



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 – Monday, February 28, 2011

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.

7:00

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

7:05

6. Minutes of the January 31 Board of Directors Meeting (*White*): for approval

7:10

7. Finance and Fundraising
 - 7.1. Admin Budget Update: for information
 - 7.2. Near-final Year-End Financial Report (*to be distributed at the meeting*): for information and approval
 - 7.3. YogaThon:(*Goldenrod*): for info and comment

7:20

8. Program Updates:
 - 8.1. Edgewood (*Grey*): for review and decision

8:00

- 8.2. HAIG
9. Program Presentation: Summer Leadership Adventure

8:20

10. Provincial Early Years Consultation (*Lilac*)

8:35

11. AGM Planning and Nominations (*Yellow*) for information

8:40

12. Directors' Concerns
13. Adjournment



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Board of Management Meeting AGENDA – Monday, February 28, 2011

8:45

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of January 31 Board of Management Meeting (*White*): for approval

8:50

- D. Executive Director's Report (*Pink*): for information and decisions

8:55

- E. Correspondence/Information
 - E.1. List (*to be distributed at the meeting*): for information and approval of suggested actions
 - E.2. Meaningful Budget Work (*Cream*): for info

8:59

- F. Adjournment

Next Meeting

Monday, March 21? (to be decided)

AGM Wednesday, March 30, 6:15 to 8.

Monday, April 18, 2011



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Minutes of the Board of Directors Meeting January 31, 2011

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

Present: Natalie Coulter, Ann McKechnie, Mary-Margaret McMahon, Sydney Schultz, Pierre Trudel (Chair), Lynn Wyminga
Regrets: Alana Honsch, Carmita Magnaye
Staff: Susan Fletcher, May Seto (Recorder), Louise Maynard
Guest: Bruce Nagy

Dates of Next Meetings

Monday, February 28 – Board Meeting at 7 p.m.

1. Call to Order/Adoption of Agenda/Introductions

At 7:00, Pierre called the meeting to order. Quorum of 6 Directors, including the Councillor was achieved. The agenda was adopted as circulated by consensus.

2. Declaration of Conflicts of Interest

None.

3. Volunteer Hours

Members provided their volunteer hours.

4. Donation Envelope

The donation envelope circulated.

5. Minutes of the November 29 Board of Directors Meeting

MOTION (Coulter/Wyminga)

To accept the minutes of November 29.

Carried.

6. Agency Priorities

Members discussed areas identified in the Executive Director's Report and made following decisions:

- Applegrove will not do the SPA fundraiser this year. At a later date, members will decide whether to do another event in its replacement. Sydney will communicate the decision to the volunteer organizer.
- The Board agreed to offer a March Break Camp this year and charge a fee of \$80 for the week.

7. AGM Planning

Susan reported that a former Board member, Ben Chong is interested in returning. Susan will follow up before the AGM with others who have expressed interest.

8. Membership Follow-up

Susan provided an update on the membership renewal information that was mailed out in January in preparation for the AGM. Ann also reported that she will conduct a focus group for feedback about membership fees later in the year and suggested an informal survey be done at the AGM.

9. Finance and Fundraising

9.1. Admin Budget

Susan provided overview on the Admin Budget and Governance Review.

9.2. Preliminary Year-end Report

Franki provided an overview and answered questions from Board Members.

MOTION (McKechnie/Wyminga)

To accept the draft year-end report.

Carried.

9.3 Motion to Transfer Funds

Franki provided explanation of motions and approximate amounts.

MOTION (Wyminga/Schultz)

To consolidate and transfer end of year surplus funds from all board fundraising activities excepting Nevada ticket sales, to the Applegrove Reserve Account.

Carried.

MOTION (Schultz/McKechnie)

To transfer funds from Reserve Account to cover 2010 operating deficits if any in the following programs: Applegrove Parent/Child Drop-in, Edgewood, Afterschool, Teen, Day Camp and Summer Leadership.

Carried.

9.4 Endorse Recreation Grant

On behalf of, and with the authority of the organization named above, we hereby declare that the organization has adopted and upholds equal opportunity and non-discrimination policies by which discrimination on the grounds of race, creed, colour, national origin, political or religious affiliation, sex, sexual orientation, age, marital status, family relationship and disability is prohibited by and within the organization.

We certify that, to the best of our knowledge, the information provided herein is accurate and complete and that if funds are awarded, we accept responsibility for the use of the funds in accordance with the Terms and Conditions as set out in the Recreation Partnership and Investment Program. We also acknowledge our responsibility to inform the City of Toronto in writing if there are any changes to the programs and its finances.

