



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

Tel: 416-461-8143 Fax: 416-461-5513

www.ApplegroveCC.ca

**“TOGETHER, BUILDING OUR COMMUNITY”**

## **Board of Directors Meeting AGENDA – April 30, 2018**

**If you cannot attend, please call the office with your regrets.**

Applegrove's mission is to be a neighbourhood partnership fostering community through social and informative programs for individuals and families.

### **6:45 Optional Light Supper**

#### **7:00**

1. Call to Order/Adoption of Agenda
2. Welcome and Introductions
3. Declaration of Conflicts of Interest
4. Timekeeper
5. Volunteer Hours
6. Donation Envelope

#### **7:10**

7. Minutes of the February 26 Board Meeting (*attached*): to be accepted

#### **7:15**

8. Finance
  - 8.1. Year-to-date Statistics (*attached*): for information
  - 8.2. Year-to-date Financial Report (*attached*): for information.
  - 8.3. 2017 Draft Audited Statements (*Statements and Management Letter attached*): to be endorsed.

#### **7:45**

9. Membership, Nominations and Outreach Committee Report
  - 9.1. March Meeting (*MNO Notes of March 13 attached*): for information.
  - 9.2. April Meeting
10. Strategic Initiatives(*Notes from March 1 meeting attached*): for information

#### **8:15**

11. One year term
12. Officers and Committees (*see Procedural By-law*): for discussion and decisions
  - 12.1. Consider/confirm committee structures and committee names as needed
  - 12.2. Select committee members
  - 12.3. Select officers

#### **8:30**

13. Directors' Concerns
14. Adjournment



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## **Board of Management Meeting AGENDA -- Monday, April 30, 2018**

**8:35**

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of the February 26 Board of Management Meeting (*attached*): to be accepted

**8:40**

- D. One Year Term
- E. Officers and Committees (*see Procedural By-law*): for discussion and decisions
  - E.1. Consider/confirm committee structures and committee names as needed
  - E.2. Select committee members
  - E.3. Select officers
- F. Personnel Committee Report (*Notes of March 28*)

**8:45**

- G. Executive Director's Report (*attached*): to be accepted
  - G.1. Date for June Board meeting
  - G.2. All Candidates Meeting

**8:50**

- H. Correspondence List (*to be distributed at the meeting*): for information and decisions

**8:55**

- I. Adjournment

### **Next Meetings and Events**

Board meeting: Monday, May 28, 2018



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## **Minutes of the Board of Directors Meeting February 26, 2018**

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

Present: Pierre Bois, Jessica Dolmer, Vai Teng Law, Ann McKechnie (Chair), Jean Lim-O'Brien, Andre Riolo, Jim Valentine, Stacey Young.  
Regrets: Natasha Graham, Councillor McMahan.  
Staff: Susan Fletcher, May Seto (Recorder)

### **1. Call to Order/Adoption of Agenda/Introductions**

Ann called the meeting to order. Quorum of 5 Directors was achieved. By consensus, the agenda was adopted as amended.

### **2. Welcome**

### **3. Declaration of Conflicts of Interest**

None were declared.

### **4. Timekeeper – Jessica Dolmer**

### **5. Volunteer Hours – hours were recorded.**

### **6. Donation Envelope**

### **7. Minutes of the January Board of Directors Meeting**

**MOTION** (Young/Valentine)  
To accept the minutes of January 29, 2018.  
**Carried**

### **8. Finance**

8.1. Preliminary Year-end Statistics  
Deferred to next meeting.

8.2. Term Deposits  
Susan provided an overview.

**MOTION** (Lim-O'Brien/Riolo)  
To endorse the selected term of 31 months for each term deposit.  
**Carried**

Board of Directors Minutes

February 26, 2018

2

8.3. Follow-up on Preliminary Year-end Financial Report

Susan provided an overview and presented the Financial Manager's notes.

**MOTION** (Lim-O'Brien/Law)

To

a) transfer funds from the Afterschool surplus to cover the 2016 and 2017 Program Assistant salaries and benefits and

b) assign the Program Assistant salaries and benefits to a Program General staffing account.

**Carried**

8.4. Revised Year-end Financial Report

Susan provided information.

**MOTION** (Dolmer/Valentine)

To discuss the next item in camera, as it deals with identifiable individuals or confidential information.

**Carried**

8.5. Budget Revision

Susan provided an overview of the report and answered questions asked by members.

**MOTION** (Law/Riolo)

To return to the public meeting.

**Carried**

**MOTION** (Dolmer/Lim-O'Brien)

To endorse the Admin budget revision as recommended and authorize staff to proceed on the associated actions.

**Carried**

**9. Membership, Nominations and Outreach Committee (MNO)**

9.1. Nominations Update

Susan provided an update that there were no current nominations. The Board suggested asking a parent from the Satellite afterschool program and others in the community who might be interested. Staff will follow-up.

9.2. NEW Constitutional Amendment

The following amendments to the Constitution for the City Agency will be considered at the Annual General Meeting.

*Enhanced Membership*

a) *Both Community and Associate Members can opt for enhanced membership for individuals, couples and families.*

Board of Directors Minutes

February 26, 2018

3

b) *Enhanced membership requires fees and offers additional benefits such as early registration, lower activity fees, and savings on program activities.*

iv) *Paid members will receive benefits reviewed and published annually by the Board.*

**MOTION** (Bois/Riolo)

*To endorse the recommended amendments to the Constitution for the non-profit organization, for consideration at the Annual General Meeting.*

**Carried**

**MOTION** (Law/Young)

*To accept the MNO Report.*

**Carried**

**10. Strategic Initiatives Committee Report**

10.1. Governance Review  
Ann and Susan provided an overview.

10.2. AppleGrowth  
Susan provided an overview.

10.3. City Grants  
Applegrove's Letter of Intent was not approved.

**MOTION** (Riolo/Young)

*To accept the Strategic Initiatives Report.*

**Carried**

**11. Directors' Concerns**

No concerns were reported. Jim provided a report on the pool party.

Ann thanked Pierre and Jessica for their contributions and service on the Board.

**12. Adjournment**

The meeting was adjourned on a motion by Stacey Young, seconded by Vai Teng Law.

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Chair

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Secretary

Applegrove Statistics			2018	Printed	April 19, 2018	
Cumulative different people		January	February	March	April	
Applegrove Parent/Child Drop-in						
Children	255	430	398	581	0	
Parents	215	131	129	180	0	
Caregivers		168	155	197	0	
Subtotal		729	682	958	0	
The Applegrove Connection (previously Edgewood)						
Children	78	214	127	139	0	
Parents	45	20	14	15	0	
Caregivers		93	56	58	0	
Subtotal		327	197	212	0	
Helping Our Babies Grow						
Infants and Children	14	14	12	21	0	
Moms	21	24	18	36	0	
Subtotal		38	30	57	0	
Therapeutic Play						
Children	0	0	0	0	0	
Adults	0	0	0	0	0	
Subtotal		0	0	0	0	
Children and Youth						
Camp	32	75		142		
After 4, PA,	71	1,149	1,008	884	0	
After 4 Satellite	20	365	303	282	0	
Leadership	0	0	45	54	0	
Teen	0	0	27	20	0	
Subtotal		1,688	1,428	1,436	0	
Adult Programs						
Seniors	38	69	89	44	0	
Committee/Board ho		51	58	0	0	
User Groups		0	0	0	0	
Other*		0	85	48	0	
Subtotal		120	232	92	0	
Outreach events						
# of events	n/a	0	1	0	0	
Contacts	n/a	0	30	0	0	
Phone and e-mail		265	270	192	125	
Total exc outreach	769	3,167	2,839	2,947	125	
Cumulative		3,167	6,006	8,953	9,078	

\*Other includes Book Club, special events, Annual Meeting, Income Tax Clinic,

**March 31, 2018 YTD Financial Report**

Based on approved City Budget and draft program budgets approved at November Board meeting

- Variance highlighting
  - Unfavourable variance of 5-15% = highlight in yellow and this requires an explanatory note
  - Unfavourable variance of 16% and up = highlight in pink and may need additional page
  - Favourable variance of 20% or more = highlight in blue and may need additional page.

		YTD Budget	YTD Actual	Difference from budget		Common Issues	Special Notes	
City Funded Administration	Expense	88,516	90,509	1,993	2%			
	Income	95,608	95,621	13	0%			
Families with Young Children	HOBG Expense	6,878	12,312	5,435	79%			
	HOBG Income	12,946	12,693	-253	-2%	§	Year end spending	
	PC Expense	32,416	30,916	-1,501	-5%			
	PC Income	32,339	32,051	-287	-1%	Q		
	AC (formerly EW) Expense	8,065	7,388	-677	-8%			
	AC (formerly EW) Income	7,099	6,931	-168	-2%	Q		
Therapeutic	Expense	8,073	5,356	-2,716	-34%		Program's funded ended after the budget was approved. There is sufficient surplus for a year of operation.	
	Income	13,375	0	-13,375	-100%	ƒ		
Children and Youth	After School including March Break and Holiday	Expense	62,355	52,813	-9,541	-15%		
		Income	78,540	77,455	-1,085	-1%		
	Satellite	Expense	14,220	11,333	-2,887	-20%		
		Income	18,360	17,622	-738	-4%		
	Teen	Expense	3,558	1,700	-1,858	-52%		With little income, we trimmed staff hours. As well, the program did not resume until February.
		Income	0	0	0			
	Summer Camp	Expense	0	0	0	#DIV/0!		Camp has not started.
		Income	0	0	0	#DIV/0!		
	Leadership	Expense	0	0	0	#DIV/0!		Program has not started
		Income	0	0	0	#DIV/0!		
Jr Leaders	Expense	1,526	813					
	Income	2,010	2,385				Fees have been paid in advance for programming in April/May	
Seniors	Expense	11,772	13,823	2,051	17%	§	Additional expenses from Wellness Fair and fiscal year-end spending	
	Income	12,125	12,621	496	4%			
Fundraising general program	Other Expense	6,968	10,259				Program Assistant and relevant expenses. Additional expense for consultants	
	Agency fundraising and donations	Revenue Expense	4,136	2,090	2,047	Net Proceeds (Revenue - Expense)	Includes income from United Way, individual donations, Family Dance and Babysitting class Expense includes Family Dance; annual Directors and Officers insurance premium @ \$775	
§ = Special April-March financial year		Q = Funding received quarterly		ƒ = Funding received twice annually				

**APPLEGROVE COMMUNITY COMPLEX  
BALANCE SHEET  
March 31, 2018**

**ASSETS**

Alterna - Admin Account	31,437.45
Alterna - Program Account	188,345.55
Alterna - Trust Account	404.42
Alterna - Member Shares	154.96
Alterna Term Deposits - Program	137,191.66
Petty Cash Float - Admin	150.00
Petty Cash Floats - Program	3,260.00
Outstanding Transfers Between Accounts	(1,835.04)
Accounts Receivable - Admin	1,835.04
Accounts Receivable - Program	0.00
Long-term Receivable - City of Toronto	270,503.57
City of Toronto - Receivable	11,768.05
HST Receivable - Admin & Program	2,111.15
Prepaid Expenses	3,450.00
	<u>648,776.81</u>

**LIABILITIES**

Accounts Payable	1,271.76
Long-term Benefits Payable	168,431.00
Unrealized Actuarial Gain	76,882.00
Income Taxes Payable	9,222.26
CPP Payable	6,890.76
EI Payable	3,211.84
OMERS Payable	10,009.52
WSIB Payable	792.70
Union & COTAPSAI Dues Payable	1,227.09
EHT Payable	1,610.16
Vacations Accrued - Admin	25,190.57
Vacations Accrued - Program	10,476.18
City of Toronto - Payable	0.00
Advance Repayable to City of Toronto	10,871.22
	<u>326,087.06</u>
Accrued Expenses	11,623.60
Deferred Income	39,043.00
Retained Surplus (Deficit): P/C	0.00
Afterschool	125,666.29
Teen Program	0.00
Seniors Programs	17,251.69
Board/Management	27,981.33
Summer Programs	31,625.77
The Applegrove Connection	0.00
HOBG	2,750.66
Over the Rainbow	44,564.13
Current Program Income	165,894.13
Current Program Expenses	(148,822.59)
	<u>17,071.54</u>
Admin:	
Current Admin Funding - City of Toronto	95,608.20
Interest on Admin Account	12.86
Current Admin Expenses	(90,509.32)
Current Admin Surplus/Deficit	<u>5,111.74</u>
	<u><u>648,776.81</u></u>

