



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 – February 26, 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

7:05

7. Minutes of the January 29 Board Meeting (*attached*): to be accepted

7:10

8. Finance
 - 8.1. January Statistics (*to be distributed at the meeting*): for information
 - 8.2. Term Deposits (*see Executive Director's Report*)
 - 8.3. Follow-up on Preliminary Year-end Report (*see Executive Director's Report*)
 - 8.4. Revised Year-end Financial Report (*to follow*): for information

Note: if guests are present, the following item can be delayed and discussed with the *in camera* item on the Board of Management agenda.

Motion needed to discuss the next item *in camera* (without guests or staff other than the relevant staff), as it deals with identifiable individuals or confidential information.

- 8.5. Budget Revision (*Confidential report sent separately*)

Motion needed to return to the public meeting.

7:30

9. Membership, Nominations and Outreach Committee report (*MNO notes of February 9 attached*): for information and action
 - 9.1. Nomination Update

7:45

10. Strategic Initiatives Committee (*SI Notes of Jan. 22 reviewed at January Board meeting*)
 - 10.1. Governance Review Teleconference (*Notes attached*)
 - 10.2. AppleGrowth RFP (*attached*)

Applegrove Board Meeting Agenda
February 26, 2018
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10.3. City Grant

8:00

11. Directors' Concerns
12. Adjournment



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Board of Management Meeting AGENDA -- Monday, February 26, 2018

8:05

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

8:10

- D. Personnel Committee Report (*Notes of Feb. 6 meeting attached*): for information
 - D.1. Replace Jessica with Vai on the committee

Motion needed to discuss the next item *in camera* (without guests or staff other than the relevant staff), as it deals with identifiable individuals or confidential information.

- D.2. Workplan (*Confidential information sent separately*)

Motion needed to return to the public meeting.

8:30

- E. Executive Director's Report (*attached*): to be accepted
 - E.1. Board or SI meeting March 19?
 - E.2. OTR (*separate report*)

8:40

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

8:45

- G. Adjournment

Next Meetings and Events

Board or SI Meeting: March 19 if needed

AGM: March 26

Next Board Meeting: Monday, April 30 @ 7 p.m.



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Minutes of the Board of Directors Meeting January 29, 2018

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

Present: Pierre Bois, Natasha Graham, Ann McKechnie (Chair), Jean Lim-O'Brien, Andre Riolo, Jim Valentine, Stacey Young.
Regrets: Jessica Dolmer, Vai Teng Law, 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 circulated.

2. Welcome

3. Declaration of Conflicts of Interest

None were declared.

4. Timekeeper – Stacey Young

5. Volunteer Hours – hours were recorded.

6. Donation Envelope

The donation envelope circulated.

7. Minutes of the November 20 Board of Directors Meeting

MOTION (Riolo/Young)
To accept the minutes of November 20.
Carried

8. Finance

8.1. Preliminary Year-end Statistics
Susan provided an overview.

8.2. Preliminary Year-end Financial Report
Susan provided an overview. The Board asked the Finance Manager to do a write-up to clarify the “other” column in the report.

Board of Directors Minutes

January 29, 2018

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MOTION (Bois/Young)

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

Carried

8.3. Year-end Analysis

Susan provided an overview and asked members to refer to the memo regarding Pay for Performance for the managers.

MOTION (Lim-O'Brien/Graham)

To return to the public meeting.

Carried

8.4. Year-end Financial Motions

MOTION (Riolo/Bois)

To pay relevant program deficits from donations, fundraising, and program or agency prior surplus as needed.

Carried

MOTION (Bois/Lim-O'Brien)

To endorse the manager's pay for performance as recommended.

Carried

MOTION (Bois/Young)

To accept the preliminary year-end financial report with a written description by the Financial Manager.

Carried

9. Membership, Nominations and Outreach Committee (MNO)

9.1. Nominations Update

There at least one vacancy as of the Annual Meeting due to a resignation. Nomination information was sent with AGM "save the date" mail out. Susan also sent nomination info to the City. Members suggested promoting on social media.

9.2. Implementation of Membership Benefits deferred to September 1

Pierre provided an overview. Staff will meet with program advisory committees in February to present membership info and answer questions. Also scheduled is a "Q&A Social" on Tuesday, February 13 from 5 to 7 p.m. for the afterschool parents and others. Pierre is available on February 13th at 5:30 p.m. to help.

9.3. Annual Meeting

The Annual Meeting is scheduled for March 26 in the S.H. Armstrong Multi-purpose room beginning at 6:15 p.m. Joanne Doucette, author, local historian, and Leslieville raconteur, will share tales of the neighbourhood. As in past years, awards will be presented to volunteers and staff.