MOTION (Coulter/Wyminga)

To endorse the Recreation Grant.

Carried.

9.5 Endorse Applicative Grant

On behalf of, and with the authority of the organization named above, we hereby declare that the organization has adopted and upholds equal opportunity and non-discrimination policies by which discrimination on the grounds of race, creed, colour, national origin, political or religious affiliation, sex, sexual orientation, age, marital status, family relationship and disability is prohibited by and within the organization.

We certify that, to the best of our knowledge, the information provided herein is accurate and complete and that if funds are awarded, we accept responsibility for the use of the funds in accordance with the Terms and Conditions as set out in the Community Festivals and Special Events Investment Program. We also acknowledge our responsibility to inform the City of Toronto in writing if there are any changes to the project and its finances.

MOTION (Coulter/McKechnie)

To endorse the Applicative Grant.

Carried.

9.6 Endorse Drug Prevention Grant

MOTION (Wyminga/Schultz)

To endorse the Drug Prevention Grant.

Carried.

10. Program Updates: For information

10.1 HAIG

Natalie provided an update on Theatre Night and brought some materials for distribution. Councillor McMahon took some flyers to help with promotion of the event.

10.2 Edgewood

Susan attended the Developer's Community meeting held on January 26 and reported that they didn't seem to be receptive to community space for Edgewood. Susan also reported that Children's Services requested a decision regarding Edgewood and provided the two options they suggested. Louise requested a meeting with Msgr Bianco for an appointment. Louise has also contacted other members of the congregation at Corpus Christi Church who support Applegrove using space at the Church for Edgewood programming. Mary-Margaret McMahon offered her help with the Edgewood situation.

11. Agency Complaints Procedure

Deferred to next meeting.

12. Directors' Concerns

Board of Directors Minutes

January 31, 2011

4

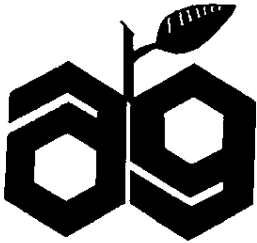
None

13. Adjournment

The meeting was adjourned on a motion by Ann McKechnie, seconded by Sydney Schultz.

Chair

Secretary



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YogaThon 2011 – Initial Report

February 18, 2011

YogaThon 2011 was held on Saturday, February 5 from 1 to 3:30 p.m. Like 2010, it was at Leslieville School. This site was selected in 2010 because there were no permit fees and it was within the catchment area, close to Applegrove’s main location. When we originally tried to book the school in early November, the TDSB did not accept “free” bookings. Consequently, we originally booked the school at a cost of about \$100. In January, through the advocacy and contacts made via the TDSB Community Use of Schools Advisory Committee, we received a free booking and a credit for the fee already paid.

Estelle Halbach, a former Board member did much of the organizing, supported by an Applegrove Outreach and Involvement Worker. Staff updated the prior year’s poster and pledge sheet, as well as placing notices in local newspapers and on-line notice boards.

Three volunteer instructors led 15 participants through 108 repetitions of the “Salute to the Sun” sequence. In addition, a chiropractor volunteered her services for “Active Release Technique” before and during the activity, and another service provider offered complimentary energy drinks and protein shakes.

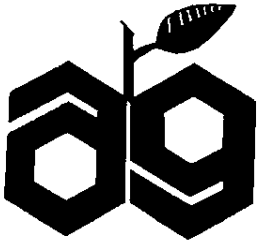
Two teens supported by relevant adult staff/volunteer provided care for 4 children.

Although the volunteer musician was ill so could not provide background music, Estelle brought digital tunes and a player that provided a more than adequate substitute.

Estelle provided oranges and Applegrove provided juice left over from a prior event. There were 6 prizes – one for the most money raised, one for the highest number of pledges, one random, and 3 for early registration.

Within a week of the event, each participant was sent a thank you letter. Receipts and thank you’s were sent to sponsors within 2 weeks of the event.

The event netted about \$1,200 with minimal costs and staff time. The SNAP photographer attended (as of writing, the next edition had not been published so we do not know about the post-event publicity).