Applegrove Community Complex																																		
YTD Financial Report																																		
March 31, 2018																																		
																											Includes Board and Fundraisin							
	Admin		Program	P/C Drop-in		AG Connection		HOBG		Therapeutic Play		Afterschool		AS SAT		PA day		March Break Camp		JR Leaders		Holiday Break		Teens Program		Summer Camp		Leadership		Seniors		Other (PA, FR, Bd)		
	Actual	Budget	Total	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget			
<b>EXPENSES</b>																																		
Salary	64,250	63,904	96,527	23,428	23,526	3,898	4,121	1,750	1,721	4,741	6,445	32,459	36,377	7,841	8,640	1,078	802	3,367	3,137	604	720	1,598	1,882	1,462	1,644	0	0	0	0	7,634	7,005	6,668	6,241	
Benefits	18,621	17,685	18,033	6,677	7,046	1,723	1,727	251	377	553	940	4,590	6,186	983	1,140	149	160	348	440	113	146	206	234	238	323	0	0	0	0	1,154	730	1,047	1,027	
Material & Supplies	4,043	3,037	16,048	685	1,060	205	385	7,488	4,780	0	450	2,231	4,013	632	2,460	0	0	165	520	95	320	283	200	0	695	0	0	0	0	3,869	2,977	395	0	
Furniture, Equipment Software	35	130	56	56	150	0	90	0	0	0	0	0	300	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Purchased Services	3,561	3,760	18,158	70	634	1,562	1,743	2,823	0	62	238	5,685	6,520	1,876	1,980	0	584	466	800	0	340	189	200	0	896	0	0	20	0	1,165	1,060	4,239	0	
<b>Total</b>	<b>90,509</b>	<b>88,516</b>	<b>148,823</b>	<b>30,916</b>	<b>32,416</b>	<b>7,388</b>	<b>8,065</b>	<b>12,312</b>	<b>6,878</b>	<b>5,356</b>	<b>8,073</b>	<b>44,966</b>	<b>53,396</b>	<b>11,333</b>	<b>14,220</b>	<b>1,226</b>	<b>1,546</b>	<b>4,346</b>	<b>4,897</b>	<b>813</b>	<b>1,526</b>	<b>2,275</b>	<b>2,516</b>	<b>1,700</b>	<b>3,558</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>13,823</b>	<b>11,772</b>	<b>12,348</b>	<b>7,268</b>	
<b>INCOME</b>																																		
<b>Government Funding</b>																																		
City of Toronto	95,608	95,608	38,438	31,689	31,689	6,749	6,749	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Province of Ontario	0	0	10,359	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10,359	8,625	0	0	
Federal Government	0	0	12,693	0	0	0	0	12,693	12,696	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Government</b>	<b>95,608</b>	<b>95,608</b>	<b>61,490</b>	<b>31,689</b>	<b>31,689</b>	<b>6,749</b>	<b>6,749</b>	<b>12,693</b>	<b>12,696</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,359</b>	<b>8,625</b>	<b>0</b>	<b>0</b>	
<b>Non-Government Funding</b>																																		
Charitable Organization	0	0	184	0	0	0	0	0	0	0	13,375	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	184	0	
Foundation/Corporation	0	0	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,000	1,000	0	0	
<b>Total Non-Government</b>	<b>0</b>	<b>0</b>	<b>1,184</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,375</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>184</b>	<b>0</b>	
<b>Donation/Fundraising</b>																																		
Charitable Donation-individual	0	0	1,693	260	250	100	100	0	250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	250	1,328	0	
Charitable Donation-Business	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Non-charitable Donation-Ind	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Non-charitable Donation-Bus	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fundraising	0	0	735	102	400	82	250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	32	100	520	0		
<b>Total Donation/fundraising</b>	<b>0</b>	<b>0</b>	<b>2,429</b>	<b>362</b>	<b>650</b>	<b>182</b>	<b>350</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37</b>	<b>350</b>	<b>1,848</b>	<b>0</b>		
<b>Others</b>																																		
User Fees	0	0	99,587	0	0	0	0	0	0	0	0	68,220	68,970	17,622	18,360	1,890	1,560	4,545	5,180	2,385	2,010	2,800	2,830	0	0	0	0	0	1,225	2,150	900	0		
Miscel	13	0	1,204	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,204	0		
HST Rebate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>Total Others</b>	<b>13</b>	<b>0</b>	<b>100,791</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68,220</b>	<b>68,970</b>	<b>17,622</b>	<b>18,360</b>	<b>1,890</b>	<b>1,560</b>	<b>4,545</b>	<b>5,180</b>	<b>2,385</b>	<b>2,010</b>	<b>2,800</b>	<b>2,830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,225</b>	<b>2,150</b>	<b>2,104</b>	<b>0</b>		
<b>TOTAL INCOME</b>	<b>95,621</b>	<b>95,608</b>	<b>165,894</b>	<b>32,051</b>	<b>32,339</b>	<b>6,931</b>	<b>7,099</b>	<b>12,693</b>	<b>12,946</b>	<b>0</b>	<b>13,375</b>	<b>68,220</b>	<b>68,970</b>	<b>17,622</b>	<b>18,360</b>	<b>1,890</b>	<b>1,560</b>	<b>4,545</b>	<b>5,180</b>	<b>2,385</b>	<b>2,010</b>	<b>2,800</b>	<b>2,830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,621</b>	<b>12,125</b>	<b>4,136</b>	<b>0</b>		
<b>SURPLUS(DEFICIT)</b>	<b>5,112</b>	<b>7,092</b>	<b>17,072</b>	<b>1,136</b>	<b>(78)</b>	<b>(457)</b>	<b>(966)</b>	<b>380</b>	<b>6,068</b>	<b>(5,356)</b>	<b>5,303</b>	<b>23,254</b>	<b>15,575</b>	<b>6,289</b>	<b>4,140</b>	<b>664</b>	<b>14</b>	<b>199</b>	<b>283</b>	<b>1,572</b>	<b>484</b>	<b>525</b>	<b>314</b>	<b>(1,700)</b>	<b>(3,558)</b>	<b>0</b>	<b>0</b>	<b>(20)</b>	<b>0</b>	<b>(1,202)</b>	<b>352</b>	<b>(8,212)</b>	<b>(7,268)</b>	

**FINANCIAL STATEMENTS**  
**For**  
**BOARD OF MANAGEMENT FOR APLEGROVE COMMUNITY COMPLEX**  
**For the year ended**  
**DECEMBER 31, 2017**

**DRAFT**  
**For Discussion Purposes Only**

## **INDEPENDENT AUDITOR'S REPORT**

To the Council of the Corporation of the

### **CITY OF TORONTO AND THE BOARD OF MANAGEMENT FOR APPLEGROVE COMMUNITY COMPLEX**

We have audited the accompanying financial statements of the Board of Management for Applegrove Community Complex, which comprise the statement of financial position as at December 31, 2017, the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

.../2

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

*Basis for Qualified Opinion*

In common with many not-for-profit organizations, the Complex derives revenue from donations and fundraising revenue, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of this revenue was limited to the amounts recorded in the records of the Complex and we were not able to determine whether any adjustments might be necessary to donations and fundraising revenue, net revenue over expenses (expenses over revenue), and cash flow from operations for the years ended December 31, 2017 and 2016, assets as at December 31, 2017 and 2016 and net assets as at January 1 and December 31 for both the 2016 and 2017 years. Our audit opinion on the financial statements for the year ended December 31, 2016 was modified accordingly because of the possible effects of this limitation in scope.

*Qualified Opinion*

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Board of Management for Applegrove Community Complex as at December 31, 2017 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

Chartered Professional Accountants  
Licensed Public Accountants

Toronto, Ontario  
**Date to be determined.**

**BOARD OF MANAGEMENT FOR APPLEROVE COMMUNITY COMPLEX**

**STATEMENT OF FINANCIAL POSITION**

**DECEMBER 31, 2017**

	<u>2017</u>	<u>2016</u>
<b><u>ASSETS</u></b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 200,516	\$ 159,575
Short-term investments (note 5)	134,844	134,254
Due from City of Toronto	11,766	5,454
Due from City of Toronto - vacation payable	25,191	25,469
Accounts receivable	20,816	28,419
Prepaid expenses	<u>17,307</u>	<u>4,319</u>
	410,440	357,490
<b>LONG-TERM RECEIVABLE FROM CITY OF TORONTO (note 7)</b>	<u>245,313</u>	<u>251,166</u>
	<u>\$ 655,753</u>	<u>\$ 608,656</u>
<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 74,392	\$ 98,138
Deferred contributions (note 6)	75,336	44,106
City of Toronto working capital advance payable	<u>10,871</u>	<u>10,871</u>
	160,599	153,115
<b>POST-EMPLOYMENT BENEFITS PAYABLE (note 7)</b>	<u>245,313</u>	<u>251,166</u>
	<u>405,912</u>	<u>404,281</u>
<b>NET ASSETS</b>		
Restricted program funds	221,859	218,040
Retained earnings (deficit)	<u>27,982</u>	<u>(13,665)</u>
	<u>249,841</u>	<u>204,375</u>
	<u>\$ 655,753</u>	<u>\$ 608,656</u>

Approved by the Board:

..... Chair

..... Treasurer

(See accompanying notes)

**BOARD OF MANAGEMENT FOR APLEGROVE COMMUNITY COMPLEX**

**STATEMENT OF CHANGES IN NET ASSETS**

**YEAR ENDED DECEMBER 31, 2017**

	<u>Restricted program fund</u>	<u>Unrestricted</u>	<u>Total 2017</u>	<u>Total 2016</u>
Net assets, beginning of year	\$ 218,040	\$ (13,665)	\$ 204,375	\$ 213,816
Net revenue over expenses (expenses over revenue)	63,042	(17,576)	45,466	(9,441)
Transfer between funds	<u>(59,223)</u>	<u>59,223</u>	<u>-</u>	<u>-</u>
Net assets, end of year	<u>\$ 221,859</u>	<u>\$ 27,982</u>	<u>\$ 249,841</u>	<u>\$ 204,375</u>

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 For Discussion Purposes Only

(See accompanying notes)

**BOARD OF MANAGEMENT FOR APPLEROVE COMMUNITY COMPLEX**

**STATEMENT OF OPERATIONS**

**YEAR ENDED DECEMBER 31, 2017**

	<u>Program</u> (Schedule A)	<u>Administration</u> (note 8)	<u>2017</u>	<u>2016</u>
<b>Revenue</b>				
Grants				
City of Toronto	\$ 154,169	\$ 381,265	\$ 535,434	\$ 509,010
Government of Canada	45,894	-	45,894	48,843
Province of Ontario	51,606	-	51,606	49,781
Other grants	<u>43,428</u>	<u>-</u>	<u>43,428</u>	<u>35,260</u>
	295,097	381,265	676,362	642,894
Program and membership fees	343,018	-	343,018	266,806
Donations and fundraising	17,118	-	17,118	19,286
Interest revenue	<u>2,104</u>	<u>80</u>	<u>2,184</u>	<u>1,565</u>
	<u>657,337</u>	<u>381,345</u>	<u>1,038,682</u>	<u>930,551</u>
<b>Expenses</b>				
Salaries and wages	428,973	274,468	703,441	671,066
Employee benefits	75,638	66,972	142,610	139,529
Materials and supplies	57,413	8,558	65,971	67,959
Purchase of services	<u>49,847</u>	<u>31,347</u>	<u>81,194</u>	<u>61,438</u>
	611,871	381,345	993,216	939,992
<b>Net revenue over expenses</b> <b>(expenses over revenue)</b>	<u>\$ 45,466</u>	<u>\$ -</u>	<u>\$ 45,466</u>	<u>\$ (9,441)</u>

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 For Discussion Purposes Only

(See accompanying notes)

**BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX**

**STATEMENT OF CASH FLOWS**

**YEAR ENDED DECEMBER 31, 2017**

	<u>2017</u>	<u>2016</u>
<b>CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES</b>		
Net revenue over expenses (expenses over revenue)	\$ 45,466	\$ (9,441)
Increase (decrease) resulting from changes in:		
Short-term investments	(590)	(50,871)
Due from City of Toronto	(6,312)	(5,454)
Due from City of Toronto - vacation payable	278	23,015
Accounts receivable	7,603	(20,053)
Prepaid expenses	(12,988)	(177)
Long-term account receivable from City of Toronto	5,853	4,383
Due to City of Toronto	-	(1,101)
	(23,746)	(23,257)
Deferred contributions	31,230	19,105
Post-employment benefits payable	<u>(5,853)</u>	<u>(4,383)</u>
<b>INCREASE (DECREASE) IN CASH</b>	40,941	(68,234)
<b>CASH AT BEGINNING OF YEAR</b>	<u>159,575</u>	<u>227,809</u>
<b>CASH AT END OF YEAR</b>	\$ <u>200,516</u>	\$ <u>159,575</u>

DRAFT  
 For Discussion Purposes Only

(See accompanying notes)

**BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX**

**NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED DECEMBER 31, 2017**

**1. NATURE OF OPERATIONS**

Applegrove Community Complex (the "Complex") was incorporated in 1979 as a corporation without share capital and registered as corporation #417388 under the Ontario Corporations Act. Applegrove Community Complex is also registered as a charity authorized with the Canada Revenue Agency, charitable number: 10671 8943 RR0001, and as such is exempt from income tax.

The City of Toronto Act, 1997 continued the provisions of By-law No. 1995-0448 dated June 26, 1995 to reflect Chapter 25, Community and Recreation Centres of the Corporation of the City of Toronto Municipal Code. Chapter 25 amended all previous by-laws and established the addition to S.H. Armstrong Recreation Centre together with certain classrooms of the Duke of Connaught Public School and the office of the Woodfield Road Public School as a Community Recreation Centre under the Municipal Act, known as Applegrove Community Complex (the "Complex").

