



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

[www.ApplegroveCC.ca](http://www.ApplegroveCC.ca)

**“TOGETHER, BUILDING OUR COMMUNITY”**

## **Board of Directors Special Meeting AGENDA – Sunday, August 24, 2008**

**Special Location – 35 Lakeside Avenue, Scarborough**  
(south of Kingston Road, east of Warden)

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

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

### **5 p.m. Board meeting**

1. Welcome/Call to Order/Adoption of Agenda
2. Declaration of Conflicts of Interest

### **5:05**

3. Minutes of June Meeting
4. Finance and Fundraising
  - 4.1. Monthly Financial Report (*Green*)

### **5:10**

5. Plans for Fall
  - 5.1. After-School (*Yellow*): for information
  - 5.2. Teen (*Yellow*): for direction

### **5:20**

6. Directors' Concerns
  - 6.1. Resignation: Debbie Grainger
  - 6.2. Resignation expected: Dave Balkissoon

### **5:22**

Adjournment



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## **Board of Management Special Meeting AGENDA – Sunday, August 24, 2008**

**5:25**

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of June Meeting

**5:26**

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

**5:28**

- E. Adjournment

### **Next Meeting**

Wednesday, September 17: confirm or change date.



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## **Minutes of the Board of Directors Meeting June 18, 2008**

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

Present: Estelle Halbach (Chair), Elena Nielsen, Tricia Reid, Pierre Trudel, Lynn Wyminga,  
Donald Yuen.

Regrets: Dev Balkissoon, Sandra Bussin, Debbie Grainger, Jennifer Large

Guests: Jennifer Arima, Corrie Israel

Staff: Susan Fletcher, May Seto (Recorder).

### **Date of Next Meetings**

Sunday, August 24, 2008 – 5:00 pm (Meeting), potluck dinner to follow at  
Tricia's house

1. **Call to Order/Adoption of Agenda**  
Estelle Halbach called the meeting to order. Quorum of 5 Directors was achieved. The agenda was accepted as circulated.
2. **Declaration of Conflicts of Interest**  
None were declared.
3. **Volunteer Hours**  
Members provided their volunteer hours.
4. **Donation Envelope**  
Donation envelope circulated.
5. **Over the Rainbow Program Presentation**  
Corrie and Jennifer gave an overview of the Program to the Board Members and answered questions.
6. **Minutes of the May 21 Board of Directors Meeting**  
**MOTION** (Yuen/Trudel)  
*To accept the minutes of the May 21 Board of Directors Meeting.*  
**Carried.**
7. **Business Arising from the Minutes**
  - 7.1. Draft Audited 2007 Financial Statements for Approval

**MOTION** (Wyminga/Reid)

*To accept the 2007 audited financial statements with the AOCC management letter.*

**Carried.**

7.2. Follow-up on Tagline, Stationery, etc. (for information)

Board members' business cards were circulated with their packages. New stationery has been ordered. In response to some questions about quotation marks around the tagline, the Board suggested that the next time letterhead is printed, the agency may want to discuss taking out the quotations.

Staff will begin preparing program calendars according to the new format in September. In the interim, Admin staff will be updating materials that are used regularly, such as the Board agenda and minutes. The summer will be a transition period, so there will be a number of versions of letterhead and styles of website address.

7.3. Planning for 2009

Susan provided an overview of the Strategic Planning that took place in 2006 and asked the Board whether to repeat the planning process. The Board suggested that 2009 would be a good time to conduct another one. Donald offered to work on a framework and present to the Board when ready.

**8. Finance and Fundraising**

8.1. Monthly Financial Report

**MOTION** (Reid/Wyminga)

*To accept the financial report.*

**Carried.**

8.2. Fundraising

i) SPA Night

It was suggested by Estelle that everyone review the report and bring comments to the next meeting.

ii) Applicious

Susan provided a review of what had been discussed to date at meetings. Members discussed options for a mobile sign.

iii) Raptors 08/09

The Raptors 50/50 system is changing for next season. May provided a brief overview of the proposed program for 08-09 and the increased commitment required. The Board decided to continue with the Raptors fundraising. Each member committed to recruit an adult volunteer for at least 3 games.

Board of Directors Minutes

June 18, 2008

3

**9. Old Business**

9.1. Day Camp Update

May provided an update on camp enrolment, outreach, and TDSB approvals. We are still awaiting a decision on funding from the United Way but will have enough funds to run the Day Camp.

**10. New Business**

10.1. The Board discussed timing for the Board Meeting Evaluation Report and recommended that it be done in November.

10.2. Website

The Board agreed that minor changes or navigation changes do not require approval but major/policy changes should be approved by the Board. The Board agreed to taking out the tree and changing the title from "What people are saying" to "In the News".