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Edgewood Options – February 2011

Background info

- Edgewood had 12 hours/week of staffing for 12 months providing 9 hours of program over 9.5 months, equivalent to about 624 hours of staffing for about 378 hours of programming.
 - in the summer, Louise analysed surveys, planned calendars, purchased supplies, cleaned and took vacation.
 - Subtracting 4 weeks of vacation (48 hours) leaves about 575 hours of staffing for 378 hours of programming or a ratio of about 1.5 hours of staffing for each hour of programming
- programming at Edgewood meant 3 mornings with one staff
 - moving EW funding to Applegrove would mean having 2 staff, which means fewer hours of programming
- Edgewood targets include 1700 adult visits (425 per quarter or about 33 per week year round), 2400 child visits (about 46 per week), and 2 workshops per year.
- in January 2011, Children’s Services asked that Applegrove move forward on Edgewood and suggested the 2 “CS” options below. The quoted phrases are from the Children’s Services staff.
- Applegrove staff developed some concrete programming proposals based on those options and began to identify advantages, disadvantages and issues for each. Proposals summarized below, with separate analysis sheets.

Options

Corpus Christi Church = **most preferred option!**

2 of Tues, Wed or Thurs mornings at Corpus Christi Church
Waiting for church to decide.

CS Option 1 = “All Applegrove”

“Close Edgewood and move the City funding and targets to Applegrove”

- proposed programming would be continuing Monday mornings and adding late afternoons on Tuesday or Wednesday (not on a Teen night when Louise is needed in the office).
- late afternoon = possibly 3:30 to 6:30 or 7
- could focus on dads?

CS Option 2 = “Split”

“Change the name of Edgewood to The Haig and split the funding and targets between The Haig and Applegrove”

- 3 proposals, all of which include Wednesdays at HAIG
 - 2A. Monday mornings at Applegrove
 - 2B. Include 2 hours of AG Parent Resource time as second staff at HAIG on Wednesday mornings and continue Monday mornings at Applegrove
 - 2C. Include 2 hours of AG Parent Resource time as second staff at HAIG on Wednesday mornings with late afternoons at Applegrove

Further Info from Children's Services

Both options would require the budgets to be revised to reflect the additional funding and targets, and potentially the name change. Our preference is to keep the funding at Applegrove as it more closely reflects the original target area of the Edgewood program. If you have other options or suggestions, please let me know.

In either case, should space become available in the Corpus Christi redevelopment, we would consider realigning the City-funding envelope to serve this area again.

General issues that arose in staff discussions

- no matter which option is selected, Applegrove
 - will need to adjust staff schedules and re-define job descriptions.
 - should consider centralizing/coordinating ordering supplies
- are there other options, such as
 - an "all HAIG" option (without any EW funding/time for AG)? Maybe including monthly late afternoon/evening workshops at either location.
 - using EW funding to establish a relief staff system for our family resource programs?

Next Steps

- relevant staff reviewed and revised the original draft.
- Board members must discuss and decide.

New Information Feb. 16

Info received from Children's' Services

As confirmation of our phone discussion this morning, we are unfortunately unable to commit to additional funding for possible rent costs in a new site for the former Edgewood family support program.

The City has received no increase from the Province in funding for family support programs since they were downloaded in 2000, and all increases in funding since then have been 100% City dollars. The climate has changed since 2009 when you initially had a discussion with previous consultant Anne Hepditch, and is currently an environment of constraint for all.

You can submit a budget with rent included, but any increase will be based on a Council approved amount, which is likely in the range of 2%.

We have allowed Applegrove to redistribute the funding that was in place for Edgewood, however, and look forward to your permanent allocation, as per my email of January 28/11.

Appealed this direction to General Manager of Children's Services, copied to Councillor. No response yet as of Feb. 18.

CS Option 1: All Applegrove Monday mornings and late afternoons on Tuesday or Wednesday	
Advantages	Disadvantages
general --serving Applegrove's catchment area and closer to Edgewood's neighbourhood. --CS preference is to keep funding at AG --centralizes ordering supplies	general --Wednesday HAIG participants will be unhappy
	for Tuesdays --staff time would be used for a thorough clean-up at 12:30 and again later --limits time available for staff to do prep and planning in the room
for Wednesdays --participants can stay longer	for Wednesdays
for late afternoons in general --would serve new participants who work or come after nap time --would allow evening workshops, possibly for registered participants only, possibly once monthly	for late afternoons in general --probably many participants would eat dinner here, creating more dirty dishes, garbage, etc. --limits caretakers' time for cleaning --might be challenging to schedule staff
Other issues	
--would require shuffling staffing	

CS Option 2A: Split Wednesdays at HAIG plus Monday mornings at Applegrove	
Advantages	Disadvantages
--this is the current model	--would not reach any new participants (however, there are already new participants weekly, over 250 new parents and caregivers in 2010, 12 in January 2011)
--running well now.	
-- allows Tuesday afternoons for staff meetings, prep, planning, etc.	
--more manageable than staffing long days	
--provides full week of programming at one location	
Other issues	
--we need to reallocate staffing, considering how many staff are needed on which days, and re-define job descriptions. Probably HAIG should have same staff person on all 3 days.	
--need to consider fundraising and funding models between HAIG and AG	