MOTION (Riolo/Lim-O'Brien)
To accept the MNO Report.
Carried

10. Strategic Initiatives Committee Report

- 10.1. Governance Review
The Governance Review has been delayed until March. The Chair and ED have a scheduled consultation with City staff on January 30.
- 10.2. AppleGrowth
Andre provided an overview. Applegrove will go ahead with recommended actions.
- 10.3. City Grants
Susan will submit a Letter of Intent and if successful, a full proposal will be completed at the end of February.
- 10.4. Stroller Parking
Andre provided updated information. Susan did some research on the pricing of stroller parking equipment. Finalizing of the lease is needed to take further action on this issue.
- 10.5. S.H. Armstrong Pool
The committee met on January 25. They no longer need a letter of support from Applegrove.

MOTION (Riolo/Young)
To accept the Strategic Initiatives Report.
Carried

11. Directors' Concerns

No concerns were reported.

12. Adjournment

The meeting was adjourned on a motion by Jean Lim-O'Brien, seconded by Andre Riolo.

Chair

Secretary



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Membership, Nominations and Outreach Committee Notes

February 8, 2018 at 6:15 p.m.

Present: Natasha Graham, Pierre Bois, Ann McKechnie, Vai Teng Law, Stacey Young, Janina de Guzman, May Seto, Louise Maynard, Susan Fletcher.

1. Next Meeting

Thursday, March 8, 6:30

2. Notes from December meeting

- accepted by consensus

3. AGM

- the AGM will include a constitutional amendment to allow for enhanced membership benefits.
- wording for the should be endorsed at the February Board meeting so it can go with official AGM invitation by Mar 5.
- members discussed and recommended the wording in italics (items 1.1 and 1.4) in the attached excerpt from the non-profit constitution; similar wording will be used in the City agency constitution.
- Susan reported that the City had posted Applegrove's nomination info and will e-mail it to their list shortly.

4. Membership Development

- a. How far in advance must membership be paid in order to get the benefit
 - For example, if advance registration for the 2019 Holiday Camp opens on November 15, (regular registration on Dec. 10), can someone come on Nov. 15, pay their \$20 Tree fee, and then register for camp?
 - will not be as important for fee-based benefits, such as the Seniors Activity card. But it is better to resolve in advance.
 - committee considered this question at length, including a delay to allow for cheque clearing.
 - agreed that membership should be effective immediately; the answer to the above question is yes.
- b. Discussions within programs
 - Feb. 7 = PC
 - Feb. 13 = AC
 - Feb. 13 = Q&A Social
 - Feb. 15 = Seniors Council
 - hand-out
 - poster of benefits

- c. “Access Applegrove paid programming”
 - members considered issues related to this item in the list of paid membership benefits
 - agreed to delete it, given the questions and confusion it could cause.
- d. Donor event
 - this benefit for Orchard level members had not yet been defined
 - members agreed that it could be a special invitation and recognition at Pasta Fest.
 - the agency should also consider recognition of other donors via a stewardship activity.

5. Plans for Magic and Marvel Family Dance

- on track for Saturday

6. Upcoming Outreach and Events

- a. Saturday Feb. 10 , 2018: Family Dance (above)
- b. Beaches Living Kids Program open house Feb. 24 (staff to attend)
- c. Toronto Employment and Social Services Open House Feb. 27 (staff to attend)
- d. Seniors Wellness Fair, Wed. March 14 from 10:30 to 2:30 in the gym.
- e. Duke of Connaught Fun Fair: Saturday, June 2

7. Next Meeting Date(s)

Thursday, Mar. 8, 6:30

Agenda to focus on nominations

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		
TIMELINE			
Verbal Notice	Pasta Fest	November 25	
Initial Notice	Mailed Letter		
	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	
Considerations to achieve timeline:			
Membership levels built into SUMAC by Fall 2017			
All current constituents added to \$0 / AppleSeed level by end of 2017			

Membership benefits

<p>"TOGETHER, BUILDING OUR COMMUNITY"</p> <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>	APPLE				
	Seed	Blossom	Buds	Tree	Orchard
Standard Rate (Annual Fee)	\$0	\$10	\$16	\$20	\$120
MEMBERSHIP BENEFITS					
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**					
Access Applegrove paid programming					
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					
Fine Print					
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.					

Current and *Proposed* Membership Description in Non-Profit Constitution
(comparable in City Agency constitution)

(numbering will differ)

1.1. Membership Categories

- i) Community Membership
Any person residing within the Catchment Area may become a Community Member.
- ii) Associate Membership
 - a) All other persons interested in Applegrove's programs and activities will be eligible to become Associate Members of Applegrove.
 - b) Associate Members will enjoy all the privileges and responsibilities of membership, except those of nominating individuals to the Board of Directors and nominating and voting for candidates to be recommended to Community Council and Council for appointment to the Board of Management.
- iii) Institutional and Corporate Membership
 - a) Organizations and corporations directly affiliated with Applegrove or interested in Applegrove's programs and activities, will be eligible to become Institutional Members of Applegrove.
 - b) Institutional Members will enjoy the privileges and responsibilities of membership, except those of nominating individuals and voting at Annual and Special Meetings of the Membership.
- iv) *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.*