10.3. Plan Summer Meeting

The Board decided to have a light meeting, followed by a potluck dinner at Tricia's place on August 24<sup>th</sup> at 5:00 pm. Partners and children are welcome.

**11. Directors' Concerns**

No concerns reported.

**12. Adjournment**

The meeting was adjourned on a motion by Pierre Trudel, seconded by Donald Yuen.

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Chair

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Secretary



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## **Minutes of Board of Management Meeting June 18, 2008**

**Present:** Estelle Halbach (Chair), Elena Nielsen, Tricia Reid, Pierre Trudel, Lynn Wyminga, Donald Yuen.

**Regrets:** Dev Balkissoon, Sandra Bussin, Sheila Cary-Meagher, Debbie Grainger, Jennifer Large

**Staff:** Susan Fletcher, May Seto (Recorder).

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

Estelle called the Board of Management Meeting to order and agenda was adopted as circulated. Quorum of 5 Directors was achieved.

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

No conflicts were declared.

### **C. Minutes of the May 21 Board of Management Meeting**

**MOTION** (Reid/Nielsen)

*To accept the minutes of the May 21 Board of Management Meeting.*

**Carried.**

### **D. Business Arising from the Minutes**

None.

### **E. New Business**

E.1. Personnel: Confirm Job Description for Event Planner

The Board confirmed the Job Description subject to the pay rate recommended by Job Evaluation. Susan asked if any Board Members could help with the second interviews. Tricia and Lynn will check their schedules and get back to her.

E.2. Personnel: Hiring Report for Summer Staff

May provided a Hiring Report for the Board to review.

### **F. Executive Director's Report (Pink)**

**MOTION** (Wyminga/Trudel)

*To accept the Executive Director's Report.*

**Carried.**

### **G. Correspondence/Information**

**MOTION** (Wyminga/Trudel)

*To accept the suggested actions.*

**Carried.**

**H. Adjournment**

The meeting was adjourned on a motion by Elena Nielsen, seconded by Donald Yuen.