CS Option 2B: Split	
Wednesdays at HAIG including 2 hours of AG Parent Resource time as second staff at HAIG on Wednesday mornings and Monday mornings at Applegrove	
Advantages	Disadvantages
--current HAIG participants want workshops, trips and fundraising (fundraising is essential for continuation of program)	--takes away from main site
--consistent services across the agency	--Parent Resource Worker will not be available at Applegrove (to support parents, support program workers). See below
--meet HAIG participant needs for info, referral and support.	
--this is an enhancement of the current model	--would not reach any new participants (however, there are already new participants weekly, over 250 new parents and caregivers in 2010, 12 in January 2011)
--running well now.	
-- allows Tuesday afternoons for staff meetings, prep, planning, etc.	
--more manageable than staffing long days	
--provides full week of programming at one location	
Other issues	
Analyze the funding of the 2 hours and who it would be: <ul style="list-style-type: none"> • could this be funded from EW money or from EW Special Needs (not PC PR)? 	
2 hours of PR in program would require additional time out of program to plan and organize work	
Should Applegrove look at the job of the Parent Resource Worker as it is already difficult for the worker to meet the demands of one program?	
Would require major staffing shuffle. Would probably mean paying for travel time for some staff.	

CS Option 2C: Split	
Wednesdays at HAIG including 2 hours of AG Parent Resource time as second staff at HAIG on Wednesday mornings and late afternoon at Applegrove	
Advantages	Disadvantages
--this is an enhancement of the current HAIG model	
--current HAIG participants want workshops, trips and fundraising (fundraising is essential for continuation of program)	
--consistent services across the agency	
--meet HAIG participant needs for info, referral and support.	
for Tuesday late afternoons	for Tuesdays --staff time would be used for a thorough clean-up at 12:30 and again later --limits time available for staff to do prep and planning in the room
for Wednesday late afternoon --participants can stay longer	for Wednesday
for late afternoons in general --would serve new participants who work or come after nap time --would allow evening workshops, possibly for registered participants only, possibly once monthly. This could resolve an existing challenge of providing childcare for workshop participants in a very busy program. Would also provide a new focus on parenting education which many participants may overlook or undervalue.	for late afternoons in general --probably many participants would eat dinner here, creating more dirty dishes, garbage, etc. --limits caretakers' time for cleaning --might be challenging to schedule staff
Other issues	

We Need Your Input: Services for children and families

Getting Started

Tell us what works and what we can build on.

Are there local or provincial obstacles that get in the way of making improvements that are clearly needed? Are there out-of-the-box or best practice approaches that we need to know about?

In responding to questions based on the scenario provided below, we would like you to focus on the needs of children and families in general. These needs could include:

Basic health and safety

- home-visiting
- pre- and post-natal support
- family planning
- nutrition
- health and dental care
- mental health services

Nurturing relationships/community involvement

- parent/child attachment and bonding
- parent participation
- information resources
- links to community agencies

Early intervention services

- special needs support for children

Universal opportunities for healthy child development

- parent support
- play-based learning
- child care
- language & literacy
- early identification
- physical activity and recreation

Scenario

Please note: When providing feedback, it might be helpful to review Dr. Pascal's report

To respond to the questions below, please think about a child with whom you are personally connected as a parent or caregiver, extended family member or friend, expert, service provider or other professional. The child should be:

- one month to 12 years old (please indicate the age)
- in your opinion, is in need of support or receiving support for developmental, health, physical, learning and/or other reasons

*Note: You may wish to provide information on the experiences of more than one child. If this is the case, please complete a separate form for each child.

Please record your answers to the questions in the sections below.

1. I am a:

- parent or caregiver
- extended family member or friend
- clinician/service provider (e.g. nurse, social worker)
- program administrator
- expert/researcher
- teacher
- Early Childhood Educator
- system administrator (e.g. municipal, school board)
- other:

2. I live/work in:

- Northern Ontario
- Central Ontario
- South Eastern Ontario
- South Western Ontario
- Other:

3. The community I live/work in is (click all that apply):

- urban
- rural
- remote
- Francophone
- Aboriginal

4. Please indicate the child's age:

5. Describe why you think the child needs support or why she or he is receiving support.
(750 words maximum)

6. What kind of support is she or he currently receiving?

(750 words maximum)