The Municipal Code provides for a Council appointed Board of Management which, among other matters, shall:

(a) endeavour to manage and control the premises in a reasonable and efficient manner, in accordance with standard good business practices; and

(b) pay to the City of Toronto (the "City") any excess of administration expenditure funds provided by the City in accordance with its approved annual budget, but may retain any surplus from program activities.

Board of Management

At the Annual Meeting on March 31, 2005, the Complex amended its constitution to specify that the Board of Management would function as a Standing Committee of the Board of Directors for the non-profit corporation.

At the Annual Meeting on March 28, 2007 and in accordance with the City of Toronto's Relationship Framework with the City-funded Community Centres, the Complex amended its constitution so that it had separate constitutions for the incorporated body and the City Agency continuing the structure of the Board of Management as a Standing Committee of the non-profit corporation.

**2. FINANCIAL STATEMENTS**

The Municipal Code requires that audited annual financial statements be submitted by the Board of Management for the Complex to the City covering the management and control of the premises by the Committee. Because the Board of Management is a Standing Committee of the Board of Directors for the Corporation as a whole, separate financial statements have not been prepared. Accordingly, the financial statements reflect the operations of the Applegrove Community Complex as a whole, including the operations of the Board of Management.

**BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX**

**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED DECEMBER 31, 2017**

**3. SIGNIFICANT ACCOUNTING POLICIES**

*Basis of accounting*

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards for government not-for-profits ("PSA-GNPO") as issued by the Public Sector Accounting Board (PSAB).

*Fund accounting*

The accounts of the Complex are maintained in accordance with the principles of fund accounting. Resources are classified for accounting and reporting purposes into funds according to the activity or object specified. The funds are as follows:

(a) Applegrove Drop-in

The fund includes revenues and expenses for the Applegrove Parent/Child Drop-in including trips, special needs, fundraising and charitable donations designated to this program.

(b) Applegrove Connection

The fund includes revenues and expenses for the Applegrove Connection family resource program including special needs, fundraising and charitable donations designated to this program.

(c) After-School Program

The fund includes revenues and expenses for the school year program for children ages 6 to 12 including March Break and Professional Activity (P.A.) day programming, trips, fundraising and charitable donations designated to this program.

(d) Teen Program

The fund includes revenues and expenses for the school year program for youth ages 13 to 18 including charitable donations designated to this program.

(e) Perinatal Program

The fund includes revenues and expenses for the Helping Our Babies Grow program including charitable donations designated to this program.

(f) Therapeutic Play

The fund includes revenues and expenses for the Over the Rainbow therapeutic play program including charitable donations designated to this program.

(g) Summer Camp and Leadership

The fund consolidates revenues and expenses for the Applegrove Summer Adventure Day Camp and the Applegrove Leadership Adventure including fundraising and charitable donations designated to this program.

(h) Seniors Program

The fund includes revenues and expenses for the Older Adults program including trips, OACAO funding, EPC funding and charitable donations designated to this program.

(i) Other

The fund accounts for the all of the organization's activities other than those listed above. It includes individual charitable donations not designated for specific programs, agency fundraising, gaming, etc.

**BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX**

**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED DECEMBER 31, 2017**

**3. SIGNIFICANT ACCOUNTING POLICIES - Cont'd.**

*Cash and short-term investments*

Cash and short-term investments include cash and short-term investments on hand, demand deposits, amounts in trust and short-term investments.

*Revenue recognition*

The Complex follows the deferral method of accounting for contributions. Contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted contributions are deferred and recognized as revenue in the year in which the related expenses are recognized and are recorded as deferred contributions on the statement of financial position. Externally restricted contributions for depreciable capital assets are deferred and amortized over the life of the related capital assets. Externally restricted contributions for capital assets that have not been expended are recorded as part of deferred capital contribution on the statement of financial position.

Program and membership fees and other similar revenues are recognized on the date the services are performed. Amounts received in advance of services being provided are classified as deferred revenue on the statement of financial position.

*Financial instruments*

The Complex initially measures its financial assets and financial liabilities at fair value.

The Complex subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, short-term investments, and accounts receivable. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and City of Toronto working capital advance payable.

*Employee related costs*

The Complex has adopted the following policies with respect to employee benefit plans:

(a) The City of Toronto offers a multi-employer defined benefit pension plan to the Complex's employees. Due to the nature of the Plan, the Complex does not have sufficient information to account for the Plan as a defined benefit plan; therefore, the multi-employer defined benefit pension plan is accounted for in the same manner as a defined contribution plan. An expense is recorded in the period in which contributions are made.

(b) The Complex also offers its employees a defined benefit sick leave plan, a post-retirement life, health and dental plan, a long-term disability plan and continuation of health, dental and life insurance benefits to disabled employees. The accrued benefit obligations are determined using an actuarial valuation based on the projected benefit method prorated on service, incorporating management's best estimate of future salary levels, inflation, sick day usage estimates, ages of employees and other actuarial factors.

Net actuarial gains and losses that arise are amortized over the expected average remaining service life of the employee group.

The Complex recognizes an accrued benefit liability on the statement of financial position, which is the net of the amount of the accrued benefit obligations and the unamortized actuarial gains / losses.

*Contributed materials and services*

Because of the difficulty of determining their fair value, contributed materials and services are not recognized in the financial statements. Monetary donations are recorded as received.

**BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX**

**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED DECEMBER 31, 2017**

**3. SIGNIFICANT ACCOUNTING POLICIES - Cont'd.**

*Use of estimates*

The preparation of financial statements in conformity with Canadian public sector accounting standards for government not-for-profits requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Management makes accounting estimates when determining significant accrued liabilities, the post-employment benefits liabilities and the related costs charged to the statement of operations. Actual results could differ from those estimates, the impact of which would be recorded in future periods.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

**4. FINANCIAL INSTRUMENTS**

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The following disclosures provide information to assist users of the financial statements in assessing the extent of risk related to the Complex's financial instruments.

*Liquidity risk*

Liquidity risk refers to the adverse consequence that the Complex will encounter difficulty in meeting obligations associated with financial liabilities, which are comprised of accounts payable and accrued liabilities.

The Complex manages liquidity risk by monitoring its cash flow requirements on a regular basis. The Complex believes its overall liquidity risk to be minimal as the Complex's financial assets are considered to be highly liquid.

*Interest rate risk*

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Complex's cash and short-term investments earn interest at prevailing market rates and the interest rate exposure related to these financial instruments is negligible.

*Credit risk*

The Complex is exposed to credit risk resulting from the possibility that parties may default on their financial obligations. The Complex's maximum exposure to credit risk represents the sum of the carrying value of its cash, short-term investments and accounts receivable. The Complex's cash and short-term investments are with a Canadian chartered bank and as a result management believes the risk of loss on this item to be remote.

Management believes that the Complex's credit risk with respect to accounts receivable is limited. The organization manages its credit risk by reviewing accounts receivable aging and following up on outstanding amounts.

*Changes in risk*

There have been no significant changes in the Complex's risk exposures from the prior year.

**5. SHORT-TERM INVESTMENTS**

The short-term investments consist of term deposits that have interest rates ranging from 1.15% to 1.75% (2016 - 0.70% to 1.60%) and mature between February 2018 and June 2019.

**BOARD OF MANAGEMENT FOR APPLINGROVE COMMUNITY COMPLEX**

**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED DECEMBER 31, 2017**

**6. DEFERRED CONTRIBUTIONS**

	<u>2017</u>	<u>2016</u>
Balance, beginning of year	\$ 44,106	\$ 25,001
Add: Grants received	556,920	661,999
Less: Amounts recognized as grant revenue	<u>(676,362)</u>	<u>(642,894)</u>
Balance, end of year	<u>\$ 75,336</u>	<u>\$ 44,106</u>

**7. POST-EMPLOYMENT BENEFITS PAYABLE AND LONG-TERM RECEIVABLE**

The Complex participates in a number of defined benefit plans provided by the City including pension, other retirement and post-employment benefits to its employees. Under the sick leave plan for management staff with ten years of service as of April 1, 2003, unused sick leave accumulated until March 1, 2008, and eligible employees may be entitled to a cash payment when leaving the Complex's employment. The liability for these accumulated days represents the extent to which they have vested and can be taken in cash by an employee upon termination, retirement or death. This sick bank plan was replaced by a Short-Term Disability Plan (STP) effective March 1, 2008, for all non-union employees of the City of Toronto. Upon the effective date, individual sick banks were locked with no further accumulation. Grandfathered management staff remain entitled to payout of frozen, banked time, as described above. Under the new STP plan, management employees are entitled to 130 days annual coverage with salary protection at 100 or 75 percent, depending upon years of service. Non-management employees continue to receive sick bank time as stipulated in the applicable Collective Agreement, which specifies no financial conversion of unused sick leave.

The Complex also provides health, dental, accidental death and disability, life insurance and long-term disability benefits to eligible employees. Depending on length of service and individuals' election, management retirees are covered either by the former City of Toronto retirement benefit plan or by the current retirement benefit plan.

Due to the complexities in valuing the benefit plans, actuarial valuations are conducted on a periodic basis. The most recent actuarial valuation was completed as at December 31, 2015 with projections to December 31, 2016, 2017 and 2018. Assumptions used to project the accrued benefit obligation were as follows:

- long-term inflation rate - 2.0%
- assumed health care cost trends - range from 3.0% to 4.0%
- rate of compensation increase - 3.0% to 3.5%
- discount rates - post-retirement 3.2%, post-employment 2.8%, sick leave 3.0%

Information about the Complex's employee benefits, other than the multi-employer, defined benefit pension plan noted below, is as follows:

	<u>2017</u>	<u>2016</u>
Sick leave benefits	\$ 34,508	\$ 35,320
Post-retirement benefits	<u>133,923</u>	<u>104,978</u>
	168,431	140,298
Add: Unamortized actuarial gain	<u>76,882</u>	<u>110,868</u>
Post-employment benefit liability	<u>\$ 245,313</u>	<u>\$ 251,166</u>

**BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX**

**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED DECEMBER 31, 2017**

**7. POST-EMPLOYMENT BENEFITS PAYABLE AND LONG-TERM RECEIVABLE - Cont'd.**

The continuity of the accrued benefit obligation is as follows:

	<u>2017</u>	<u>2016</u>
Balance, beginning of year	\$ 251,166	\$ 255,549
Current service cost	4,003	3,917
Interest cost	4,878	4,513
Plan amount	(975)	-
Amortization of actuarial gain	(11,759)	(11,634)
Expected benefits paid	<u>(2,000)</u>	<u>(1,179)</u>
Balance, end of year	<u>\$ 245,313</u>	<u>\$ 251,166</u>

A long-term receivable of \$245,313 (2016 - \$251,166) from the City has resulted from recording sick leave and post-retirement benefits. Funding for these costs continues to be provided by the City as benefit costs are paid and the City is responsible for the benefit liabilities of management staff that may be incurred by the Complex.

The Complex also makes contributions to the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer plan, on behalf of certain employees. The plan is a defined benefit plan, which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. Employer contributions to this pension plan amounted to \$38,688 in 2017 (2016 - \$40,867).

The most recent actuarial valuation of the OMERS plan as at December 31, 2017 indicates the Plan is in a surplus position and the plan's December 31, 2017 financial statements indicate a net surplus of \$605 million (a deficit of \$5.403 billion netted against unrecognized investment returns of \$6.008 billion that will be recognized over the next four years). The plan's management is monitoring the adequacy of the contributions to ensure that future contributions together with the Plan assets and future investment earnings will be sufficient to provide for all future benefits. The Complex's contributions are insignificant to the Plan's total employer contribution. Additional contributions, if any, required to address the Complex's proportionate share of the deficit will be expensed during the period incurred.

**BOARD OF MANAGEMENT FOR APPLLEGROVE COMMUNITY COMPLEX**

**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED DECEMBER 31, 2017**

**8. FUNDS PROVIDED BY THE CITY OF TORONTO - ADMINISTRATION**

Funding for administration is provided by the City according to Council approved budgets. Surplus amounts in administration are payable to the City. Deficits, excluding those accruals for long-term employee benefits, are funded by the Complex unless Council approval has been obtained for additional funding.