1.2. Dues

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

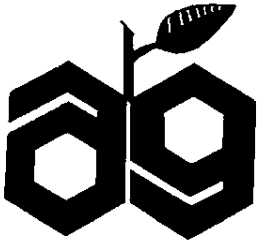
1.3. Responsibilities of Membership

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

1.4. Privileges of Membership

- i) All Members
All members of Applegrove, except as otherwise restricted, will have the right to:
 - a) periodically receive information about Applegrove and its programs;
 - b) receive rights and considerations offered to them by the various groups or programs in Applegrove; and
 - c) participate in the activities of Applegrove's Committees, and vote on all matters brought before those committees of which they are members.
- ii) Adult Members
Members of Applegrove who are 18 years of age and over, except as otherwise restricted, will have the right to:

- a) nominate individuals as Directors and members of the Board of Management;
 - b) vote in the election of individuals as Applegrove's Directors and members of the Board of Management subject to the processes and limitations set forth in the Constitution; and
 - c) vote on any and all matters brought before the members at the Annual Meeting, and any Special Meeting, subject to the processes and limitations set forth in the Constitution.
- iii) *Paid members will receive benefits reviewed and published annually by the Board.*



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Notes on Jan 30 Teleconference

Participating: Ann McKechnie (Board Chair, Applegrove); Susan Fletcher (ED, Applegrove); Karen Jones (*Acting Director, Intergovernmental and Agency Relations, Strategic and Corporate Policy, City Manager's Office*); Kamara Jeffrey (City Manager's Office)

Karen and Kamara noted that Applegrove was the only agency to send formal Board comments but that they also heard from the library.

We focussed on the questions Applegrove had asked which were numbered for identification, not priority:

- a. Electronic participation in meetings?
 - City of Toronto Act allows electronic participation but limited to discussion, not counted for quorum.
 - the Board must hold open meetings to the physical location must be accessible to the public.
 - Council is allowed to have electronic participation but has chosen not to, so this is not encouraged.
- b. More reports for “clear processes for variance reporting, annual reporting, audits, and in-year budget adjustments”?
 - No
 - Clarification of financial reporting but have not added any new reporting and preparing to decrease the reports.
 - Agencies will “no longer” have to have procedural by-laws approved by council.
 - Susan noted that when the requirement for a procedural by-law came in, Applegrove was not told that Council had to approve it
 - it was framed as much easier than changing the constitution
- c. Consequence if agency head cannot “annually attest to their compliance with all applicable law”?
 - At the time of the annual financial settlement, add a note that the Board is comfortable with the level of compliance
 - What if the Board is not comfortable?
 - This would not come into effect for a year. In the interim, the City would develop and provide templates to the centers.
 - Susan gave an example that would require more staffing time – templates would not resolve it.
- d. (comment that role of SDFA liaison omitted)
- e. (comment that the consultation indicated more clarity would come during implementation)
 - There will be a year of implementation
- f. (comment on Applegrove's inadequate administrative staffing and the need to match additional meetings and reports by additional staffing)
- g. Clarified that this asked what is wrong, what is broken.
 - City has a huge array of agencies and corporations

Charitable Number: 10671 8943 RR0001

- Half of agencies don't have "shareholder direction"
 - Have to standardize so the rule fit the agency mandate
 - City staff know that Boards are not "cookie cutter" and they want to respect legacies.
- h. Mandate letter sample?
- They have samples but don't know whether the City will require them
 - Mandate directions will be broader with the strategic plan
 - They were surprised that most AOCCs and Arenas have strategic plans
 - Recommend that Boards consult with the Governance Liaison to ensure the strategic plan aligns with the mandate.
- i. Criteria for good governance?
- In the Board orientation slide deck; include
 - Internal controls
 - Clear delegation to staff
 - Signing authority up to date
 - Be aware there are rules
 - Due diligence
 - Karen will update the links and send a refreshed version.
 - Best Practices from the slide deck
 - Boards are advised to ensure critical policies and processes are in place to manage the affairs of the board effectively, and to be transparent and accountable in decision-making
 - Appropriate internal controls are in place to protect Board and City assets; for example, financial policies and processes
 - Boards adhere to their Procedure By-law for conduct of board business (e.g., open meetings, role of Board Members and officers, etc.)
 - Board Members adhere to their applicable codes of conduct, ethics policies and legislation.
 - Timely submission of reports and information to the City as required.
 - Applegrove includes the slide deck in the Board orientation manual.
- j. Centralize City control?
- No
- k. Review each center's constitution?
- Did not address
- l. What City supports will continue or even be enhanced, e.g.
- Did not address

We also discussed the changes needed in Applegrove's description that were to have been incorporated in Municipal Code after the 2003 AOCC Governance Review and the 2007 Relationship Framework.

During the discussion, the City staff indicated that the report to the Executive Committee is now expected in April.

There was nothing in their comments to suggest that the City is looking at reducing the number of AOCC Boards. Unless that is how they will decrease the number of reports.