- mom attended a pre- and post-natal program that continued until the baby was 6 months old. Public health nurses, staff from the local health centre and the neighbourhood-based community centre worked together to offer this program. Mom learned about nutrition, baby's growth and development, breastfeeding, etc. Each week she attended, she received a grocery voucher. Plus, she made connections with other moms and moms-to-be, which help with her stresses, isolation, and support her mental health.
- the child and parent or caregiver frequently attend a family support program within their neighbourhood, in fact, at the same school the child will later attend. Within the program,
 - puzzles help brain development,
 - singing songs and reading stories help literacy and language,
 - playing with other children helps them share, take turns and make friends,
 - crafts and painting help children express emotions,
 - the sand table and riding toys help develop motor skills.
- Meanwhile the adults connect with others in the neighbourhood; learn from other parents and the skilled staff; attend workshops; get new items from the clothing exchange; borrow toys, books and videos; and sometimes even get some parent relief to attend a medical appointment while staff take care of the child.
- This program provides all the benefits of high-quality child care to children who are not in licensed child care. In addition, it supports their parents and caregivers.

(less than 300 words)

7. Are there other kinds of support that you think she or he needs? If yes, please describe.

(750 words maximum)

8. Is the child getting support in a timely way? Please explain and indicate what you consider timely (for example, 6 months or less).

(750 words maximum)

- definitely – with support in the local neighbourhood, it is immediately available. The program and staff offer primary prevention as well as information and referral to other support programs.

9. How did you, as the parent/caregiver, find out about the services that were available? How did you access them? If you are not the parent or caregiver, how did the child's parent or caregiver find out about the services available, and how did they access them?

(750 words maximum)

- saw a brochure at the
 - library
 - school

- fall festival
- local mall
- doctor's office
- community health centre
- already attended other programs at the centre
- a neighbour told me
- newspaper article
- referral from
 - public health nurse
 - OB/GYN, doctor, paediatrician
 - community health centre

10. Describe what you think it would look like if effective support was available to this child in a timely manner.

(750 words maximum)

11. What do you think stands in the way of getting effective and timely support?

(750 words maximum)

12. What are your ideas and thoughts on the best ways to improve this child's situation and their family's experience in your community?

(750 words maximum)

Additional questions:

13. What other suggestions do you have to improve or to integrate services for families in your community? Please provide examples, if possible.

(750 words maximum)

- family support programs have to put too much energy into fundraising. Program costs have increased – food, craft supplies, books and other resources, and staff costs have all increased but provincial support, both through the municipality and via OEYC's, has not. Recruiting and retaining skilled staff is expensive. More funding would remove this pressure.
- with limited funding, organizations must set priorities for staff time. Front-line services are a top priority, with staff supervision, payroll and accountability important. Putting time into relationships with local schools, health services, day cares, recreation, faith institutions, etc., means taking time away from other priorities. Consequently, funding staff and administrative time for these activities is needed.

- access to appropriate and affordable space. As school boards close buildings due to declining enrolment, and with the pressure of full day kindergarten, family support space is disappearing. More family support programs within a toddler's walking distance would improve services for families.

(about 150 words)

14. What are some ways to measure whether services have improved?

(750 words maximum)

- measuring the impact of primary prevention services is challenging. In some neighbourhoods, like Applegrove's, children's EDI scores are better than would be predicted by neighbourhood measures. that is school readiness is better than expected. This indirectly suggests that Applegrove's 30 years of locally controlled services are effective in supporting children's early development.

15. How did you hear about this consultation?

- Media report
- Professional association/network
- Twitter
- Friend or colleague
- Ministry of Children and Youth Services Website
- Other

Note: The personal information that you have provided to us to enable us to respond to your inquiry will only be used for that purpose. You will not be placed on any mailing lists, nor will your information be released to any third party, except as may be authorized by law. The authority for obtaining this information from you complies with section 38(2) of the *Freedom of Information and Protection of Privacy Act*.