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Chair

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Secretary

Applegrove Community Complex  
Year to date Income Statement  
as at 30/06/2008

	Admin		Program	P/C Drop-in		Edgewood Drop-in		HAIG Drop-in		Teen Program		Aftersch		Perinatal Program		Therapeutic Play		Summer Camp		Fund-raising	Board & Others	Nevada	
	Actual	Budget	Actual	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget			Actual	
<b>EXPENSES</b>								⑥										⑩					
Salary	117,365	118,838 ①	90,811	39,824	39,671	6,908	7,154	3,331	5,316	11,486	12,168	11,610	10,876	4,497	4,713	9,159	12,421 ⑦	2,889	7,382	0	(0)	0	
Benefit	27,885	27,278	18,349	12,689	13,101 ⑨	2,574	2,733	204	535	1,157	1,255	624	1,197	176	120	602	873	235	591	0	(0)	0	
Material & Supplies	4,231	3,299 ②	19,196	1,455	2,540	1,906	1,124 β	324	1,124	1,772	2,357	2,077	3,361	9,260	11,073	111	1,950 ⑦	1,116	803	443	284	450	
Furniture/Equipment/Computer	1,656	1,582	86	0	150	0	38	0	38	86	0	0	0	0	0	0	0	0	0	0	0	0	
Purchased Services	40,308	32,956 ③	10,078	1,363	2,688	649	583	238	518	1,226	350	541	840	745	250	120	325	279	1,384	368	2,234	2,015	
<b>TOTAL EXPENSE</b>	<b>191,444</b>	<b>183,953</b>	<b>138,521</b>	<b>55,332</b>	<b>58,150</b>	<b>12,037</b>	<b>11,630</b>	<b>4,096</b>	<b>7,529</b>	<b>15,728</b>	<b>16,130</b>	<b>14,852</b>	<b>16,273</b>	<b>14,678</b>	<b>16,156</b>	<b>9,992</b>	<b>15,569</b>	<b>4,518</b>	<b>10,160</b>	<b>810</b>	<b>2,518</b>	<b>2,465</b>	
<b>INCOME</b>																							
City of Toronto	187,976	186,913	61,501	42,307	47,074 ⑤	13,741	8,974 ⑤	0	0	1,737	969	1,462	0	0	0	0	0	2,254	959	0	0	0	
Province of Ontario	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	400	0	0	0	
Federal Government	0	0	14,646	0	0	0	0	0	0	0	0	0	0	14,646	14,147	0	0	0	2,042	0	0	0	
<b>Total Government</b>	<b>187,976</b>	<b>186,913</b>	<b>76,147</b>	<b>42,307</b>	<b>47,074</b>	<b>13,741</b>	<b>8,974</b>	<b>0</b>	<b>0</b>	<b>1,737</b>	<b>969</b>	<b>1,462</b>	<b>0</b>	<b>14,646</b>	<b>14,147</b>	<b>0</b>	<b>0</b>	<b>2,254</b>	<b>3,401</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Grant/Donation/Fundraising</b>																							
Grant/Agency's donation	0	0	15,618	0	0	0	0	0	0	0	0	0	781	0	0	13,375	12,500	1,750	2,750	0	493	0	
Donation	0	0	10,667	508	0	433	0	10	0	0	0	0	0	0	0	0	0	50	917	761	8,905	0	
Fundraising	0	0	6,490	643	500	431	500	279	350	0	0	0	0	0	0	0	0	0	17	827	210	4,100	
<b>Grant/Donation/Fundraising</b>	<b>0</b>	<b>0</b>	<b>32,775</b>	<b>1,150</b>	<b>500</b>	<b>864</b>	<b>500</b>	<b>289</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>781</b>	<b>0</b>	<b>0</b>	<b>13,375</b>	<b>12,500</b>	<b>1,800</b>	<b>3,683</b>	<b>1,588</b>	<b>9,608</b>	<b>4,100</b>	
<b>Others</b>																							
Fee/Retro Funding		0	9,917	0	0	0	0	0	0	0	0	2,853	1,225	0	0	0	0	4,110	3,076	2,954	0	0	
Miscel	113	0	3,472	756	0	1,158	0	0	0	0	0	0	0	0	0	0	0	0	0	0	702	1	
<b>Total Others</b>	<b>113</b>	<b>0</b>	<b>13,389</b>	<b>756</b>	<b>0</b>	<b>1,158</b>	<b>0</b> β	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,853</b>	<b>1,225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,110</b>	<b>3,076</b>	<b>2,954</b>	<b>702</b>	<b>1</b>	
<b>TOTAL INCOME</b>	<b>188,089</b>	<b>186,913</b>	<b>122,310</b>	<b>44,214</b>	<b>47,574</b>	<b>15,763</b>	<b>9,474</b>	<b>289</b>	<b>350</b>	<b>1,737</b>	<b>969</b>	<b>4,315</b>	<b>2,006</b>	<b>14,646</b>	<b>14,147</b>	<b>13,375</b>	<b>12,500</b>	<b>8,164</b>	<b>10,160</b>	<b>4,542</b>	<b>10,310</b>	<b>4,100</b>	
<b>SURPLUS(DEFICIT)</b>	<b>(3,355)</b>	<b>2,960</b>	<b>(16,210)</b>	<b>(11,118)</b>	<b>(10,576)</b>	<b>3,726</b>	<b>(2,156)</b>	<b>(3,807)</b>	<b>(7,179)</b>	<b>(13,991)</b>	<b>(15,161)</b>	<b>(10,537)</b>	<b>(14,267)</b>	<b>(32)</b>	<b>(2,009)</b>	<b>3,383</b>	<b>(3,069)</b>	<b>3,646</b>	<b>0</b>	<b>3,732</b>	<b>7,792</b>	<b>1,636</b>	
Funds transfer			0											1,532 ⑧							(1,532)		
Surplus(deficit)-beginning 2008			77,067	0		0		19,295	δ	17,951	δ	15,479	δ	4,592		32,850		3,604		5,643	3,303	1,988	

- NOTE:**
- ① Due to payroll cut-off date, part of June salary is paid in July
  - ① Budgeted salary include yearend bonus
  - ② Printing of newsletter and cheque increase material cost.
  - ③ Over-budgeted amount made up of postage and copying for mass mailing plus next month rent
  - ⑤ PC/EW funding is receive quarterly and allocated between PC & EW
  - ⑥ HAIG development assistant's salary is under-spent
  - ⑦ Therapeutic Play has a lower take-up than expected
  - ⑧ Funding for Board funded position
  - ⑨ PC benefits were lower as new staff at a lower rate
  - β Items include non-budgeted expenses and incomes from EYET (100% reimbursement)
  - χ Grant for year 07/08 received in 07
  - δ Accrued surplus of these programs from 2007 are uses to cover 2008 deificit



**Applegrove Events and Board / Committee Meetings –August 22, 2008**  
**Office Phone 416-461-8143**

**Please note that Board meetings are on Wednesday evenings, usually the second last Wednesday of the month.**

<b>August</b>	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
17		18	19	20	21	22 Day Camp Ends	23
24 5 pm Special Board Meeting		25	26	27	28	29	30
31							