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Minutes of the Board of Management Meeting January 29, 2018

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

Present: Natasha Graham, Ann McKechnie (Chair), Jean Lim-O'Brien, Andre Riolo, Jim Valentine, Stacey Young.
Regrets: Trustee Cary-Meagher, Jessica Dolmer, Vai Teng Law, 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 November 20 Board of Management Meeting

MOTION (Lim O'Brien/Graham)
To accept the minutes of November 20, 2017.
Carried

D. Personnel Committee Report

Ann provided an overview.

MOTION (Lim-O'Brien/Young)
To accept the Personnel Committee Report.
Carried

E. Executive Director's Report

E.1. S.H. Armstrong Pool Letter of Support

E.2. 54/55 Division Police Station
Susan provided an overview.

MOTION (Lim-O'Brien/Valentine)
To accept the Executive Director's Report.
Carried

F. Correspondence

MOTION (Young/Riolo)
To accept the suggested actions.
Carried

G. Adjournment

The meeting was adjourned on a motion by Jean Lim-O'Brien, seconded by Natasha Graham.

Chair

Secretary

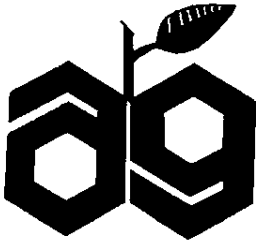
Next Meetings and Events:

Family Dance: February 10, 11 a.m. to 1 p.m.

Board meeting: Monday, February 26 at 7 p.m.

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

AGM: Monday, March 26



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Personnel Committee Notes

February 6, 2018

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

Regrets: Jessica Dolmer

1. Next Meeting

Tuesday, March 6 at 6:30

2. Notes from November and January meetings

- accepted by consensus
- in anticipation of Jessica's resignation as of the AGM, Ann will invite another Board member to join the committee.

3. Governance Review

- apparently now pushed back to the April 17 Exec meeting
- nothing in discussion on Jan 30 suggested City is looking at reducing AOCCs (except possibly the note that they are trying to reduce the number of reports)
- if it is not on the Council agenda in April or May, it will wait for the new Council, i.e., November/December 2018 or later

4. Staffing Update

- the Seniors Worker is back from leave on a gradual return, i.e., 8 hr/wk for a few weeks, then returning to 16 hr/wk.
- CY Worker back from leave on a gradual return.

5. Standing Item: Succession planning

- a. Members continued to consider relevant issues
- b. Information
 - Updated workplan
 - Background information
 - Applegrove Summary Executive Director Job Description
 - AOCC Executive Director Job Profile
 - wacky interview questions (for a laugh) <https://blog.hubspot.com/sales/unusual-job-interview-questions-top-ceos-ask#sm.00017w8whe30je0tsoh2oj6nhuyyk>

6. Standing Item: Overtime and Workload (details confidential to committee members)

- a. Workload Issues
 - the number of staffing issues and other matters in late 2017 required extra time compared to the prior 2 years.
 - concerned about workload with the RFQ and LOI
- b. Overtime

Personnel Committee Notes

February 6, 2018

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c. Vacation

Scheduling at least 2 weeks of time off after the AGM.

7. Next Meeting Date(s)

Tuesday, March 6 at 6:30

Agenda to focus on

Executive Director Job Description (summary version)

Overall job purpose

As the on-site authority and the main link between the Centre and all those who fund and regulate it, and as the conduit between the Board and members, staff and community, the Executive Director is responsible for the performance and public image of the Centre. As its leader, the Executive Director must

- ensure a safe, welcoming and appropriate physical and social environment in which and through which the Centre can fulfil its mission.
- encourage involvement in and ownership of the Centre.
- develop community spirit and identity.
- assure sufficient funding for program and administrative initiatives.
- meet all regulations and statutory requirements.
- simultaneously follow the lead of the Board and provide leadership to the Centre.

Major Responsibilities

- Lead a responsive, successful community organization that advances the City's Social Development Strategy and promotes the quality of life of members and residents.
- Achieve the goals and objectives of the Centre as directed by the Board, community and City Council.
- Plan, supervise, implement, co-ordinate, evaluate and promote service for the effective operation and continuing growth of the Community Centre.
- Monitor financial policies and practices and manage human resources consistent with the goals and philosophy of the Centre.
- Responsible for managing all aspects of the Centre, including its viability and operational functions.

Specific accountabilities

1. Leadership and advice within the organization and in the community
2. Financial management
3. Resource development
4. Community and social development
5. Board development and relations
6. Management and administration including responsibility for the direction and supervision of all staff, managing partnerships and agreements,
7. Development and maintenance of effective working relationships with relevant City staff and officials, and maintaining a positive image of the organization.
8. Public, community and media relationship to build a positive agency image in the community, including acting as the agency's spokesperson.
9. Planning, development and evaluation of programs and services.
10. Safety and security, i.e., provide a healthy, safe, and secure environment to protect and maintain the Centre's physical and financial assets, staff, volunteers and users of services

Knowledge and skill

Demonstrated capacity to:

- build and maintain a highly motivated and diverse staff team.
- manage multiple tasks and communications and maintain the related documentation.
- develop and manage relations with diverse stakeholders including all levels of government, funders, community members, service users, Centre partners, volunteers and staff.