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Board Members – Time Served

February 2011

Name and position on the Board	Date came on board (D/M/Y)	Time completed (at the AGM)	Term	Renew?	In catchment?
Mary-Margaret McMahon (City Council Rep)	1/12/10	N/A		N/A	
Sheila Cary-Meagher (TDSB Rep on Board of Management)	27/03/02	N/A 9 years		N/A	
Natalie Coulter	31/03/10	1 year	1 st year of 2-year term ending March 2012		✘
Alana Honsch	25/03/09	2 years	2 nd year of 2-year term ending March 2011		✘
Ann McKechnie	31/03/10	1 year	1 year of 1-year term ending March 2011		✓
Carmi Magnaye	31/03/10	1 year	1 year of 1-year term ending March 2011		✘
Sydney Schultz	31/03/10	1 year	1 st year of 2-year term ending March 2012		✓
Pierre Trudel	28/03/07	4 years	1 st year of 2-year term ending March 2012		✓
Lynn Wyminga	26/03/08	3 years	1 st year of 2-year term ending March 2012	resigned	



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Minutes of the Board of Management Meeting January 31, 2011

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

Present: Natalie Coulter, Ann McKechnie, Mary-Margaret McMahon, Sydney Schultz, Pierre Trudel (Chair), Lynn Wyminga.
Regrets: Carmita Magnaye, Alana Honsch
Absent: Sheila Cary-Meagher
Staff: Susan Fletcher, May Seto (Recorder)
Guest: Bruce Nagy

A. Call to Order/Adoption of Agenda

Pierre called the meeting to order. Quorum of 6 members, including the Councillor was achieved. The agenda was adopted as circulated by consensus.

B. Declaration of Conflicts of Interest

None.

C. Minutes of the November 29 Board of Management Meeting

MOTION (McKechnie/Wyminga)

To accept the minutes of November 29.

Carried.

D. Human Rights and Anti-Harassment

D.1 Policy

Susan provided an overview and answered Board Members had questions.

D.2 Complaints Procedure

MOTION (Coulter/Wyminga)

To adopt the AOCC Human Rights and Anti-Harassment Policy as agency policy and in doing so, affirm that Applegrove will not tolerate, ignore, or condone any form of discrimination or harassment and is committed to promoting appropriate standards of conduct at all times.

Carried.

MOTION (McKechnie/Schultz)

To adopt the Human Rights and Anti-Harassment Procedures, subject to minor adjustments recommended at a staff meeting.

Carried.

E. Board Code of Conduct

For Information.

F. Record Retention

Susan provided an overview in the Executive Director's Report.

MOTION (Wyminga/Schultz)

To adopt the City of Toronto Records Retention Schedule.

Carried.

G. Board Evaluation Summary

Susan provided an overview of the results. Board members agreed that a 7 p.m. start time suited most Board Members. Pierre also highlighted comments about keeping the meeting on time and it was suggested that at each meeting, someone will be assigned to monitor discussion and timelines.

H. Executive Director's Report

MOTION (Wyminga/McKechnie)

To accept the Executive Director's Report.

Carried.

I. Correspondence/Information

MOTION (Wyminga/Schultz)

To accept the suggested actions.

Carried.

J. Adjournment

The meeting was adjourned on a motion by Mary-Margaret McMahon, seconded by Sydney Schultz

Next Meetings:

Monday, February 28 - Board Meeting at 7:00 p.m.

Chair

Secretary



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Executive Director's Report February 18, 2011

This month, I will try providing updates on various areas of work using subtitles.

AOCC Review

No news, but reviews of all divisions and ABC's were noted in the Feb. 10 presentation of the City's 2012 Outlook and Long Term Fiscal Plan by Deputy City Manager and Chief Financial Officer.

Provincial Consultation on Child Care

I circulated info about this consultation which has an April 15 deadline. We will design a process for participant input and also draft an agency response. Here is a link to the website, and the introductory info from the site.

Ontario has a vision to deliver more cost-effective and timely children's services through Best Start Child and Family Centres. It builds on full day kindergarten and is part of the government's plan to deliver more convenient and coordinated services to children and their families. Your input will help us learn more about what works and what we can build on.

<http://www.children.gov.on.ca/htdocs/English/topics/earlychildhood/beststart.aspx>

The Board package includes a version of the consultation document with draft points to include in an agency response (and your individual responses).

Complaints Procedure

The planned staff consultation on this process was delayed because of the Feb. 2 Snow Day. Good thing – the next week, the City published its “Complaint Handling Guidelines”. So I revised the draft before the Feb. 15 staff meeting. As staff looked at the procedure, its lack of clarity became apparent. Staff also identified some additional points to include. Since the February Board meeting already has a long agenda, a new draft will come to a later meeting.

Human Rights and Anti-Harassment Policy and Procedures

Like the Complaints Procedure, these documents were discussed at the February 15 staff meeting. Staff members had no suggestions, so the motion at the January Board meeting means the policy and procedures are adopted as previously circulated.

YogaThon February 5

This event requires minimal planning or staffing and raised about \$1,200 this year. This is mostly thanks to Estelle's recruiting of the instructors AND hundreds of dollars of her pledges, plus another couple of participants (one of whom was also an instructor) who each brought in a couple of hundred dollars.

