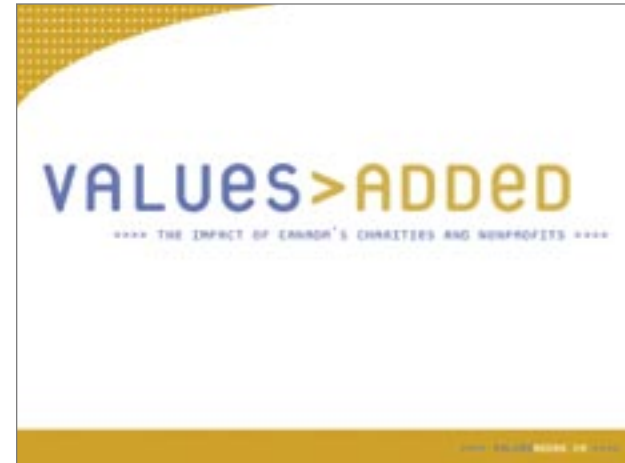
- Health
- Religion
- Environment
- Arts and Culture
- Social Development
- Sport and Recreation
- International Development
- Grantmaking and Volunteer Promotion

Here, too, the PowerPoint slides feature the *Values Added* "look" including the Title, Tag Line and Web Address. You can use the entire presentation, use the slide for your particular sub-sector, or copy and paste relevant text into your own PowerPoint presentations.

[Download Now:](#)

[Sub-sector Overview](#) (PPT)

Slide 1



Slide 2



Slide 3

**Arts and Culture:**  
*Growing Creative Capacity*

- > 13,800 organizations
- > \*72,800 paid employees
- > 729,000 volunteers
- > \$3.4 billion of total sector revenues

(\*Does not include the number of individuals self-employed in the arts)

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Slide 5

**International Development:**  
*Equity, Solidarity, Social Justice*

- > 1,000 organizations
- > 5,100 paid employees
- > 156,000 volunteers
- > \$1.3 billion of total sector revenues

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Slide 4

**Health:**  
*Courage, Care, Commitment*

- > 6,100 organizations
- > 676,000 paid employees
- > 2.1 million volunteers
- > \$33.6 billion of total sector revenues

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Slide 6

**Religion:**  
*Finding Strength in Faith*

- > 30,700 organizations
- > 109,300 paid employees
- > 2.5 million volunteers
- > \$6.8 billion of total sector revenues

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24 >

Slide 7

**Sport and Recreation:**  
*Active individuals in healthy communities*

- > 33,600 organizations
- > 130,900 paid employees
- > 3 million volunteers
- > \$6.1 billion of total sector revenues

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Slide 9

**Environment:**  
*Respect, Protection, Sustainability*

- > 4,400 organizations
- > 14,800 paid employees
- > 652,000 volunteers
- > \$1.1 billion of total sector revenues

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Slide 8

**Social Development\*:**  
*Building Communities Together*

- > 43,300 organizations
- > 596,100 paid employees
- > 6.6 million volunteers
- > \$25.8 billion of total sector revenues

(\* Includes education and research, social services, development and housing, and law, advocacy and politics)

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Slide 10

**Grantmaking and Volunteer Promotion:**  
*Enhancing Capacity*

- > 15,900 organizations
- > 28,600 paid employees
- > 395,000 volunteers
- > \$8.3 billion of total sector revenues

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Slide 11

**Other Organizations\***

- > 12,400 organizations
- > 398,100 paid employees
- > 812,000 volunteers
- > \$25.3 billion of total sector revenues

*(Includes business and professional associations and unions, universities and colleges, and organizations not elsewhere classified)*

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## ON-LINE ACCESS

An on-line version of this Guide is available on our Web site [VALUESADDED.CA](http://VALUESADDED.CA). You can also download electronic versions of all the visual and text tools.

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The User Guide is also available in hard copy with an accompanying CD-ROM that contains all of the samples, posters, PowerPoint presentations, and graphic files.

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3. **Fax** an [order form](#) to (613) 231-6725