Requires inter-related management, administrative and technical knowledge and skills to lead and to manage a human services organization including the following, numbered for identification:

- A. Thorough knowledge and understanding of the Centre's mission, corporate goals, objectives, programs, policies and priorities.
- B. Specific knowledge of a broad range of fundraising methods including gaming, foundation and corporate proposals, special events, and individual appeals.
- C. Significant experience in organizational and administrative leadership within the not-for-profit sector, including human resource management, labour relations, program development and evaluation, financial management, facility management, organizational development.
- D. Demonstrated experience and ability in a leadership role in delivering projects, activities and assignments from inception through to implementation with minimal direction while balancing political, community and other stakeholder interests.
- E. Highly developed communication skills, particularly speaking and writing skills, able to represent the Centre, deal with opposing viewpoints, network with community groups, handle media interviews, make presentations, negotiate, mediate, coach, consult and influence others.
- F. Advanced skills in complex problem solving, decision-making, goal setting and analysis, similar to those required at a master's degree level.
- G. Knowledge of municipal legislative and administrative structures and processes
- H. Post-secondary education in a relevant discipline or equivalent combination of education and experience.
- I. Experience as a manager in a unionized environment, leading and motivating a diverse, multi-functional workforce with a strong ability to foster teamwork, communicate a vision, engage team members, manage change and establish and operate in an environment that promotes excellence.
- J. Experience leading complex projects from inception through to implementation while balancing political, community and other stakeholder interests.
- K. Demonstrated ability to manage competing priorities and demands in a rapidly changing environment.
- L. Sound judgement and decision-making skills with a track record of innovation and results oriented leadership.
- M. Ability to provide strategic advice and communicate with senior management and political staff on sensitive and confidential issues including familiarity with municipal governance policies, issues, all relevant legislation, municipal programs and services.
- N. Well-developed people management skills with proven success in achieving results in a unionized and non-unionized workforce.

- O. Highly developed human and public relations skills with the ability to communicate both orally and in writing at all levels of the organization, with various political levels and the community and develop effective working relationships with all stakeholders.
- P. Excellent strategic and lateral thinking skills in combination with strong research, analytical and problem solving abilities.
- Q. Proficiency using current office and workplace technology and other computer applications relevant to the work.



Non-Union Job Profile

Job Title: Executive Director	Job Code:
Job Type: Management	Hours of Work per Week: 35
Service Area: Association of Community Centres	Date Prepared: June 15, 2005
Community Centre: Various	

Job Summary:

Responsible for the development of a volunteer, publicly elected and Council-appointed Board of Management. Facilitates the capacity building of these volunteer directors by supporting the orientation to public and operational policies and the selection, maintenance, utilization and evaluation of the Board.

Provides leadership to the Board of Management by advising them, advocating and promoting the organization and stakeholders' changes related to organization mission. Supports the motivation of employees in the organization's products, programs and operations. Leads a responsive, successful organization that advances the City's Social Development Strategy and promotes the quality of life of members and residents.

Manages a public agency by overseeing the operations of the organization and implementing plans. Manages human resources of organization and manages the financial and physical resources of the organization. Manages the goals and objectives of the Centre as directed by the Board and informed by community and City Council. Co-ordinates needs identification and analysis, community liaison, program design and financial administration plans, supervises, engages, co-ordinates, evaluates and promotes services for the effective operation and continuing growth of the Community Centre.

Provides vision and is an information bearer to ensure that staff, volunteers, partners and Board have sufficient and up-to-date information. Looks to the future for change opportunities, interfaces among Board and employees, organization and community,

Reports To:

Council-appointed Board of Management.

Supervises (if applicable):

Directly supervises a staff team ranging from 3.4 FTE to 14 FTE City-funded positions plus up to 30 FTE Centre-funded positions, members of which are responsible for working directly with individuals and with staff from other community-based agencies and levels of government in addressing a broad range of community issues including child development, poverty, homelessness, environment, immigration and settlement.

Major Responsibilities:

The above reflects the general details considered necessary to perform the principal functions and shall not be construed as a detailed description of all the work requirements inherent in the job.

Personnel Committee
AOCC Executive Director Job Profile

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Board Administration and Support

In collaboration with other City staff, other levels of government, community members and agency staff, directs the identification of community needs and concerns, generates a range of service options to meet these and recommends innovative strategies to meet identified needs.

Ensures the development of targets and measurement criteria to evaluate the effectiveness of the centre's programs and services.

Offers exemplary leadership to other service providers. Creates new standards of service in the community service sector. Develops and manages partnerships with residents and agencies to assess needs and develop programs, services, business, to solve community problems and build community capacity, social capital and well-being. Initiates action with and on behalf of the Centre to promote action, change and consideration of matters to the community, the Centre, its clients, staff and volunteers.