Beaches Lions Easter Parade, Sunday, April 24

I registered Applegrove with Pierre as the contact person. This will be Applegrove's 3rd year walking in the parade. Last year, our paraders wore had green bunny ears which seemed both fun and a good way to identify our group! Monica, Pierre and I will figure out what our

walkers should wear and hand out. This is a volunteer-organized event and the more walkers, the better!

Staff Changes

We are all delighted that Claudia's adoption is proceeding. She is taking parental leave starting shortly. We also offer best wishes to Nikki on her recent marriage!

Board Changes

Please note that Lynn has resigned from the Board for health reasons, effective immediately. With the prior 2 vacancies, this means we need 5 of current 6 community Board members to reach quorum. It also means that there will be 3 vacancies at the AGM, at least 2 of which must be filled from within the catchment area.

Respectfully submitted,

Susan Fletcher.

Revised Board Workplan for 2011

Meeting	Main Issue	Additional Issues	Program Presentation	Results
January 31, 2011	Review Risk Management	Anti-Harassment Policy and Complaints Procedure, Endorse Applious Grant and Camp Rec Grant Plan AGM		
February 28	Edgewood	Review Yoga-thon Agency Complaints Process Provincial Consultation on early years	Summer Leadership	
March 21 (Board meeting if needed)	Edgewood?	Provincial Consultation on early years?		
Wednesday, March 30	AGM			
April 18	Review Risk Management Membership	Select Officers and Committees		
May 30			Day Camp	
June 20 (to be confirmed)				

Meaningful Budget Work by the Board

By *Jan Masaoka*

Created 12/06/2010 - 21:40

Board Cafe [1] • Finance & Strategy [2] • By Jan Masaoka • December 6, 2010 •



For many nonprofits, the annual "approval of the budget" is the cornerstone of board financial oversight. However, this annual approval is frequently an empty ritual: one where board members peruse a budget that they are unsure is realistic or appropriate to the planned activities.

Consider the following scene:

The budget discussion is at the end of the agenda, and things are running late. Given a complex budget that "needs to be approved," board members react first by looking for things that they can understand . . . usually a relatively small expense item: "Why is this travel budget so high?" "Can this phone budget be reduced?"

As each question or suggestion is raised, staff respond by explaining why each suggestion for a change is unrealistic. "The travel budget has been funded for Program X so we have to do it." "Actually the phone budget is not that big." After a few instances of staff "explaining" line items, board members realize that asking such questions isn't really going anywhere.

In the backs of their minds is the thought, "It's probably okay. It was okay last year and I didn't understand it then either." So they vote to approve the budget.

In short, board members first nitpick, staff react to questions as evidence of the board's ignorance, and then the board rubberstamps the budget.

The truth is that such approval of the budget isn't a meaningful act on the part of the board. This process acts as if board members are intimately familiar with all aspects of the operations and can knowledgeably respond to a budget. In fact, the board doesn't know whether six outreach workers is too few or too many. The staff knows more about operations, and, appropriately, staff should develop the budget. But board members *can* meaningfully discuss the goals and trade-offs in the budget.

So what *would* be meaningful work for the board on the budget?

The board has some important perspectives to bring to the discussion of the budget. Here are questions that take advantage of the board's diverse community perspectives and the finance staff's knowledge and skill:

1. Are there specific financial objectives that we want for the next year?

For example, an organization may determine that it needs \$75,000 in working capital to even out its cash flows over the year. The board may ask the staff to include \$15,000 as "surplus" in the budget for each of the next several years to begin building that reserve.

There is frequently an assumption that every budget should be balanced; that is, that revenues and expenses would be the same for a given year. It's worth thinking through this question: do we want a balanced budget, a deficit of perhaps \$50,000 (perhaps to spend/fulfill an unusual grant or to get through a temporary bad time), or a surplus of perhaps \$10,000 (to save or to repay debt)?



2. Are there desirable new projects, program expansions, or changes in compensation?

The staff, for instance, can be asked to prepare cost estimates for some of the following:

- The financial impact of across-the-board 4% raises
- The financial impact of adding a 401(k) retirement plan with a 1% employer contribution
- The financial impact of increasing the child care program by one more class of children

3. Are there large expenses for which we should be saving?

Should we be setting aside \$3,000 per year to prepare for buying a new phone system? Should we expect to spend \$5,000 per year on computer replacements and upgrades?

4. Should we consider revisiting how we use our unrestricted funds?

Which programs are breaking even or making a surplus, and which are being subsidized with unrestricted funds? Does the management team have a suggestion for how these cross-subsidies should be changed?