	2017 <u>Budget</u> (unaudited)	<u>2017</u>	<u>2016</u>
<b>Administration expenses:</b>			
Salaries and wages	\$ 272,901	\$ 274,468	\$ 248,695
Employee benefits	78,295	66,972	68,912
Materials and supplies	7,407	8,558	6,524
Purchase of services	<u>23,583</u>	<u>31,347</u>	<u>29,570</u>
	<u>\$ 382,186</u>	<u>\$ 381,345</u>	<u>\$ 353,701</u>
<b>Complex's actual administration revenue:</b>			
Administration budget		\$ 382,186	\$ 374,487
Interest revenue		<u>80</u>	<u>56</u>
		<u>\$ 382,266</u>	<u>\$ 374,543</u>
<b>Complex's actual administration expenses:</b>			
Administration expenses per statement of operations		\$ 381,345	\$ 353,701
Adjustments for:			
Post-employment benefits, not funded by the City until paid, that are included in long-term receivable from City of Toronto		5,853	4,383
Vacation pay liability, not funded by the City until paid, that are included in due from City of Toronto - vacation payable		(278)	(1,027)
Administration vacation pay liability paid during the year from program funds		-	24,042
Difference between funding received and budgeted		<u>557</u>	<u>(1)</u>
<b>Actual administration expenses</b>		<u>\$ 387,477</u>	<u>\$ 381,098</u>
Administration expenses over approved budget		<u>\$ (5,211)</u>	<u>\$ (6,555)</u>

The over expenditure of \$5,211 (2016 - \$6,555) is recorded in due from City of Toronto.

**9. COMPARATIVE FIGURES**

Comparative figures have been reclassified where necessary to conform to the presentation adopted in the current year.

## BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX

## MAJOR PROGRAM ACTIVITIES AND FUNDRAISING

YEAR ENDED DECEMBER 31, 2017

	Internally restricted funds							General		
	Applegrove Drop-in	Applegrove Connection	After School Program	Teen Program	Perinatal Program	Therapeutic Play	Summer Camp and Leadership Program	Seniors Program	Other	Total
<b>Program revenue</b>										
Grants										
City of Toronto	\$ 111,704	\$ 26,996	\$ -	\$ -	\$ -	\$ -	\$ 15,469	\$ -	\$ -	\$ 154,169
Government of Canada	-	-	-	-	21,161	-	24,733	-	-	45,894
Province of Ontario	15,911	-	-	-	-	-	-	35,695	-	51,606
Other grants	375	200	775	2,600	250	26,750	7,583	4,453	442	43,428
	<u>127,990</u>	<u>27,196</u>	<u>775</u>	<u>2,600</u>	<u>21,411</u>	<u>26,750</u>	<u>47,785</u>	<u>40,148</u>	<u>442</u>	<u>295,097</u>
Membership/user fees/other	-	-	277,917	-	-	-	58,130	5,453	3,622	345,122
Donations and fundraising	3,388	190	147	200	-	-	277	1,736	11,180	17,118
	<u>131,378</u>	<u>27,386</u>	<u>278,839</u>	<u>2,800</u>	<u>21,411</u>	<u>26,750</u>	<u>106,192</u>	<u>47,337</u>	<u>15,244</u>	<u>657,337</u>
<b>Program expenditures</b>										
Salaries and wages	101,274	16,473	155,861	6,314	6,295	19,049	69,618	27,687	26,402	428,973
Employee benefits	28,735	7,153	21,289	1,071	982	2,185	7,478	2,863	3,882	75,638
Materials and supplies	6,139	1,079	13,584	597	8,988	26	10,805	15,571	624	57,413
Purchase of services	1,731	5,349	20,515	-	6,480	927	10,334	2,599	1,912	49,847
	<u>137,879</u>	<u>30,054</u>	<u>211,249</u>	<u>7,982</u>	<u>22,745</u>	<u>22,187</u>	<u>98,235</u>	<u>48,720</u>	<u>32,820</u>	<u>611,871</u>
<b>Net revenue over expenses (expenses over revenue)</b>	(6,501)	(2,668)	67,590	(5,182)	(1,334)	4,563	7,957	(1,383)	(17,576)	45,466
<b>Net assets (deficiency), beginning of year</b>	-	-	131,651	-	4,085	40,002	23,667	18,635	(13,665)	204,375
<b>Transfers (Board approved)</b>	6,501	2,668	(73,574)	5,182	-	-	-	-	59,223	-
<b>Net assets, end of year</b>	\$ -	\$ -	\$ 125,667	\$ -	\$ 2,751	\$ 44,565	\$ 31,624	\$ 17,252	\$ 27,982	\$ 249,841

The transfer from the After School Program to cover the deficit of the Applegrove Drop-in, Applegrove Connection, Teen Program and the General fund was based on the Minutes of the Board for January 29, 2018.

REPORT TO THE BOARD OF DIRECTORS OF  
**BOARD OF MANAGEMENT FOR  
APPLEGROVE COMMUNITY COMPLEX**

For the year ended December 31, 2017

Prepared on April 19, 2018 by  
Kathy Steffan, CPA, CA  
Christa Casey, CPA, CA,  
**Welch LLP**

## AUDIT STATUS

Our audit of the financial statements of Board of Management for Applegrove Community Complex for the year ended December 31, 2017 is substantially complete and we expect to release our auditor's report after the following outstanding matters are completed:

- Receipt of the signed management representation letter
- Board approval of the draft financial statements
- Final subsequent review up to date of approval of the financial statements

If any significant matters arise between the date of this report and the signing of our audit report we will raise them with you. The following paragraphs provide information we are required to communicate with you in accordance with Canadian generally accepted auditing standards.

## QUALITATIVE ASPECTS OF ACCOUNTING PRACTICES AND FINANCIAL REPORTING

Our audit includes consideration of the qualitative aspects of the financial reporting process, including matters that have a significant impact on the relevance, reliability, comparability, understandability and materiality of the information provided in the financial statements.

There are no matters with respect to the qualitative aspects of accounting practices that we wish to draw to your attention in relation to the financial statements for the 2017 fiscal year.

## MANAGEMENT LETTER OF REPRESENTATION

It is necessary for us to obtain written representations from management as an acknowledgement of their responsibility for the fair presentation of the financial statements and as audit evidence on matters material to the financial statements. We have provided a draft of the letter of representation in Appendix A. The Executive Director has committed to providing us with a signed copy of the letter on a date to coincide with the date of our auditors' report.

## MISSTATEMENTS

The uncorrected misstatements identified during our audit are included in Appendix B.

Canadian generally accepted auditing standards require that we request that management correct all the misstatements that we present to them. Management has decided not to adjust the financial statements due to the small dollar value and because there is no impact to net revenues (expenses). We agree with management.

If you disagree with management, and would like management to make the proposed adjustments, we request that you inform management and us accordingly.

## **SIGNIFICANT DEFICIENCIES IN INTERNAL CONTROL**

During our audit we did not identify any significant deficiencies in internal control to report to the Board of Management.

## **INDEPENDENCE**

Canadian generally accepted auditing standards require that we communicate at least annually with you regarding all relationships between Board of Management for Applegrove Community Complex and us that, in our professional judgment, may reasonably be thought to bear on our independence.

No matters have been identified that would reasonably be thought to bear on our independence. As a result, we confirm that we are independent.

## **FINANCIAL STATEMENT PRESENTATION**

### **1. Significant Accounting Policies**

The organization's significant accounting policies are disclosed in the notes to the financial statements. During the year there were no new accounting policies or changes to existing accounting policies.

### **2. Management's Judgments and Accounting Estimates**

During the audit we did not encounter any situations that required significant judgements on the part of management or involved significant estimates.

## **DIFFICULTIES ENCOUNTERED DURING THE AUDIT**

During the course of our audit we received the full co-operation of management and did not encounter any difficulties during our audit. There were no limitations on the scope of our audit work and we did not have any disagreements with management.

## **MATTERS SPECIFICALLY REQUIRED BY OTHER CANADIAN AUDITING STANDARDS TO BE COMMUNICATED**

Other sections of Canadian Auditing Standards require us to communicate with those charged with governance in a number of specific circumstances:

- Where we encounter unusual related party transactions or significant matters related to related party transactions;
- Where we encounter other transactions that were unusual or not in the normal course of business;
- Where we suspect or detect fraud;
- Where there is inconsistency between the financial statements and other information in documents containing the financial statements; and
- Where we believe there may be non-compliance with legislative or regulatory requirements.

We did not encounter any such matters during the course of our audit.

## **ACKNOWLEDGEMENTS**

During the course of our audit, we received considerable assistance from the organization's staff and management. We would like to take this opportunity to thank them for efforts and for their constructive approach to the audit.

April 19, 2018

Board of Management for Applegrove Community Complex  
60 Woodfield Road  
Toronto, Ontario  
M4L 2W6

**PRIVATE AND CONFIDENTIAL**

Attention: Ms. Susan Fletcher

Dear Madam:

**Re: Audit of the December 31, 2017 Financial Statements**

During the course of our audit of the financial statements for the year ended December 31, 2017, we did not identify any matters which would be of interest to management.

The objective of an audit is to obtain reasonable assurance whether the financial statements are free of material misstatement and it is not designed to identify matters that may be of interest to management in discharging its responsibilities. In addition, an audit cannot be expected to disclose defalcations and other irregularities and it is not designed to express an opinion as to whether the systems of internal control established by management have been properly designed or have been operating effectively.

We would like to express our appreciation for the co-operation and assistance which we received during the course of our audit from Finance Director and her staff.

This communication is prepared solely for the information of management and is not intended for any other purpose. We accept no responsibility to a third party who uses this communication.

Yours very truly,

**Welch LLP**

Kathy Steffan, CPA, CA  
Partner

Christa Casey, CPA, CA  
Partner





# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

Tel: 416-461-8143 Fax: 416-461-5513

www.ApplegroveCC.ca

“TOGETHER, BUILDING OUR COMMUNITY”



## Membership, Nominations and Outreach Committee Notes

March 13, 2018 at 6:30 p.m.

**Present:** Pierre Bois, Ann McKechnie, Janina de Guzman, May Seto, Susan Fletcher.

**Regrets:** Natasha Graham, Stacey Young

### 1. Next Meeting

6:30 on April 24, 25 or 26 (to be confirmed)

### 2. Notes from February meeting

- accepted by consensus

### 3. Nominations

- 2 individuals are considering nomination.
- the City extended the posting.

### 4. AGM

- members considered and agree that the AGM should include the First Nations acknowledgement.
- wording from the TDSB is

“I would like to acknowledge that this ~~school~~ building is situated upon traditional territories. The territories include the Wendat (wen-dat), Anishinabek (ah-nish-nah-bek) Nation, the Haudenosaunee (ho-den-oh-sho-nee) Confederacy, the Mississaugas of the New Credit First Nations, and the Métis (may-tee) Nation. The treaty that was signed for this particular parcel of land is collectively referred to as the Toronto Purchase and applies to lands east of Brown’s Line to Woodbine Avenue and north towards Newmarket. I also recognize the enduring presence of Aboriginal peoples on this land.”

### 5. Membership Development

#### a. Discussions within programs

- members discussed the second round of discussion within programs, planned for April/May
- staff will draft a handout that includes the chart of benefits
- the chart will go on the website
- Susan will present at the PC and AC meetings in early May
- for the Seniors Council in mid-May
  - staff will present the new fees as well as the membership benefits
  - staff will draft a seniors-specific brochure
  - Susan suggested providing a cell-phone wallet (sample pictured) when seniors pay for new memberships, so they can keep their activity cards handy when they attend programs.
  - if a sample is available during the presentation, it will increase interest.



- the committee agreed; these could also be a benefit for PC, AC and HOBG members who will have few other benefits.
- b. Membership benefit: Pasta Fest
  - early bird tickets will only be available to paid members (but anyone can pay the membership fee and immediately purchase early bird Pasta Fest tickets)
  - pricing will be \$15, \$20 (advance) and \$25 (door)
  - no restriction on how many tickets a Blossom (individual) member can purchase
- c. Sumac
  - Janina will work on setting up membership levels and expiry dates in Sumac by June
- d. AGM invitation & Newsletter
  - mailed to nearly 200 older adults
  - 700 members by mail
  - 1400 e-mails; about 50 bounced back, mainly from hotmail and yahoo, including Janina's
  - Ann reported that she received the e-mail and James received snail mail for the first time; Janina will follow up.

## **6. Report on Outreach and events**

- a. Saturday Feb. 10 , 2018: Family Dance
  - members reviewed and amended a draft report (attached).
  - probably because of the weather, attendance was down significantly from prior years.
  - net proceeds under \$50 compared to over \$1000 last year.
  - the committee considered alternative dates and recommended staying with the first or second Saturday in February, plus looking at the event as an outreach and engagement vehicle rather than fundraising.
- b. Beaches Living Kids Program open house Feb. 24
  - Janina staffed this event for which the table cost about ??
  - the button maker was a great vehicle to attract kids' interest
- c. Toronto Employment and Social Services Open House Feb. 27
  - May staffed this event for OW and ODSP clients
  - she connected with about 30 families, many of whom did not know about Children's Services subsidies for our camp
  - she also connected with TESS staff and hopes to make a presentation to their future staff meeting to outline our programs for families with children.

## **7. Upcoming Outreach and Events**

- a. Seniors Wellness Fair, Wed. March 14 from 10:30 to 2:30 in the gym.
- b. Bowmore Make-It Fair, Saturday, April 7: Janina to attend with the button machine
- c. Duke of Connaught Fun Fair: Saturday, June 2

d. Pasta Fest: date to be determined

➔ Post meeting update: someone else has already booked the last Saturday in November at the Legion. Louise has tentatively booked Nov 10. But she has another idea; could we do Pasta Fest on a Sunday afternoon? We are going to have the event earlier in the day anyway and end by 7 or 8 latest.