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

<b>October</b>	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3	4
5	6	7	8	9	10	11	
12	13 Applegrove Closed for Thanksgviing	14	15	16	17	18	
19	20	21	22 Board	23	24	25 Pasta Fest	
26	27	28	29	30	31 <b>Happy Halloween!</b>		

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



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

<b>December</b> Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17 Board?	18	19	20
21	22	23	24	25	26	27
28	29	30	31			
Applegrove Closed – Programs Resume January 5						

<b>January</b> <b>2009</b> Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
				Happy New Year!		
4	5 <b>Programs Resume</b>	6	7	8	9	10

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11	12	13	14	15	16	17
18	19	20	21 Board	22	23	24
25	26	27	28	29	30	31

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

<b>March</b> Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18 Board	19	20	21
22	23	24	25 AGM?	26	27	28
29	30	31				

<b>April</b> Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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			1	2	3	4
5	6	7	8	9	10 Applegrove Closed for Good Friday	11
12	13 Applegrove Closed for Easter Monday	14	15	16	17	18
19	20	21	22 Board	23	24	25
26	27	28	29	30	31	

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## **Executive Director's Report**

August 18, 2008

This report will provide a brief update with a more detailed report coming to the September Board meeting.

The Applicious Planning Committee and Geoff Hendry, our Event Planner, have lots of great ideas for a fun event, as well as a wonderful logo. On Friday, August 15, the Day Camp's Apple-Olympics tested several of our apple-themed games and contests. The event poster is in its final stages before printing. We have several sponsors on board, as well as agency partners and supporters. We will need lots of volunteers and have begun recruiting. Please reserve the date and let May know when you are available to help!



We were able to run our first leadership program with 2 sessions of 2 weeks each, thanks to the provincial Youth Connections program and St. Andrew Foundation. Participants ages 12 to 15 learned about first aid, prepared and served snacks to the day camp, went rock-climbing, and ran the Apple-Olympics.

The City has set the admin budget submission deadline as Monday, September 15, 2 days before our September Board meeting that would endorse it. I expect to work on the budget next week and the week after.

Our brief Board Meeting on Sunday, August 24 will focus on fall activities.

Respectfully submitted,

Susan Fletcher.

Applegrove Teen Drop-In Options – August 2008

	Program Specifics	Cost	Income needed
2007/2008 Teen Program Year	<ul style="list-style-type: none"> <li>• 3 nights of program for 36 wks</li> <li>• 2 teen program workers @ 12 hours (1 hr prep before and 1 hr after)</li> <li>• 1 physical activity convenor</li> </ul>	<ul style="list-style-type: none"> <li>• Total program cost: \$30732</li> <li>• staff costs + benefits: \$24819</li> <li>• program expense: \$5913.00</li> </ul>	Funding Received for 07/08 Year <ul style="list-style-type: none"> <li>• Drug Prevention – \$13937</li> <li>• THHP - \$1837</li> <li>• Jays Care Foundation - \$7500</li> <li>• Geoffrey H. Wood - \$5000</li> <li>• Toronto Community Foundation - \$4585</li> </ul>
Option #1 for 08/09	<ul style="list-style-type: none"> <li>• 2 nights of program for 36 weeks</li> <li>• 2 program workers @ 6 hours (1/2 hour prep before and after)</li> </ul>	<ul style="list-style-type: none"> <li>• Total program cost: \$12962</li> <li>• staff costs + benefits: \$10281</li> <li>• program expense: \$2681</li> </ul>	<ul style="list-style-type: none"> <li>• confirmed surplus \$3640.00 (includes THHP)</li> <li>• <u>Jays Care (pending) - \$9322**</u></li> </ul>
Option #2 for 08/09	<ul style="list-style-type: none"> <li>• 2 nights of program for 36 weeks</li> <li>• 2 program workers @ 7 hours (1 hour prep before and ½ hr after)</li> </ul>	<ul style="list-style-type: none"> <li>• Total program cost: \$14676</li> <li>• staff costs + benefits: \$11995</li> <li>• program expense: \$2681</li> </ul>	<ul style="list-style-type: none"> <li>• confirmed surplus \$3640.00 (includes THHP)</li> <li>• <u>Jays Care (pending - \$11036.00**</u></li> </ul>

NOTES:

- THHP = Toronto Heart Health Partnership
- Did not receive Toronto Community Foundation funding for 08/09 grant year.
- Did not receive Drug Prevention Funding for the 08/09 grant year
- Applied for Jays Care funding, however if Jays Care Foundation does not award us grant, then Applegrove will have to find funds to cover additional costs (ie., Raptors Honorarium or Member donation)
- Available Funds:
  - Raptors Honorarium - \$7500
  - Daycamp used only \$500 of the \$10000 member donation.
- There is an office staff on each of the nights that the Teen Drop-In is in operation.
- Can offer 3 nights of programming if we get full amount of funding from the Jays Care Foundation (application amount \$20,500).

