



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, January 31, 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. Volunteer Hours
4. Donation Envelope

7:05

5. Minutes of the November 29 Board of Directors Meeting (*White*): for approval

7:10

6. Agency Priorities (*see Executive Director's Report*): for discussion and decisions

7:25

7. AGM Planning: for decisions
8. Membership Follow-up

7:30

9. Finance and Fundraising
 - 9.1. Admin Budget: for information
 - 9.2. Preliminary Year-End Financial Report (*to be distributed at the meeting*): for information and approval
 - 9.3. Motion(s) to transfer funds: for approval

7:45

- 9.4. Endorse Rec Grant (*Blue*)

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.

9.5. Endorse Applicable Grant (*Green; budget to be distributed at the meeting*)

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.

9.6. Endorse Drug Prevention Grant (*outline to be distributed at the meeting*)

7:50

10. Program Updates: for information and action as needed

10.1. HAIG

10.2. Edgewood

8:00

11. Agency Complaints Procedure (*Salmon and Executive Director's Report*)

8:10

12. Directors' Concerns

13. Adjournment



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Board of Management Meeting AGENDA -- Monday, January 31, 2011

8:15

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of November 29 Board of Management Meeting (*White*): for approval

8:20

- D. Human Rights and Anti-Harassment: for approval
 - D.1. Policy (*Goldenrod*)
 - D.2. Complaints Procedure (*Yellow*)

8:35

- E. Board Code of Conduct (*Grey*): for information

8:40

- F. Records Retention (*Violet*; also see *Executive Director's Report*): for approval
- G. Board Evaluation Summary (*Buff*): for information

8:50

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

8:55

- I. Correspondence/Information List (*to be distributed at the meeting*): for information and approval of suggested actions

8:59

- J. Adjournment

Next Meeting

February 28, 2011 (time to be confirmed)



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Board Members – Time Served

January 2011

Name and position on the Board	Date came on board (D/M/Y)	Time completed (at the AGM)	Term	Renew?
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	



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“TOGETHER, BUILDING OUR COMMUNITY”

Minutes of the Board of Directors Meeting November 29, 2010

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

Present: Natalie Coulter, Carmita Magnaye, Ann McKechnie, Pierre Trudel (Chair), Lynn Wyminga
Regrets: Sandra Bussin, Sydney Schultz
Staff: Susan Fletcher, May Seto (Recorder), Louise Maynard

Dates of Next Meetings

Monday, January 31 – Board Meeting at 7 pm

1. Call to Order/Adoption of Agenda/Introductions

At 7:30, Pierre called the meeting to order. Quorum of 5 Directors 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. Board Meeting Evaluation Forms

Completed evaluation forms were given to Louise for compiling.

6. Program Presentation: Therapeutic Play

Louise provided an overview of the Therapeutic Play program and answered questions from Board Members.

7. Minutes

Minutes of the November 1 Board of Directors Meeting.

MOTION (Coulter/Wyminga)

To accept the minutes of November 1.

Carried.

8. Appointment of New Board Member

The candidate interested in the Board can no longer commit due to unexpected circumstances. Applegrove will continue to look for members to fill current vacancies.

9. Membership Follow-up

Ann provided an update on membership details and handed out an outline of timelines for action items. Ann will draft questions for focus group and online survey for Susan to review.

Charitable Number: 10671 8943 RR0001

10. Finance and Fundraising

10.1. October Financial Report

Board Members reviewed the report. Susan answered questions members had.

10.2. New Fundraising Event: Wrap and Roll

Staff are planning this event on the evening of December 16th in the Woodfield gym. For small fee, volunteers will wrap Christmas gifts. There will also be refreshments and a children's craft table.

11. Edgewood Program Update

Applegrove is still looking for space. Louise and May met with Bizzy Bee but they only offered 3 hours per week. Louise has also contacted members of the congregation at Corpus Christi Church who supports Applegrove using space at the Church for Edgewood programming. Louise will call Corpus Christi Church again this week.

12. Pasta Fest Initial Report

Susan provided an initial financial update. Participants felt the date was too late in the year. Louise plans to ask Legion to reserve October 22, 2011 for next year's event. Board members agreed that was a better date.

13. Directors' Concerns

Natalie informed the Board that the theatre night event between HAIG and the daycare was confirmed for February 17th. She will talk to the principal to inquire about a permit and will ask May to submit if needed.

14. Adjournment

The meeting was adjourned on a motion by Lynn Wyminga, seconded by Natalie Coulter.