**8. Next Meeting Date**

6:30 on April 24, 25 or 26 (to be confirmed)

Agenda to focus on materials for program presentations and new registration form(s)

## Membership targets

Membership Level Targets		Totals	Rate	Yearly Total
Free	Seed	1,000		
Individual	Blossom	40	\$10	\$400
Dual	Buds	10	\$16	\$160
Family	Tree	145	\$20	\$2,900
Donor + (Board, Sr. Staff)	Orchard	22	\$120	\$2,640
		1,217		\$6,100

AG Paid User Breakdown	Assumptions		
57 Families In Afterschool	All Families pay minimum \$20 annual fee. Can be rolled in to first registration.  10 families would opt for Donor + level.		
18 Families in Satellite afterschool			
70 Summer camp families			
4 Junior Leader Families			
6 Leadership families			
140 Seniors (60 use paid programming)	40 would join at Individual; 20 would join at Dual		
12 Board Members + Senior Staff	All willing to pay \$120 or \$10 / month to cover Donor + level		
<b>TIMELINE</b>			
Verbal Notice	Pasta Fest	November 25	
Initial Notice	<del>Mailed Letter</del>		
	e-mail and website	early December	
Membership Campaign - Phase 1	Pre-AGM Notice	Target January 25	
	proposed constitutional changes	March 2	
AGM	Presentation	March 25	
Implementation of Benefits	Post-AGM Notice	March - June	
<b>Considerations to achieve timeline:</b>			
Membership levels built into SUMAC by Fall 2017			
All current constituents added to \$0 / AppleSeed level by end of 2017			

## Membership benefits

"TOGETHER, BUILDING OUR COMMUNITY"	APPLE				
	Seed	Blossom	Buds	Tree	Orchard
<p>Applegrove Community Complex is a multi-service community organization in southeast Riverdale in Toronto. We are a neighbourhood partnership fostering community through social and informative programs for individuals and families.</p>					
<b>Standard Rate (Annual Fee)</b>	<b>\$0</b>	<b>\$10</b>	<b>\$16</b>	<b>\$20</b>	<b>\$120</b>
<b>MEMBERSHIP BENEFITS</b>					
Receive Applegrove print and electronic newsletter					
Receive Applegrove calendar of programs and events					
Access Applegrove free / community programming					
Participate in Applegrove committees					
Vote at the Annual General Meeting**					
<del>Access Applegrove paid programming</del>					
Access to special prize draws					
Save on paid event tickets					
Save on activity cards					
Access program and event pre-sales					
Extend benefits to a second Adult					
Extend benefits to a second Adult, all Youth living in the same household + one Caregiver					
Save on camps and after-school programs					
Extend early bird pricing for full programming season*					
Receive a charitable tax receipt for \$100					
Receive acknowledgement in Newsletter, Annual Report, and on our website					
Receive invitation to annual donor event					
<b>Fine Print</b>					
Memberships valid for one year					
Memberships are non-transferable					
Membership fees and benefits are subject to change					
Family-level Membership covers up to two Adults and unlimited Youth living in the same household + 1 Caregiver					
Outside of the Caregiver, Family-level Membership limited to one household					
Dual-level Membership can extend to two households					
Dual-level Member names cannot change within year of membership					
Adult: 18 years of age and over					
Youth: 17 years of age and under					
Caregiver: Any one adult 18 years and over. Benefits cannot be transferred to other households					
Membership fees cover program registration subsidies. Any unused amount will be deferred to the next fiscal year					
The Executive Director and / or the Board may waive membership fees for special cases					
*Must have registered for at least 1 week of camp during the early bird pre-sale					
**Voting on nominations to the Board restricted to members living in the catchment area.					
Subject to membership deadlines as outlined in the constitutions.					

**Family Dance Report**

March 2018 including comments from MNO committee

Item	Summary / Notes / Details	Positives / Challenges	For next year
Overall	<ul style="list-style-type: none"> <li>A great event for families with young children</li> <li>Made money and met families' needs</li> </ul>	<ul style="list-style-type: none"> <li>2 power outages. One power outage briefly mid way through the event and one right at the end.</li> </ul>	Repeat event! Consider other ways to offer Saturday morning activities for families with young children
Objectives: community engagement activities that further the mission and raise money.	<ul style="list-style-type: none"> <li>Furthered the mission as a family-friendly and affordable event</li> <li>Admission via donation with \$4 suggested per person</li> <li>Net proceeds = \$38</li> <li>Many positive comments from adults and kids!</li> <li>Great community event that tired kids out!</li> <li>About 70 guests, estimate 25-ish families</li> </ul>	<ul style="list-style-type: none"> <li>Much lower attendance than in past years. Weather outside was beautiful but very snowy on sidewalks and road. Possible that many families opted to play out in the snow or could not trudge through the snow.</li> </ul>	
Date & time	<ul style="list-style-type: none"> <li>Feb. 10 (2<sup>nd</sup> Saturday) 11-1</li> <li>permitted the gym from 9:00 to 2 as last year set up time of 9:30 was not sufficient.</li> <li>This year we had many more youth volunteers which made set up much quicker</li> </ul>	<ul style="list-style-type: none"> <li>Great volunteers made set up and take down a breeze</li> </ul>	Keep it on the first or 2 <sup>nd</sup> Saturday, 11-1
Facilities	<ul style="list-style-type: none"> <li>did not permit a classroom for strollers and coats, due to cost. Directed guests to change room for coats and strollers.</li> <li>Fewer strollers. Most families kept coats with them in the gym on benches</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	
Layout	(see diagram) <ul style="list-style-type: none"> <li>activities around the edges allowed space in the middle for kids to dance and run</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	

Item	Summary / Notes / Details	Positives / Challenges	For next year
Planning Process and Committee	<ul style="list-style-type: none"> <li>Susan and Janina did most of the planning, based on 2017 event</li> </ul>		
Promotion and Publicity (before event)	<ul style="list-style-type: none"> <li>New Poster was designed for this years theme "Magic and Marvel"</li> <li>Facebook and local FB groups multiple posts with clip art and poster</li> <li>SNAP, Inside Toronto</li> <li>Duke Need to Read</li> <li>Duke news letter</li> <li>a few posters in stores along Queen and Gerrard</li> <li>hand-outs for after-school, PC and AC</li> <li>Councillors newsletters</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	
Promotion and Publicity (after event)	<ul style="list-style-type: none"> <li></li> </ul>		
Equipment: sound	<ul style="list-style-type: none"> <li>Used Applegrove current Speaker system.</li> <li>Pierre MC'ed the event and provided music</li> </ul>		
Equipment: other	<ul style="list-style-type: none"> <li>Used some of the school's tables and chairs (stored in change room) as well as our own</li> </ul>		
Décor	<ul style="list-style-type: none"> <li>Limited décor</li> <li>Balloons</li> </ul>	<ul style="list-style-type: none"> <li>Asked afterschool staff but limited staffing did not allow time for paintings</li> </ul>	
Signs	<ul style="list-style-type: none"> <li>New signs made with new theme and had more legible colouring</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	
Cash	Cash floats for Admission Donations: Total = \$175 1 roll of \$1                    \$25 10 x \$5                            \$50	<ul style="list-style-type: none"> <li>Did not need the float for admission, but recommend having it available, maybe just \$5 x \$10 instead of 10.</li> </ul>	

Item	Summary / Notes / Details	Positives / Challenges	For next year
	10 x \$10                      \$100  Bank of Apple Grove (for activity tix): Total = \$125 1 roll of \$1                      \$25 1 roll of \$2                      \$50 10 x \$5                              \$50		
Bank	<ul style="list-style-type: none"> <li>• “Applegrove Gold” coins sold for \$1 and used to pay for activities and food</li> <li>• cash float \$125</li> <li>• perhaps 50 packs of 10 coins plus at least 150 loose.</li> <li>• only a few people exchanged coins at the end.</li> <li>• total of 205 coins spent on activities and food</li> <li>• staffed by 2 Board members</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	
Refreshments: food	<ul style="list-style-type: none"> <li>• 75 mini-cupcakes donated by Bobbette and Belle, past donor (in 2 flavours. sold @ \$2).</li> <li>• 50 mini cupcakes donated by Toronto cupcakes sold @ \$2.</li> <li>• Popcorn via school council: 30-35 servings per batch. There was some pre-made. Started first batch about 9:45. Sold @ \$1 in paper lunch bags</li> <li>• hot dogs 5 doz chicken wieners, 4 doz buns. Heated wieners in crockpot, and made fresh for each customer. Sold @ \$2 each or 2 for \$3.</li> </ul>	<ul style="list-style-type: none"> <li>• Desmond and Beatrice were not able to donate this year.</li> <li>• Reached out to local cupcake places.</li> <li>• New Cupcake shop “Toronto Cupcakes” reached out and donated</li> <li>• about 50 cupcakes left over</li> </ul>	
Refreshments: drinks	<ul style="list-style-type: none"> <li>• 4 sleeves of apple juice boxes: sold @ \$1.</li> <li>• Water (complimentary)</li> </ul>	<ul style="list-style-type: none"> <li>• about 12 left over</li> </ul>	

Item	Summary / Notes / Details	Positives / Challenges	For next year
	<ul style="list-style-type: none"> <li>• Coffee (complimentary): one urn, about half left over.</li> </ul>		
Refreshments: prep and staffing	<ul style="list-style-type: none"> <li>• Adult volunteer in kitchen working on hotdogs and popcorn.</li> <li>• Louise and youth volunteer served, took money, directed guests into change room</li> </ul>		
Entertainment	<ul style="list-style-type: none"> <li>• “Marvellous Dimmy” (PC caregiver) volunteered and did magic and juggling</li> <li>• Invited Joey Machin to do magic; he was not available so his dad Tim Machin made balloon animals</li> </ul>	<ul style="list-style-type: none"> <li>• Magic show has a great hit</li> </ul>	
Costumes/characters	<ul style="list-style-type: none"> <li>• Wizard costume: \$125 plus tax from Malabar <a href="http://www.malabar.net/">http://www.malabar.net/</a></li> <li>• Nanor and Janina picked up on Thursday and costume was returned Thursday the following week.</li> <li>• Wizard greeted guests at the door and directed them to the dance</li> </ul>	<ul style="list-style-type: none"> <li>• Guest requested more recognizable costumed characters like paw patrol.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider Pay Patrol or My Little Pony theme</li> </ul>
Volunteer and Participant costumes	<ul style="list-style-type: none"> <li>• most volunteers did not have any ID or costumes</li> <li>• for participant costumes, volunteers made crowns, wands and unicorn horns. Sold 26 @ \$1 each</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Try to have volunteer name tags</li> </ul>
Admission donations and activity tickets	<ul style="list-style-type: none"> <li>• AG\$ (plastic coins). \$1 Canadian = AG\$1. No discount for quantity. Can sell back at end of event.</li> <li>• complimentary AG\$ for each person in costume</li> <li>• when a family pays a donation (\$4 per person suggested, \$10 per family), staff gave them a door prize ticket</li> </ul>		

Item	Summary / Notes / Details	Positives / Challenges	For next year
Welcome Table	Admission, door prize display and ticket box, eval forms		
Door Prize Draw: prizes	Donated basket by Alysha Brown was divided into multiple baskets		
Activities: free	<p>Free:            Unicorn Toss            Tic Tac Toe            Rabbit Toss            Pin the tail            Balloons</p> <p>Paid:            FacePaint \$2 per design            Buttons @ \$1            Bouncy: was sponsored and ordered but not delivered            Magic gear: \$3 for 1 or \$5 for 2            Dragon breath: \$1</p>	Bouncy did not arrive although it was ordered well in advance and AG sent a confirmation e-mail the day before the event.	Do not rent from Merlin's
Event staffing/volunteers	<ul style="list-style-type: none"> <li>• 3 board members</li> <li>• 3 staff</li> <li>• 15 Youth Volunteers</li> <li>• 2 Adult volunteers</li> </ul>	A few confirmed volunteers were unable to attend, but we had lots of help anyway.	