Provides support and leadership to volunteer Board members via orientation, preparation of reports, agenda construction, communications between Board and staff, maintaining confidential material, implementing Board decisions and identifying issues and ways to address them.

Consults with the Board of Management, staff, volunteers and stakeholders and determines priorities, establishes objectives and formulates programs, policies and procedures.

Facilitates the functioning of the Board, providing liaison among the Board staff, stakeholders and City Council.

Programme and Service Delivery

Provides advice, guidance and overall co-ordination related to quality improvement for community programs, including indicator development and analysis, quality improvement initiatives, identification and use of best practice data and program evaluation.

Identifies emerging needs, new communities, possible initiatives and entrepreneurial innovative approaches. Designs and builds new programming with fresh resources.

Manages all aspects of a Community Centre including its viability and operational functions. Achieves the goals and objectives of the Centre as established by the Board of Management and informed by community and City Council.

Ensures appropriate automated systems are in place to enhance, develop and implement effective data management services to ensure that essential information is available to meet programs, analytical and reporting needs and to facilitate the centre's management, financial and human resource administration, membership and funding.

Collaborates, negotiates and advocates with City staff and those from other levels of government and community agencies, plus community members, to create or strengthen broad social programs and policies and the impact of initiatives by other levels of government and community-based organizations on community issues and services.

Reviews and analyzes policies and procedures of the Centre and from different levels of government, related laws, acts or contracts.

Prevents crises, manages critical issues, solves difficult problems and anticipates and addresses matters which are or may become critical issues for the Centre before the Centre or City is compromised

Financial Risk and Facilities Management

Develops, recommends and administers the annual budget for the centre, and ensures that the centre's expenditures are controlled and maintained within approved budget limitations.

Develops and monitors financial policies and practices and manages human resources consistent with the goals and philosophy of the Centre.

Protects and reflects the Centre's interests in its legal relationships with funders, businesses and agencies that support Centre operations. Negotiates, executes and administers legal agreements that affect the Centre with a range of funders that include government departments, the United Way and contractors of selected services to the Centre.

Exercises signing authority for a broad range of Centre contractual agreements in respect to facilities, operations, human resources legal documentation, union agreements and with funders, program partners, users of facilities.

Participates in risk management activities including the provision of regular risk indicator reports and working closely with other City staff, contracted agency staff and clients to manage risks and minimize liability to the City of Toronto.

Plans and budgets for facilities whether leased or owned by the City. Designs and Manages projects such as capital building campaigns or relocation. Manages maintenance and operations for the facility including the physical building, its design and layout including elevators, plumbing, heating and air conditioning, flooring, lighting and electrical systems, security systems, roofing. Maintains the grounds and surrounding areas, parking lots, gardens, wheelchair accessibility. Maintains the furniture and equipment of the facility.

The above reflects the general details considered necessary to perform the principal functions and shall not be construed as a detailed description of all the work requirements inherent in the job.

Personnel Committee
AOCC Executive Director Job Profile

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Provides overall control and direction for all funding including overall and individual budgets for administration and various program areas. Administers and supervises all financial and budgetary activities of the Centre. Reviews and approves financial statements, monthly reconciliations, accounts payable, payroll requisitions, purchase orders and receipts. Ensures that timely financial reports are submitted to funders in the appropriate formats. Presents and defends budgets before Committees, the Board and Council. Ensures sufficient financial resources to operate the Centre and programs through planning, co-ordinating, implementing and evaluating fundraising methods such as special events, gaming, direct mail, rentals, fees, proposals to governments, foundations and corporations. Ensures a healthy, safe, welcoming and secure environment where the Centre's physical and financial assets, staff, volunteers and users of services are protected and maintained.

Human Resource Management

Manages, motivates and ensures the effective training of the Centre's staff, ensuring effective teamwork, high standards of work quality and organizational performance, continuous learning and encourages innovation in others. Exercises responsibility and control for the hiring, training, management, evaluation, discipline and termination of all employees including permanent employees, both management and union as well as casual, contract and seasonal employees and volunteers. Handles labour relations matters, including the hearing of grievances and the imposition of discipline as required. Ensures the efficient utilization of planning and supervision of clerical, accounting, reporting, EDP, and purchasing operations. Negotiates and implements union agreements and issues related to the agreement. Reports on all the components of the Centre with respect to the range of operating and human resource policies and procedures outlined in Centre manuals and guidelines and various acts, statutes.