5. Is our dollar allocation generally in line with our priorities?

For example, if an organization started as a dance troupe with a few dance classes, it might consider whether the organization's attention over time -- as reflected in the budget -- has come to overemphasize the classes over dance performance.

Alternative budget process

An alternative budget process can look like this:

First, the finance committee leads a full board discussion on programmatic goals and financial objectives. The board establishes some broad guidelines for staff to follow as the staff develops the budget. Examples:

- A budget that provides for increased volume in homeless services while keeping other services at the same level or allowing a slight decline
- A budget that plans for a surplus of \$30,000 to help build a cash reserve
- A budget that includes the establishment of a 3% employer contribution to a 401(k) plan
- A budget that includes an increase of \$35,000 in board-generated donations

Next, staff prepare a draft budget, with comments about the financial implications of the broad guidelines and projections of anticipated revenue, expense, investment, and cash-flow needs. Their comments might include:

- Increasing homeless services by 5% would cost approximately \$85,000 in additional staff, food, and garbage costs. There is some possibility of obtaining a foundation grant for this amount.
- Given the risks of state funding levels this year, a \$50,000 addition to cash reserves would be more appropriate and allow for deliberate closedowns of programs if necessary.
- If the 401(k) contribution is made for all employees (whether or not an employee also contributes), the cost would be \$35,000. Establishing and administering a 401(k) plan will take significant staff time over the year as well.
- This last year, board-generated donations increased by \$18,000 over the previous year. A goal of \$35,000 would be a stretch goal, and board members should think through whether this is realistic.
- The attached draft budget allows for a 2% salary increase.
- Combining staff projections with the board guidelines, a deficit of \$20,000 is projected for the coming year. One possibility is to decrease the addition to cash reserves from \$30,000 to \$10,000. Another is to direct staff to make another effort to readjust the budget and bring back a revised budget and projection.

At this point, the finance committee and the staff jointly review the draft budget through a couple of iterations and end up with a revised budget that meets some, but not all, of the board's guidelines. In this example, the revised budget may contribute only 2% to the 401(k) plan and increase profitability in some other areas.



Finally, the finance committee presents the budget to the full board. The board can see the extent to which the guidelines are met and what implications there are for other parts of the budget.

The board can then "adopt" the budget, or authorize the staff to proceed with operations as the budget outlines.

For many organizations, the budget process is, in fact, the process through which board and staff decide on the organization's priorities, interpret its vision in operational terms, negotiate compromises, and agree to go forward together. In different organizations, this process is bound to look different. Whatever process you choose, ask yourself: How does the board add value to the budget process?

How can we bring the board's knowledge and leadership into the budget process?

*This article is adapted from a section in [The Best of the Board Cafe, Second Edition](#) [5], by Jan Masaoka. Jan is Editor of **Blue Avocado**, former executive director of [CompassPoint Nonprofit Services](#) [6], and has sat in on dozens of budget discussions as a board member of several nonprofits. With Jeanne Bell and Steve Zimmerman, she co-authored [Nonprofit Sustainability: Making Strategic Decisions for Financial Viability](#) [7], which looks at nonprofit business models.*



Applegrove Events and Board / Committee Meetings – February 18, 2011
Office Phone 416-461-8143

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

February Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
20	21 Applegrove Closed for Family Day	22 [Duke of Connaught School Council]	23	24	25	26
27	28 Board					

March Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
		1	2	3	4	5	
6	7	8	9	10	11 (to be confirmed) <i>5:30-8 DINE</i>	12	
13	14	15	MARCH BREAK			18	19
20	21 Board?	22	23	24	25	26	
27	28	29 [Duke of Connaught School Council]	30 AGM	31			

April 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 Applegrove Closed for Good Friday	23
24	25 Applegrove Closed for Easter Monday	26 [Duke of Connaught School Council]	27	28	29	30

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

Applegrove Events and Board / Committee Meetings – February 18, 2011
Office Phone 416-461-8143

May 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	19	20	21
22	23 Applegrove Closed for Victoria Day	24	25	26	27	28
29	30 Board	31 [Duke of Connaught School Council]				

June 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
19	20	21 [Duke of Connaught School Council]	22	23	24	25
26	27 Board?	28	29 Last Day of School (Elementary)	30	July 1 Applegrove Closed for Canada Day	

July Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1 Applegrove Closed for Canada Day	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22 Applegrove Closed for Good Friday	23

Bold = community event. *Italics* = an important change. Underline = an Applegrove special event.
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