2018 Family Dance Report Draft 2 – March 13, 2018

12

Family Dance Summary Budget		Break-even estimated @		26	families						
October 2017						Actual 2018	Break-even Budget 2018	Actual 2017	Actual 2016	Actual 2015	
<b>Expenses</b>											
Facility											
estimat	5 hours @	\$36 plus fee	\$20		156	\$200		196	\$154		*145
Characters					127	130		120	\$185		315
Refreshments					116	\$65		52	\$53		121.45
Bouncy					0	\$250					
Facepaint and Balloons						\$125		137			
Revenue sharing with company that provided them											
Face paint	153										
Balloons	121										
Total		\$274									
Décor and games					70	\$50		54	18.65		0
Equipment											
Sound system	\$75				0	75			donated		donated
Advertising						15		12	12		
Misc / contingency	5%				12	\$46					
Coin buckets and bags									\$8		
<b>Total Expenses</b>						\$481		\$956	\$571		\$431
<b>Revenue</b>											
Admission and door donations											
Break even	26 families	averaging 3 people @			312	\$15	390	975		\$486	1009.4
or	\$5 per person and	78 people									
Activities and food	\$7.50 per family est.	actual \$7.3			207	\$195		547	\$378		
Sponsorship						\$250			\$150		
Facepaint and Balloons						\$125		137			
<b>Total Revenue</b>					519	\$960		\$1,659	\$1,014		1009.4
<b>Net surplus/deficit</b>						\$38		\$5	1,087		\$583

**Family Dance 2018 Coin count**

Dragons breath – 17

Magic gear – 26

Buttons – 19

Face paint – 30

Food – 113

Total = 205



# APPLEGROVE COMMUNITY COMPLEX

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## Strategic Initiatives Committee Notes

March 1, 2018

**Present:** Andre Riolo (Chair), Jim Valentine, Ann McKechnie, Susan Fletcher (recorder)

### 1. Next Meeting

Monday, March 19, time to be confirmed

### 2. Notes of January meeting

- accepted as circulated by consensus.
- Andre noted that the February Board meeting considered Ann and Susan’s report on the governance review; the issue is on hold until the City’s report goes to the Executive Committee (expected in April).
- the LOI was not approved for a full proposal.
- RFQ: there were questions or acknowledgements from 4 firms.

### 3. List of Current Strategic Initiatives (numbered for identification, not priority)

The list will be on each agenda and in notes as a reminder, rather than a discussion item.

- a. S.H. Armstrong Pool Working Committee
- b. Corporate Sponsorship/Partnership
- c. Take a lead role in promoting the hub concept<sup>1</sup>
- d. Research into costs, benefits and long-term sustainability
- e. Identify service gaps and possible services
- f. Stroller Parking: Susan sent a grant opportunity from Park People to the vice-principal.
- g. Gap in programming for teens and in funding for existing teen programming

### 4. Action Items and Updates

- a. Next Steps on AppleGrowth Project
  - Susan circulated the RFP which included the timeline below
  - this meeting focussed on the selection criteria outlined in the RFP
    - Demonstrated understanding of the project.
    - Clear description of elements of work including expected outcomes
    - Identification of who will do the work and timelines
    - Relevance of completed projects, experience, and references
    - Education, training and subject expertise
    - Thoroughness of proposal and ability to meet specifications
    - Proposals are to be concise, one PDF file of no more than ten (10) pages

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<sup>1</sup> Note Susan’s work on the school board’s Community Use of Schools Advisory Committee, speaking at the Provincial Hubs Summit and chairing the SPACE Coalition (Saving Public Access to Community space Everywhere). SPACE has identified hubs as a priority, with a special interest in hubs within schools.

<b>Open Inquiry / Question Period</b> Please submit all questions and clarifications by this date via e-mail to Susan Fletcher <a href="mailto:Susan@ApplegroveCC.ca">Susan@ApplegroveCC.ca</a> with the subject AppleGrowth Project	12 noon on February 28, 2018
<b>Final Submission</b> One PDF document containing all the required information via e-mail to Susan Fletcher <a href="mailto:Susan@ApplegroveCC.ca">Susan@ApplegroveCC.ca</a> with the subject AppleGrowth Project	12 noon on March 13, 2018
<b>Interviews and Selection</b>	March 15 to 19, 2018
<b>Final Selection and Work Commencement</b>	by March 27, 2018
<b>Draft Report Due</b>	by May 15, 2018
<b>Final Report Due</b>	by 5 p.m. May 28, 2018

## b. Related issues

- we need a non-disclosure agreement (NDA), clarity on ownership of intellectual property, and method to resolve disagreements.
- payment schedule
- what will we do if there is only one response?
- 

## 5. Actions / Next Steps / Priorities / Timeline

Deadline	Activity	Person	Notes
Jan 25	Follow-up with key volunteer about RFQ	Jim	unsuccessful
Feb 2	Submit LOI for HFD	Susan	Done
ASAP	Identify potential consultants and content for RFQ for AppleGrowth	Susan	Changed to RFP
Feb. 15	Issue RFQ (earlier if possible)	Susan	
Feb. 23	City invites full proposal for HFD (or not)		City declined
Feb 26	Board meeting		
March 1	SI meeting		
March 9	Full proposal deadline		N/A
March 13	Deadline for RFQ submissions	Susan	Susan to review and identify interview candidates
March 15-19	Interviews	Susan/Committee	
March 1	Decision on AppleGrowth consultant	Susan (and SI committee members?)	
April 3	AppleGrowth consultant starts work		
May 9	Community Development and Recreation Committee considers	City	

	grant recommendations		
May 28	Notification of successful grant applicants	City	
early June	SI committee discusses draft AppleGrowth report		
June 18	Board receives consultant's AppleGrowth report		

**6. Next Meeting Date(s)**

Thursday, March 1

Will focus on grant proposal (if approved to submit full proposal)

## Applegrove Opportunities for Funding/Donations/Sponsorship

For more information, but really just for fun:

check this link <https://rainiervalleycorps.org/name/> and think about everything we could name!

### Programming

A week of craft supplies for Parent/Child and the Applegrove Connection builds language and literacy skills, helps children express their emotions, develops fine motor skills, and prepares children for school, for just \$20.

\$40 of food provides the snacks and cooking that attract teens to Applegrove's positive and engaging activities.

\$50 pays for a week of snacks for children and coffee for adults in the family resource programs.

A \$100 "campership" gives a child a week of trips, games, swimming, literacy, snacks, fun and friendship in the summer.

Note: this is the fee. The actual cost per camper before grants is \$165/week or \$35/day.

\$200 pays for a month of music activities in the family support programs and promotes language, literacy, social skills, gross and fine motor development and much more.

\$300 pays for a week of fun, firm and patient role models who work with teens.

\$1500 updates, replaces and purchases a year's worth of infant and pre-school toys and equipment such as puzzles, puppets, play dough, costumes, dolls, bricks, books, trains, riding toys, and more so that 800 children from birth to age 6 can practice cooperation, fine motor skills, literacy and pre-literacy, creativity, math, social play, gross motor, and so many more skills!

Each year, about \$2,000 in "first in" dollars bring more than \$25,000 in federal funding to support pregnant and parenting women and their babies up to 6 months of age, including nutrition workshops, information about pregnancy and childbirth, breastfeeding support, grocery vouchers, and care for the women's older children while they participate.

An investment of about \$2,000 brings more than \$25,000 in federal funding to help pregnant women have healthy babies, and continues to help them with breastfeeding, children's development, grocery vouchers and more, until their babies are 6 months old.

Cost per visit (total expenses divided by number of visits in 2016, rounded)

HOBG = \$25 including TTC and grocery card, about \$12 without.

PC = \$10

AC = \$13

PC and AC = \$10.50

## Events

Pasta Fest (November): Expenses = \$600 with additional in-kind of \$1275, so total cost = \$2,000.

Family Dance (February): expenses = \$571, net proceeds = \$1000

Punkin-Grove (Nov. 1): expenses = \$50? (tealights, misc.)

Seniors Wellness Fair (mid-March): most expenses are covered by a grant from the province via the Older Adult Centers of Ontario Association (OACAO). For 2018, we are adding healthier refreshments (\$300 additional) and mini-bus transportation from 2 or 3 selected seniors' residences (\$500) if we find sponsors.

We could add some additional (paid) advertising in local papers @ \$100/ad, and additional staff time (either Renate or Janina) @ \$30/hour.

Annual Meeting: although expenses are charged to Admin, the total cost is about \$200 for refreshments, \$65 for advertising, and \$25 for printing (in-house). We could add additional advertising @ \$65/ad. We probably should not have printing done commercially because it is always last minute.

## New projects

Continuing Connecting Through Technology: since we have already purchased the tech, costs total about \$2,000 for

- o Police reference checks for seniors @ \$21 each for 15 seniors (\$315)
- o Mobile hotspot internet access @ \$50/month for 2 months (\$100)
- o Staffing: 1 staff @ \$30/hour, 5 hr/wk for 10 weeks (\$1500)
- o Refreshments: \$20/wk for 8 weeks (\$160)

Junior Leaders: costs total about \$5,000 (offset by income of \$250 per participant, 12 participants, totalling \$3,000)<sup>2</sup>

- o Staffing: 2 staff @ \$30/hour, 7 hr/wk for 10 weeks (\$4,200)
- o Refreshments: \$20/wk for 10 weeks (\$200)
- o Materials and supplies: \$500

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<sup>2</sup> Note: in 2016-17, the second staff was a student placement, halving the staff costs.



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

Phone 416-461-8143 Fax 416-461-5513

## Procedural Bylaw

April 2007

Amended November 24, 2014 to add a Personnel Committee

Amended June 26, 2017 to modify Standing Committees

The City of Toronto Act requires agencies to have a “procedural bylaw” that regulates how their Board meetings run. In the past, and in most other AOCC’s, the procedural by-law was included in the Constitution. With the drafting of separate constitutions for the Board of Directors and Board of Management, City staff suggested that Applegrove separate out the procedural by-law.

It makes sense to have a similar procedural bylaw for the incorporated body.

### Table of Contents

1.	Definitions and Interpretation.....	2
2.	Meetings of the Board .....	2
3.	Quorum .....	2
4.	Voting.....	3
5.	Officers of the Board .....	3
6.	Minutes .....	5
7.	Committees .....	5
	April 2014 – Excerpt from Constitution for Information .....	7
	Appendix A: Personnel Committee Terms of Reference.....	8
	Appendix B: Membership, Nominations and Outreach Committee Terms of Reference .....	10
	Appendix C: Strategic Initiatives Committee Terms of Reference.....	12
	Prior Committees .....	13

**1. Definitions and Interpretation**

- 1.1. "Board" means Board of Directors.
- 1.2. "Director(s)" means members of the Board of Directors.
- 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 Directors for Applegrove Community Complex.

**2. Meetings of the Board**

- 2.1. 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.
- 2.2. The Chairperson will call a special meeting of the Board upon the request of any four (4) Directors.
- 2.3. Every Director will be notified at least seven (7) days prior to the proposed date of the meeting.
- 2.4. 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.
- 2.5. 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.
- 2.6. 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, or other matters outlined in the Municipal Freedom of Information and Protection of Privacy Act.
- 2.7. 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.
- 2.8. When the meeting resumes in public, any proposed motions must be moved and voted on in public.
- 2.9. Guests can address a Board meeting only with the permission of the Chairperson. The Board can set time limits for guests to speak at a Board meeting.

**3. Quorum**

- 3.1. A quorum for Board meetings will be a majority of Directors, notwithstanding any vacant positions, and including the position of the appointed City Councillor, i.e., 6 Board members.

- 3.2. If quorum is not achieved at the starting time for the meeting, the Chair shall wait for 15 minutes. If quorum has not yet been achieved, the Chair should adjourn the meeting and attempt to re-schedule it before the next scheduled date.
- 3.3. It is the duty of the Chair to ensure that quorum is present when a vote is taken.
- 3.4. During the meeting, if a member or staff person draws the attention of the Chair to the fact that a quorum is not present, the Chair shall, upon determining that a quorum is not present, ask the members then present whether they want to continue as a committee of the whole.

#### **4. Voting**

- 4.1. At all meetings of the Board, only the Directors present in person will have the right to vote.
- 4.2. Upon the seconding of a proposed motion, Directors may cast one vote each.
- 4.3. In the event of a tie, at the Chairperson's discretion, the motion may be withdrawn or changed or the Chairperson may table it until the next meeting.

#### **5. Officers of the Board**

- 5.1. The Board will elect its officers and Committee Chairpersons at its first meeting following the Annual Meeting.
- 5.2. The officers of the Board will be: Chairperson, Vice-Chairperson, Treasurer and Secretary.
- 5.3. The Board may establish other offices and positions as it deems necessary, and will prescribe the powers and duties of such officers.
- 5.4. The term for every officer will be no more than two years.
- 5.5. No member of the Board may hold more than one office at any time.
- 5.6. A Director may progress through the various offices.
- 5.7. Vacancy in an office position will be declared upon:
  - i) the death of an officer;
  - ii) the resignation of an officer;
  - iii) the removal of an officer; or
  - iv) an officer ceasing to be a Director.
- 5.8. 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.

Procedural By-Law for the Board of Directors of Applegrove Community Complex  
Adopted April 18, 2007 to take effect May 1, 2007  
Amended January 2015  
Amended June 2017

4

- 5.9. 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 the incumbent officer.
- 5.10. 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.
- 5.11. Duties of Officers
- i) 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;
    - rule on procedural matters and ensure motions and minutes are clearly expressed;
    - be an ex-officio member of all committees; and
    - serve as a signing officer.
  - ii) 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.
  - iii) 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.
  - iv) 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.
  - v) 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;

- ensure minutes are provided at subsequent meetings of the board for review and adoption;
- 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.

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

## 6. Minutes

6.1. The minutes of each Board meeting will be submitted to the Board for confirmation or amendment at its next meeting or as soon afterwards as is reasonable.

6.2. After the Board has confirmed or amended the minutes, the Board Chair and Secretary will sign them.

## 7. Committees

7.1. The Board will determine any committees needed and will prescribe the powers and duties of such committees.

7.2. 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 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.