Community and Public Relations

Gains media coverage of relevant issues and events in order to promote the welfare and rights of communities and to highlight the impact of centre programming. Works with the community to find solutions to the problems a community identifies. Develops and mobilizes community-based leadership and other local resources and skills to initiate actions to solve identified community problems. Responds to inquiries, issues and concerns rising from the Board, staff, service users, funders, regulators, community partners, elected officials and the media. Maintains formal and informal relationships with the City of Toronto, Council Committees and departments, divisions, that affect the operations of the Centre including Community & Neighbourhood Services Department. Conveys timely information to staff and volunteers. Initiates, evaluates and supervises the design and implementation of effective publicity, outreach and public relations/marketing materials and initiatives in order to create ensure a positive Centre image in the community. Speaks for the Centre and represents it in negotiations, collective bargaining, meetings with the public, with other organizations and all levels of government and manages Centre relationships with the media and in public forums. Prepares reports to Board and funders, correspondence and response to enquiries, makes presentations to community stakeholders as requested. Creates and maintains a positive image of the Centre at Council and among City staff. Negotiates and advocates with a variety of City staff and through a range of departments.

Fundraising

Liaises with various levels of government, corporations, foundations and private donors to sustain and improve financial resources. Works with committees of volunteers and staff to plan, implement and co-ordinate dinners, benefits, auctions, raffles, bingos, runs, walks, theatre trips and other special events.

“Original Confirmation on File”

The above reflects the general details considered necessary to perform the principal functions and shall not be construed as a detailed description of all the work requirements inherent in the job.

Personnel Committee
AOCC Executive Director Job Profile

4

Board of Management or Designate

Manager, Compensation & Benefits

Date Approved:

Date Approved:

Not part of City Job Description

Executive Director of Applegrove Community Complex is at the non-union job level 7.0 and 93% of full time.



APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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www.ApplegroveCC.ca

"TOGETHER, BUILDING OUR COMMUNITY"



Executive Director's Report

February 15, 2018

City Council passed the 2018 budget at its meeting in February, including reinstating the SHA pool. To celebrate, the Working Committee is holding a pool party on February 24.

But I bet that party will not have as much magic as Applegrove's Family Dance on February 10!



I just hope the power does not go out, as it did at our event.

Strategic Initiatives

Moving forward on the Strategic Initiative Committee's work and the AppleGrowth project, I drafted a Request For Proposals (RFP) for a consultant. After the committee members had an opportunity to review it, I posted the RFP on Applegrove's website, noted it on Facebook, and sent it to some relevant contacts.

Josh Sherman of the Beach Metro News interviewed me on February 14 for an article about the future of the 55 Division police station. With the article intended for the February 20 edition, the timing was perfect to mention the RFP and increase its reach.

I have included the RFP separately in the Board package so that you can share it. The timing for responses, selection and starting work is very tight.

Please note that the RFP includes interviews of consultants between March 15 to 19. I would like to schedule either a Board or SI meeting on March 19 to endorse what I hope will be my recommendation on hiring.

In addition, as noted at the January Board meeting, we submitted a Letter Of Intent (LOI) for a City Community Project Grant. If funded, the "Allies in Development and Education" (ADE) project will:

Utilize the experience and expertise of a long-established community hub to produce a toolkit or procedural manual for presentation to the TDSB and the City of Toronto. This tool will complement existing partnership and leasing protocols for working with community groups who use space in City of Toronto and TDSB facilities, and enhance groups' sustainability.

We expect to hear on February 23 whether our proposal is approved to move to a full proposal. If so, the proposal will be due March 9. I shared the information with on-site partners at a hub meeting today. The timeline for the work is October to April.

Membership

As planned, we used the first 2 weeks of February to speak with program participants about the new membership system. May attended the PC and AC advisory committees and the Seniors Council. She, Pierre and I offered treats and information to after-school parents one afternoon, and May did the same thing at the after-school satellite another day.

In general, participants had few questions about membership. We tailored the information and a handout to highlight a specific advantage for the program area, e.g., early-bird camp discount for after-school parents, \$2 Lunch 'n' Learn via the \$20 activity card for the older adults. Several after-school parents indicated that they would try to attend the AGM, and most seemed quite prepared to pay the Tree membership fee.

May reported that some older adult members of the Seniors Council were prepared to pay the \$20 fee to provide additional funds for subsidies. This could be an opportunity for a donation option on the membership form.

Audit

February usually brings the auditor for field work. Although we are working with the same company as in the past few years (Welch), they assigned a new staff who will be on site February 20 to 22 or 23.

Term Deposits

The City's rules about investments basically restrict these to term deposits. Last year, Applegrove changed some of its deposits from monthly to annual terms. Their initial terms are now up, so Jenef and Susan H. checked interest rates so the Board can determine terms for the next year. We do not anticipate any need for using funds from the term deposits, and have not needed them for many, many years.

Term Deposit update		Feb. 15/18				
		<u>matured/maturing:</u>	<u>value:</u>			
Term # 8	Feb. 3/18		34,360.51	<i>funds available for reinvestment</i>		
Term # 7	Mar. 10/18		50,800.00			
				at maturity	51,612.80	approx.
			85,160.51			
also on books:						
Term # 9	June 3/19		50,873.64		invested @ 1.75 %	
Alterna has present offers of 1.95 % for 17 month or 2.15 % for 31 months.						

Based on the information above, the questions for the Board are:

- For term #8, invest for 17 or 31 months (1.95% or 2.15%)?
- For #7, 17 or 31 months?