## Afterschool Program Plan

	Program Specifics	Cost	Income needed
2007/2008 Afterschool Program Year	<ul style="list-style-type: none"> <li>• From Oct. – Dec./07, offered 2 days of afterschool program</li> <li>• From Jan. – June/08, offered 5 days of afterschool programming.</li> <li>• Specialty Clubs</li> <li>• Physical activity convenor</li> <li>• 16 participants maximum</li> </ul>	<ul style="list-style-type: none"> <li>• Total program cost: \$11218</li> <li>• staff costs + benefits: \$8191</li> <li>• program expense: \$3027</li> <li>• Fees collected - \$3/day or \$12.50/week</li> </ul>	Funding Received for 07/08 Year <ul style="list-style-type: none"> <li>• Kraft Canada – \$10399</li> <li>• Toronto Community Foundation - \$4718</li> <li>• Income from fees</li> </ul>
Plan for 2008/2009	<ul style="list-style-type: none"> <li>• 5 nights of afterschool program from September 08 to June 09</li> <li>• general activities for month of September 08 starting September 15, 2008</li> <li>• Specialty clubs for other months</li> <li>• 16 participants maximum</li> </ul>	<ul style="list-style-type: none"> <li>• Total program cost: \$21971</li> <li>• staff costs + benefits: \$16,690</li> <li>• program expense: \$5282</li> <li>• Fees collected - \$5/day (baking/cooking); \$3/day (other programs); or \$15.00/wk</li> </ul>	<ul style="list-style-type: none"> <li>• confirmed surplus - \$4239.00</li> <li>• <u>Kraft Canada (pending) - \$10399**</u></li> <li>• Income from fees: \$7350</li> <li>• Total Income: \$21988</li> </ul>

### NOTES:

- Did not receive Toronto Community Foundation funding for 08/09 Program Year.
- We expect to receive Kraft Canada grant - \$10399

**Applegrove After-School \$15.00 per week**

22-Aug-08

Applegrove staff salaries at 17.5 hours/week			
1 Leader @	\$13.15	38 weeks	8,745
1 Jr Leader @	\$10.00	38 weeks	6,650
Vacation @		4%	616
<b>TOTAL Salaries</b>			<b>\$16,011</b>
Benefits			
(CPP, UI, Workers Comp, EHT) est. @		6%	\$961
Materials, Supplies and Purchased Services			\$4,832
<b>Total Expense</b>			<b>\$21,803</b>

Number of staff = 2

DETAIL of Afterschool Program expense

MATERIALS, SUPPLIES and PURCHASED SERVICES

Program Supplies			
Food			
Baking	\$20 per wk		\$760
Snack @	\$25 weekly		950
Cooking @	\$20 per wk		\$760
Total Food			\$2,470
Kitchen supplies			\$100
Program Supplies (crafts, photography, sports)			\$825
Videos @ \$8/mth			\$72
Total program supplies			\$3,467
Travel and admissions			
Admissions for 1 trip 2 trips per year			
10 Staff @	\$5 per trip		100
80 Kid @	\$5 per trip		\$800
Total admissions			\$900
80 kids TTC @		\$0.50	\$80
10 staff TTC @		2.25	\$45
Total travel and admissions			\$1,025
Advertising			\$60
Police Checks			\$80
Outreach			\$200
Film, developing			\$0
Rent to TDSB			\$0
GST @ 0% of relevant expenses			
<b>TOTAL Supplies, Materials and Purchased Services</b>			<b>\$4,832</b>

Subsidy spaces/week 2

# participants	16		
*Potential fees @ \$15.00		8,400	
Subsidy		-1,050	
Net fees anticipated			7,350
Fundraising and donations			
By organization		\$0	
By participants			
Total fundraising			0
Kraft Proposal			10,399
Afterschool Remaining Funds			4,239
Raptors Foundation			
TOTAL INCOME			\$21,988
<b>SURPLUS/DEFICIT</b>			<b>\$185</b>

100% occupancy, i.e 16 participants  
Foregone income

renewal

\*The budget underestimates fees somewhat.  
Some children will register for less than a full week  
and pay a higher daily fee.  
This is balanced by potentially less than full occupancy.

GST is now 100% refunded