7.3. Standing Committees other than the Board of Management

- i) Composition and Membership
  - a) All Committees will be headed by a Chairperson chosen from among Directors and appointed by the Board.
  - b) All 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*<sup>1</sup> members of all committees except as otherwise specified in the Committee's Terms of Reference.
  - d) All Committees will:
    - operate within the terms of reference laid down by the Board;
    - provide an open forum for discussion by all interested parties;

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<sup>1</sup> *Ex officio* means "by virtue of the office". Consequently, although the Board Chair is a member of all committees, the individual may choose which meetings to attend.

Procedural By-Law for the Board of Directors of Applegrove Community Complex

Adopted April 18, 2007 to take effect May 1, 2007

Amended January 2015

Amended June 2017

6

- report their deliberations, recommendations and resolutions to the Board for confirmation and for approval; and
  - continue to operate for such length of time as will be determined by the Board.
- ii) Meetings of Committees
- a) Normally, Committees of the Board will hold their meetings on the premises of Applegrove at such time as the Committee Chairperson may determine.
  - b) 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.
  - c) Meetings of every Committee will be open to all Directors, except where confidential business is being conducted.
  - d) 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.
- iii) Voting
- At all Committee meetings, only the members of the committee present will have a right to vote.
- iv) Executive Committee
- There will be no Executive Committee.
- v) Standing Committees (added November 2015 / Amended June 2017)
- a) Personnel Committee
    - The Personnel Committee will be a standing committee of the Board of Management.
    - The Terms of Reference for the Personnel Committee are attached as an appendix.
  - b) *Membership, Nominations and Outreach* Committee
    - The MNO Committee will be a standing committee of the Board of Directors.
    - The Terms of Reference for the MNO Committee are attached as an appendix.
    - The MNO will serve as the Nominations Committee.
  - c) Strategic Initiatives Committee
    - The Strategic Initiatives Committee will be a standing committee of the Board of Directors.
    - The Terms of Reference for the SI Committee are attached as an appendix.

## **April 2014 – Excerpt from Constitution for Information**

### Process

At the Annual Meeting, adult Community Members will elect Community Directors to the Board of Directors.

### Procedures of the Nominations Committee

- 1) A Nominations Committee will be comprised of at least three persons appointed by the Board.
- 2) 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.
- 3) All named nominees will have indicated their willingness to stand for election prior to the Annual Meeting.
- 4) 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.
- 5) 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.
- 6) 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.
- 7) 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.
- 8) The eligible nominees 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.
- 9) If nominees are not already members of Applegrove, they should complete a membership form within 10 days of election.

**Appendix A: Personnel Committee Terms of Reference**

Endorsed by the Board, January 26, 2015, amended June 2017

**1. Composition**

- 1.1 The Personnel Committee includes at least 2 Board members (plus the Board Chairperson *ex officio*).
- 1.2 The Executive Director staffs the committee, but is not a voting member.
- 1.3 For issues such as the Executive Director's Performance Review, the Executive Director may be excluded from meetings.
- 1.4 A staff representative and/or a management representative may be invited to attend specific meetings.

**2. Chairperson**

- 2.1 The committee will select a chairperson from among its members.
- 2.2 The chairperson must be a Board member.

**3. Responsibilities**

- 3.1 To complete the Executive Director's Performance Review in accordance with City policies and procedures.
- 3.2 To identify and make recommendations regarding staffing and Board sustainability and succession planning for staff and Board.
- 3.3 To participate as part of a second interview panel in hiring core administrative staff.
- 3.4 To make recommendations on personnel issues to the Board for approval, specifically revising job descriptions, proposed restructuring or other matters requested by the Executive Director.
- 3.5 To direct and implement transition processes relating to the Executive Director.

**4. Procedures**

- 4.1 The committee should set a regular meeting date convenient to its members.
- 4.2 Within the framework of the Municipal Freedom of Information and Protection of Privacy Act, any issues of a confidential or sensitive nature will be first discussed within the committee meeting. Anyone outside the Board of Directors must request permission to attend such meetings; permission is not automatically granted.

Procedural By-Law for the Board of Directors of Applegrove Community Complex

Adopted April 18, 2007 to take effect May 1, 2007

Amended January 2015

Amended June 2017

9

- 4.3 Minutes of committee meetings, draft policies and drafts of other organizational documents (such as terms of reference) will be circulated with the monthly Board package.
- 4.4 Information concerning current and potential staff will be considered confidential within the committee.
- 4.5 The staff rep and/or the management staff rep and/or Executive Director may be excluded from discussions on certain issues.
- 4.6 After all staff hiring, the relevant staff will submit hiring reports to the committee for information. These reports will be part of the committee report to the Board of Management.

*(Amendment to reflect separate document of Proposed Committee Terms of Reference)*

**Appendix B: Membership, Nominations and Outreach Committee Terms of Reference**  
Endorsed by the Board, June 26, 2017

**1. Purpose**

To oversee and implement Applegrove's strategies to recruit new members, retain current members and engage the membership.

**2. Composition**

2.1. The MNO Committee consists of at least 2 Board members.

2.2. The Board Chair is an ex officio member.

2.3. The Executive Director staffs the committee.

2.4. The Finance Manager, Program Director and/or Program Assistant may be asked to attend meetings as resource persons.

2.5. Additional committee members can include appropriate Community Volunteers who are not Board members.

**3. Chairperson**

3.1. The committee will select a chairperson from among its members.

3.2. The chairperson must be a Board member.

**4. Responsibilities**

To strengthen Applegrove by developing and operating a dynamic membership system that fosters program participation reflecting the diversity of our community and increasing the awareness of the mission of Applegrove. Elements will include

- a. Promoting Applegrove to the community
- b. Increasing the diversity of participants to reflect the community
- c. Ensuring all residents can participate appropriately.
- d. Recruiting volunteer leaders and board members
- e. Creating, implementing and monitoring the membership system.

**5. Activities**

5.1. Identify, assess and recommend communication media, policies and strategies and an annual workplan for public awareness.

5.2. Develop and guide the implementation of an appropriate membership structure.

5.3. Understand the demographics of Applegrove's catchment area, participants, staff and leadership volunteers.

5.4. Identify strategies to enhance Applegrove's reflection of the catchment area among participants, staff and leadership volunteers, as well as a process to measure success.

Procedural By-Law for the Board of Directors of Applegrove Community Complex

Adopted April 18, 2007 to take effect May 1, 2007

Amended January 2015

Amended June 2017

11

5.5. Act as the Nomination Committee for the Annual Meeting.

5.6. Support and help to staff outreach activities.

**Appendix C: Strategic Initiatives Committee Terms of Reference**  
Endorsed by the Board June 26, 2017

**1. Purpose**

To consider, research, recommend, oversee and implement Applegrove's strategic initiatives, focussing on long term sustainability.

**2. Composition**

2.1. The SI Committee consists of at least 2 Board members.

2.2. The Board Chair is an ex officio member.

2.3. The Executive Director staffs the committee.

2.4. The Finance Manager, Program Director and/or Program Assistant may be asked to attend meetings as resource persons.

2.5. Additional committee members can include appropriate Community Volunteers who are not Board members.

**3. Chairperson**

3.1. The committee will select a chairperson from among its members.

3.2. The chairperson must be a Board member.

**4. Responsibilities**

To create an annual roadmap that identifies, assesses and recommends specific strategic initiatives.

**5. 2017 Workplans and Business Plans**

5.1. Develop effective infographics and other materials to demonstrate Applegrove's strengths as an organization and within a hub.

5.2. Recognize risks and options to minimize or ameliorate them.

5.3. Identify, assess and recommend corporate partnership and funding opportunities.

## **Prior Committees**

### **Community Integration Committee (for reference)**

Endorsed by the Board, January 26, 2015, no longer active April 2017

#### **1. Composition**

- 1.1. The Community Integration Committee consists of at least 2 Board members, plus the Board Chair *ex officio*.
- 1.2. The Executive Director staffs the committee.
- 1.3. Volunteer Leaders may be asked to join the Committee
- 1.4. The Program Director or other staff may be asked to attend meetings as resource persons.
- 1.5. Regular meetings will take place at the convenience of members.

#### **2. Chairperson**

- 2.1. The committee will select a chairperson from among its members.
- 2.2. The chairperson must be a Board member.

#### **3. Purpose**

To strengthen the positive culture of the local community by fostering program participation that reflects the diversity of our community and increasing the awareness of the mission of Applegrove. Elements to include

- a) Communication/PR plan to the community
- b) Increase diversity of participants to reflect the community
- c) Recruit potential volunteer leaders and board members

#### **4. Responsibilities**

- 4.1. To identify, assess and recommend communication media, policies and strategies and an annual workplan for public awareness.
- 4.2. To understand the demographics of Applegrove's catchment area, participants, staff and leadership volunteers.
- 4.3. To identify strategies to enhance Applegrove's reflection of the catchment area among participants, staff and leadership volunteers, as well as a process to measure success.

**Revenue Generation Committee (for reference)**

Endorsed by the Board January 26, 2015, no longer active June 2017

**1. Composition**

- 1.1 The Revenue Generation Committee consists of the Treasurer and at least 1 other Board member.
- 1.2 The Board Chair is an *ex officio* member.
- 1.3 The Executive Director staffs the committee.
- 1.4 The Office Manager / Finance Manager and Program Director may be asked to attend meetings as resource persons.
- 1.5 Additional committee members can include appropriate Community Volunteers who are not Board members.

**2. Chairperson**

- 2.1 The committee is chaired by a Board member.

**3. Responsibilities**

- 3.1 To assess, evaluate and make recommendations to the Board regarding:
  - Funding and revenue sources (potential and current)
  - Funding and revenue policies and strategies
  - Program and organizational budgets
  - Investment strategy
- 3.2 To strategically guide fundraising plans
  - Set achievable annual fundraising targets
  - Develop recommendations for Board with regard to allocation of annual fundraising revenues
  - Identify opportunities and support staff in the generation of income to support programming
- 3.4 Recruit (in partnership with Community Integration Committee) and orient Community Volunteers as members

**5. Reporting**

*the items below should move to the Procedural Bylaw and apply to all committees*

- ~~4.1 The Board agenda will have a standing item on the agenda for committee reports~~
- ~~4.2 The committee chair will summarize key agenda items, analysis and recommendations for the Board.~~
- ~~4.3 Board approval is required for any committee actions and approval of final financial reports and budgets, including~~
  - Fundraising targets
  - Annual work plan
  - Fundraising activities and associated budgets

**5. Elements of Annual Work plan**

Annually the Committee workplan should include:

- Review admin and program budgets to identify revenue needs and sources
- Set realistic agency fundraising targets
  - Establish fundraising timetable and project plan
  - Use Applegrove rating instrument to evaluate funding initiatives
- Work with staff to identify revenue generation opportunities within programs
- Evaluate and prioritize potential funding opportunities (i.e. foundations and grants)



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

Tel: 416 461-8143 Fax: 416 461-5513

www.ApplegroveCC.ca

**“TOGETHER, BUILDING OUR COMMUNITY”**



## **Minutes of the Board of Management Meeting February 26, 2018**

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

Present: Pierre Bois, Jessica Dolmer, Vai Teng Law, Ann McKechnie (Chair), Jean Lim-O'Brien, Andre Riolo, Jim Valentine, Stacey Young.  
Regrets: Trustee Cary-Meagher, Natasha Graham, Councillor McMahon.  
Staff: Susan Fletcher, May Seto (Recorder)

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

Ann called the meeting to order. Quorum of 5 members was achieved. By consensus, the agenda was adopted as circulated.

### **B. Declaration of Conflicts of Interest**

None were declared.

### **C. Minutes of the January Board of Management Meeting**

**MOTION** (Riolo/Lim O'Brien)  
To accept the minutes of January 29, 2018.  
**Carried**

### **D. Personnel Committee Report**

D.1. Vai Teng will replace Jessica on the Personnel Committee.

**MOTION** (Bois/Young)  
To endorse Vai Teng Law on the Personnel Committee instead of MNO.  
**Carried**

**MOTION** (Dolmer/Riolo)  
To discuss the next item in camera, as it deals with identifiable individuals or confidential information.  
**Carried**

D.2. Workplan  
Susan provided an overview.

**MOTION** (Law/Bois)  
To return to the public meeting.  
**Carried**

**MOTION** (Valentine/Dolmer)  
To endorse the committee workplan as proposed.  
**Carried**

**MOTION** (Dolmer/Lim-O'Brien)

To endorse the Admin budget revision as recommended and authorize staff to proceed on the associated actions.

**Carried**

**MOTION** (Law/Young)

To accept the Personnel Committee Report.

**Carried**

**E. NEW Constitutional Amendment**

*Enhanced Membership*

a) *Both Community and Associate Members can opt for enhanced membership for individuals, couples and families.*

b) *Enhanced membership requires fees and offers additional benefits such as early registration, lower activity fees, and savings on program activities.*

iv) *Paid members will receive benefits reviewed and published annually by the Board.*

**MOTION** (Bois/Riolo)

To endorse the recommended amendments to the Constitution for the City Agency, for consideration at the Annual General Meeting.