Follow-up on Preliminary Year-end Financial Report

The January Board meeting's discussion of the preliminary year-end financial report included a question about the deficit in the "Other" column.

Susan H. noted that the Program Assistant salaries & benefits are currently coming out of Outreach account. This is among a group of sub-accounts (e.g. Family Dance, Applicious, PastaFest) which were originally intended to generate fundraising revenue for the Board account.

If we look back to prior years, the Board surplus stood at:

- \$32,928 (2015 closing)
- \$31,418 (2016 closing)
- -\$13,665 in the preliminary 2017 year end.

Please note that the 2017 amount will be significantly higher after we close 2017.

The shortfalls attributable to Outreach salaries and benefits (excluding revenue and other expenses) were \$30,319 in 2016 and \$28,904 in 2017.

A Board-approved transfer of these monies from Afterschool accumulated surplus, would reverse the trend to increase the Board deficit. This transfer aligns with the Board's intent when the position was created.

To avoid this problem in future, Finance staff can re-code the Program Assistant salary and benefits to come out of a different sub-account, currently only used to cover the Applegrove portion of HOBG salaries and benefits. This sub-account could be re-named Applegrove Program General staffing, so it would include both staff and both activities.

Doing this would provide clear information and conform to the Board's intent when each position was created. It would also mean that the staff members' privacy would be increase, as readers would be less able to see one individual's salary and benefits.

Grievances, Complaints and Compliments

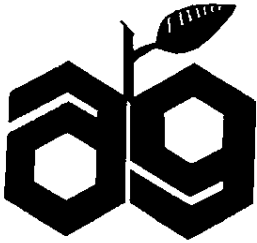
As agreed some years ago, the Executive Director's monthly report includes complaints and grievances. There have been no grievances since my January report.

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 received one informal complaint regarding the parking spot for persons with disabilities in the south parking lot, closest to S.H. Armstrong.

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

Respectfully submitted,

Susan Fletcher.



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Plans for Over the Rainbow

February 15, 2018

As I reported at the January Board meeting, funding for the therapeutic play program, Over The Rainbow (OTR), ends as of March 31, 2018.

Since the program's inception, it has been funded by the United Way's Success by 6 funding stream. We partnered with TNO (originally Thorncliffe Neighbourhood Office, now The Neighbourhood Organization) to design the program. As a United Way member agency, the funding came to TNO; they sent Applegrove's share to us.

Although TNO had known for some time that the United Way was ending Success by 6, they notified Applegrove only in January.

Since then, May and I met with the program staff to consider the future. The audited statements for 2016 show a program surplus of about \$40,000 and that the program costs about \$25,000 annually to operate as it has been. I shared this information with the staff and reported that the Board was interesting in securing foundation or corporate funding to continue the program. In a general discussion about options and opportunities, we discussed

- continuing as is
- changing the program time to mornings, after-school or evenings
- offering a different format in the summer
- changing from 3-6 to 6-10 year olds
- undertaking an impact study with participants from 3-5 years ago or more.

Staff recommended:

- maintaining the focus on 3-6 year olds but possibly changing to mornings (which would allow Helping Our Babies Grow to move to noon-2 p.m. starting in the fall).
- undertaking an impact study in the spring and early summer, in order to have results available as early as possible to use in funding proposals.
- as soon as possible, implementing an outreach strategy across east Toronto and west Scarborough, probably including an experiential workshop for staff in other agencies, which would allow them to make effective referrals. This would not only increase the number of participants (which dropped with the implementation of full day kindergarten), but might create a wait list, which would strengthen the statement of need in a funding proposal.

This work can be accomplished within the approved 2018 OTR budget of \$35,000. That budget was based on 52 weeks per year of staffing; our experience is that there are somewhat fewer weeks of staffing, allowing that time and budget to be used in the impact study and outreach strategy.



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Applegrove Events and Board / Committee Meetings – February 15, 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.

February Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
18	19 Applegrove Closed for Family Day	20 [SHA Pool Committee]	21	22 [Duke School Council]	23	24
25	26 Board	27	28			

March Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 6:30 SI	2	3 [Duke Adult Social]
4	5	6 6:30 Personnel	7	8 6:30 MNO	9	10
11	12	13	14 Seniors Wellness Fair 10:30 to 2:30	15	16	17
March Break Camp						
18	19 <i>Board or SI</i>	20 [Duke School Council]	21	22	23	24
25	26 AGM	27	28	29	30 Applegrove Closed for Good Friday	31

April Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Applegrove closed for Easter Monday	3	4	5	6	7 [Bowmore Make-it Fair]
8	9	10	11	12	13	14
15	16	17	18	19	20	21
Volunteer Week						
22	23	24	25	26 [Duke School Council]	27	28 [Duke Adult Social]
29	30 Board					

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 – February 15, 2018
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 <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	30	31		

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

July	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					

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 – February 15, 2018
Office Phone 416-461-8143

August 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	

September 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						

Volunteer Week

- April 7-13, 2019

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