**Carried**

**F. Executive Director's Report**

F.1. March 19 Meeting

The board agreed that the SI Committee would review Applegrowth applications, conduct interviews as needed and select the consultant. All members are welcome to attend this meeting.

**MOTION** (Dolmer/Bois)

To endorse the SI Committee selecting the Applegrowth consultant.

**Carried**

F.2. Over the Rainbow (OTR)

Susan provided an overview of the report and staff recommendations.

**MOTION** (Dolmer/Lim-O'Brien)

To endorse the recommendations for the next year of OTR.

**Carried**

**MOTION** (Riolo/Bois)

To accept the Executive Director's Report.

**Carried**

**G. Correspondence**

**MOTION** (Young/Dolmer)

To accept the suggested actions.

**Carried**

**H. Adjournment**

The meeting was adjourned on a motion by Pierre Bois, seconded by Vai Teng Law.

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Chair

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Secretary

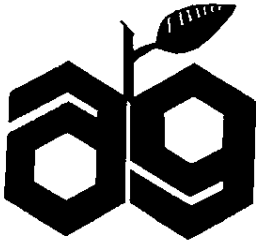
**Next Meetings and Events:**

MNO meeting: Thursday, March 8 at 6:15 p.m.

SI meeting: Monday, March 19 at 6:30 p.m.

AGM: Monday, March 26 at 6:15 p.m.

Board meeting: Monday, April 30 at 7 p.m.



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

Tel: 416-461-8143 Fax: 416-461-5513

www.ApplegroveCC.ca

**“TOGETHER, BUILDING OUR COMMUNITY”**



## Personnel Committee Notes

March 28, 2018

**Present:** Jean Lim-O'Brien, Ann McKechnie, Vai Teng Law, Susan Fletcher (recorder).

### 1. Next Meeting

@ 6 p.m. April 30 before the Board meeting

### 2. Notes from March 6 meeting

- accepted by consensus

### 3. Staffing Update

- Susan updated the committee

### 4. Standing Item: Succession planning

#### a. Program Director

- to ensure that May is up to speed on relevant issues, the committee agreed that she should attend the next few meetings.

#### b. Progress

- announced at AGM
- ad posted in center
- sent ads to CharityVillage, Ontario Non-profit Network, FB non-profit group
- set up folder and “rule” in AG e-mail
- media release available at AGM
- staff memo circulated
- sent info to on-site partners
- sent info and ad to AOCC
- website update
- post on Applegrove’s Facebook page (getting a lot of attention)
  
- members suggested a job posting on LinkedIn – Susan will follow up

#### c. Hiring Grid and Questions

- members reviewed and revised the draft selection grid
- initial review on factors to sift out the inappropriate applicants
- second review to identify the best applicants

#### d. reviewed and amended the questions for first and second interviews, as well as the process for the interviews

#### e.

#### f. Next Steps

- April 23-May 2, selection of candidates for first interviews
- May 2-3: an Admin staff will call candidates to schedule interviews;
- admin staff will send e-mails from the personnel committee (names) to confirm time and include relevant information

- Susan will draft the e-mail for the next meeting
  - interviews will take place in the Lounge
  - potential conflict of interest: if a family member of a Personnel Committee member applies, that person will not be part of the interview committee for that candidate. However, there will be no conflict if a family member of another Board member applies.
- g. Review and amend the on-boarding additions to the workplan
- (attached for committee members only)
  - on-boarding includes
    - first day welcome and tour with Program Director and available personnel committee members
    - scheduled time for briefing by outgoing Executive Director
- h. Parking Lot for issues to be resolved
- resolve the managers' cell phone issue:
    - Susan and May have used their personal mobiles for work without compensation.
    - options might include:
      - obtain agency phones for the ED and Program Director AND draft expectations around their use?
      - include in the ED job conditions the use of their personal phone and whether there would be compensation for this.
    - for staff required to be on call or reachable by phone, companies pay for the phone or agree on reimbursement based on a reasonable data plan, as well as identifying their expectation of response times
    - Susan will check City policy
- i. Knowledge Transfer
- i. Time tracker: members reviewed
  - ii. Standard Operating Procedures (SOPs) (no updates)
  - iii. Started a folder with info for orientation binder
    - A version of Susan's performance review narrative report
    - Program info (as in Board orientation binder)
    - Annual Calendar and the 2018 Planning Calendar
- 5. Standing Item: Overtime and Workload** (details confidential to committee members)
- a. Workload Issues
    - AGM
    - Working with consultant
    - May will take vacation in early May.
  - b. Overtime and Vacation
- 6. Next Meeting Date(s)**  
@ 6 p.m. April 30 before the Board meeting  
Agenda to include:
- if needed, plan to interview out-of-Toronto applicants
  - update on number of applicants, screening, interview candidates
  - scripts to set up and confirm interviews



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## **Executive Director's Report**

April 20, 2018

With the AGM's announcement of my retirement, the countdown began! For example, this is my 3<sup>rd</sup> last Board package. As reported by e-mail, the position was advertised from the end of March to April 18. A Board member is reviewing the applications to select interview candidates. The Personnel Committee will schedule first interviews during the week beginning May 7, probably with most of the interviews on Saturday, May 12.

### **Strategic Initiatives**

The Strategic Initiatives Committee interviewed 3 consultants by telephone on Monday, March 19, and unanimously agreed to proceed with Novita Interpares. May and I met with Leslie and Brian on March 28. Leslie and Brian are currently speaking with Board and staff members, as well as other key informants such as on-site partners, City representatives, etc. They will meet with the SI committee on Monday, May 7 to discuss their findings.

### **Membership**

The Annual Meeting unanimously approved the constitutional amendments allowing enhanced membership. Staff will prepare initial drafts of publicity materials for the next MNO meeting, so these can be finalized and presented at the second round of program consultations in May.

### **Audit**

The audit process was smooth and easy this year. Susan H. and I have reviewed the draft statements included in this package; she will attend the Board meeting to answer questions.

### **Lease**

A meeting with TDSB<sup>1</sup> staff confirmed that they do not have the authority to vary the “hours of use” in the proposed new lease. The current lease allows us to use our leased space until 9 p.m. weekdays throughout the year. The new lease will require us to obtain and pay for permits to use our leased space after 6 p.m.

With the after-school and summer camp programs ending at 6 p.m., we need the office daily until at least 6:15 to allow for late pick-ups, staff sign-out, etc. We also need the office to be staffed during evening programming (at least 2 evenings/week during most of the school year) and during evening meetings (at least 4 per month). We need the lounge for teen programming once weekly, and for Board and committee meetings several times monthly. A few times each year, we need our office and/or program space on a Saturday.

My estimate of our usage costs at the current TDSB rates came to about \$7,000 including net HST. The TDSB's estimate came to \$10,000. In addition, there is a \$20 application fee for each application.

Beyond the cost, the new requirement will require significant staff time. The TDSB Permit Office is not set up to allow us to apply for all the lease-related permits at once. We cannot even apply for all the permits on an annual basis. There are specific application periods for each school year, March Break and Summer. There is no application period for the second week of the Christmas break because no permits are allowed.

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<sup>1</sup> TDSB = Toronto District School Board

The admin budget cannot cover these expenses. They should be part of the rent (maintenance and utilities) that the City's Facilities and Real Estate Division pays directly to the TDSB. I am trying to arrange a meeting among the relevant City Budget, Facilities and SDFA<sup>2</sup> to agree on how this should be handled.

To make the process more complex, Applegrove's office and our rooms on the lower level are not included in the permit room listings. In order to permit our office, we have to put in a permit for the Lounge; then, in the special instructions area, say that it is actually for the office.

We permitted the Lounge on a Saturday in May for the interviews. It will cost about \$275 for the day. We also permitted a classroom and the office for the Babysitting class the same day. However, this second permit is free because we are in a PSI<sup>3</sup> school. (We required the office on interview day and Babysitting day, so I scheduled them on the same day to minimize costs.)

### **Committees and Officers**

Each year, the April meeting allows Board members to select their committees for the coming year. Board members are expected to work with at least one committee.

In addition, the meeting selects the Officers for the next year. These include the Board Chair, Secretary and Treasurer, all of whom are signing officers, and the Vice-Chair (not a signing officer). With respect to signing officers, Applegrove's procedure is that two of the Board Chair, Secretary, Treasurer and Executive Director sign cheques. For payroll via electronic transfer, the Bookkeeper prepares the payroll, the Finance Manager checks it, and one of the Board Officers signs off before the transfer.

The Procedural Bylaw in the Board package provides terms of reference for the committees as well as more information about the officers' responsibilities. Although this item is on both agendas, we usually only do it once!

### **May and June Board Meetings**

The May Board meeting usually includes a draft of the next year's administration budget, as the submission is usually due before the June Board meeting. However, the municipal election may delay the budget submission, meaning that the Finance Manager may be unable to produce a draft in time for the May Board meeting.

Also at the May meeting, we expect the third interview for the selected candidate(s). In addition, the initial plan was that our consultant's final report would come to the May meeting.

However, we built in flexibility for the interviews and consultant's report to take place at the June Board meeting.

The Board usually moves its June meeting from the 4<sup>th</sup> Monday to the 3<sup>rd</sup> Monday; this year, that will be June 18 which is what the calendar shows. Do you want to confirm that date, or leave open the possibility of meeting on June 4 or 11?

### **All Candidates Meeting**

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<sup>2</sup> SDFA = Social Development, Finance and Administration

<sup>3</sup> PSI = Priority School Initiative, a provincial government program that funds school boards to provide free space in a limited number of schools.

As usual, Applegrove is planning an all candidates meeting for the provincial election. Our event will be on Tuesday, May 29 from 7 to 9 p.m. As a member of the Toronto Neighbourhood Centers coalition, Applegrove has been awarded \$940 for expenses related to promoting participation in this year's provincial and municipal elections. In addition to all candidates meetings for both elections, we are planning an activity at the expected 2<sup>nd</sup> Annual Beaches Festival in mid-September.

Janina is working on inviting the Toronto-Danforth candidates. We need an MC and a time-keeper if any Board members would like to be involved.

### **Grievances, Complaints and Compliments**

As agreed some years ago, the Executive Director's monthly report includes complaints and grievances. There have been no grievances since my February report.

**Complaints Process:** In addition to formal complaints, this report includes informal complaints. When staff members resolve a complaint at the first or "informal" level, they document it, including documenting when they are not sure whether or not an interaction is a complaint. I have not received any informal complaints since my February report.

**Compliments:** Although no staff recorded compliments, when I see parents picking up their after-school kids or paying for the March Break camp, it is clear how much they appreciate our programs.

Respectfully submitted,

Susan Fletcher.



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## Applegrove Events and Board / Committee Meetings – April 20, 2018

Office Phone 416-461-8143

“Together, Building Our Community”

Please note that Board meetings are on Monday evenings, usually the last Monday of the month.

April	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22		23 6:30 <i>Orientation Meeting</i>	24	25	26 6:30 MNO Meeting [Duke School Council]	27	28 [Duke Adult Social]
29		30 6:00 <i>Personnel</i> 7:00 Board					

May	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4	5
6	7 7:00 <i>SI Meeting</i>	8	9	10	11	12 <i>AppleCares Babysitting Class</i>	
13	14	15	16	17	18	19	
20	21 Applegrove Closed for Victoria Day	22 [Duke School Council]	23	24	25	26	
27	28 Board	29 All-Candidates Meeting (provincial)	30	31			

June	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1	2 [Duke Fun Fair / Make-it Fair]
3	4	5	6	7 Provincial Election	8 PA Day	9	
10	11	12	13	14	15	16 [Leslieville Tree Festival]	
17	18 Board?	19	20	21 [Duke School Council]	22	23	
24	25	26	27	28 Last day of school	29 Last day of Susan!	30	

**Bold** = community event. *Italics* = an important change. Underline = an Applegrove special event. [Brackets] = another group's meeting or event  
MNO = Membership, Nominations and Outreach Committee      SI = Strategic Initiatives Committee

**Applegrove Events and Board / Committee Meetings – April 20, 2018**  
**Office Phone 416-461-8143**

<b>July</b>	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1		2 Applegrove closed for Canada Day	3 First day of camp	4	5	6	7
8		9	10	11	12	13	14
15		16	17	18	19	20	21
22		23	24	25	26	27	28
29		30	31				

<b>August</b>	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3	4
5		6 Applegrove closed for Simcoe Day (Civic Holiday)	7	8	9	10	11
12		13	14	15	16	17	18
19		20	21	22	23	24 Last Day of Camp	25
26		27	28	29	30	31	

<b>September</b>	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
							1
2		3 Applegrove Closed for Labour Day	4 First Day of School	5	6	7	8
9		10	11	12	13	14	15
16		17	18	19	20	21	22
23		24 Board Meeting	25	26	27	28	29
30							

**Bold** = community event. *Italics* = an important change. Underline = an Applegrove special event. [Brackets] = another group's meeting or event

**Applegrove Events and Board / Committee Meetings – April 20, 2018**  
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Volunteer Week

- April 7-13, 2019