Chair

Secretary

Organization Name: Applegrove Community ComplexProgram Name: Summer Adventure Day Camp**14. Project Budget**

Please show all sources of revenue on the chart below. For each revenue source, show whether the revenue has been already approved, or whether it is still pending.

PROGRAM REVENUE SOURCE	REVENUE \$	APPROVED ✓	PENDING ✓
GOVERNMENT - FEES AND GRANTS			
410 Federal	\$ 12,915.00		✓
420 Provincial	\$ 2,100.00		✓
460 City of Toronto - Community Recreation Funding	\$ 4,708.00		✓
460 City of Toronto - Community Service Partnerships	N/A	N/A	N/A
465 City of Toronto - Other CPIP Programs	N/A	N/A	N/A
466 City of Toronto - Fees/Purchase of Service	N/A	N/A	N/A
City of Toronto Children's Service Purchase of Service	\$4,070.40		✓
470 Other Government(s)			
471 Other Regional Municipalities (Examples: Peel, York Region, etc.)			
SUB-TOTAL (410 - 471)	\$ 23,793.40		
1010 United Way Base Allocation (Member)			
1020 United Way Grant (Member)			
1030 Other United Way Grant (Winter Relief, Success By 6, Freedom from Violence, Newcomer Grant, Action Grant, CIF)	\$ 6,000.00		✓
1040 Other United Ways			
1050 United Way Donor Choice Designation			
530 Other Agencies (Specify _____)			
540 Foundations (Specify Excellence in Literacy, Parks and Trees, Raise a Reader, Star Fresh Air Fund)	\$ 12,155.00		✓
210 Fees From Users	\$ 21,062.40		✓
300 Productive Enterprises			
615 Membership Fees			
690 Fundraising, Donations and Bequests	\$ 1,963.00		✓
900 Other Receipts (Specify _____)			
100 Investment Income			
SUB-TOTAL (1010 - 100)	\$ 41,180.40		
TOTAL PROJECT INCOME	\$ 64,973.80		

Organization Name: Applegrove Community ComplexProgram Name: Summer Adventure Day Camp

Project Expenditure Detail

Please indicate your project expenditures on the chart below. **The project budget must show a zero balance.** Please indicate how much of your Community Recreation funding you will spend in each expense category on the chart below. **Please review the costs that are ineligible for funding before completing this column (you can find this list in the 2011 Community Recreation Funding Guidelines).** Do not include in-kind resources in the Project Expenditure Details. If your organization is applying with a trustee, you should include any trustee's fee as a part of your administration expenditures request (line 9000).

PROGRAM EXPENDITURES	EXPENDITURE	Comm. Recreation Funds to be spent in category
1100 Salaries	\$ 46,604.77	\$ 4,708.00
1200 Employee Benefits	\$ 3,728.38	
1800 Staff Training	\$ 450.00	
1900 Staff Travel	\$ 400.00	
SUB-TOTAL (1100 - 1900)	\$ 51,183.15	\$ 4,708.00
1300 Building Occupancy		
1400 Office Expenses		
1495 Office Equipment Purchased		
1496 Amortization of Capital Assets		
1515 Volunteer Expenses		
1600 Promotion and Publicity	\$ 60.00	
1700 Purchased Services		
3600 Financial Assistance Provided		
3700 Program Expenses	\$ 13,730.80	
4900 Fundraising Expenses		
5000 Productive Enterprise Expenses		
7000 Dues (National, Provincial, Other)		
9000 Other Expenditures (Specify _____)		
Police Ref Check	\$ 300.00	
staff uniforms	\$ 100.00	
SUB-TOTAL (1300 - 1900)	\$ 13,790.80	\$ -
TOTAL PROJECT EXPENDITURES	\$ 64,973.95	\$ 4,708.00
TOTAL PROJECT INCOME	\$ 64,973.80	\$ 4,708.00
PROJECT SURPLUS (DEFICIT)	\$ (0.15)	\$ -

Organization name: Applegrove Community Complex

Project Name: Summer Adventure Day Camp

City of Toronto CIP Application 2011

Community Recreation (previously Minor Recreation)

PART B

Project Assessment

Organization name: Applegrove Community Complex

Project Name: Summer Adventure Day Camp

1. In 150 words or less, describe the proposed recreation activities that the requested funding will support. Include brief descriptions of the focus community, the key activities, start and end date of activities, expected results and any other relevant information. If you received a Minor Recreation Grant last year, include information about any enhancement to the activities in 2011.

The allocation will be used toward the Summer Adventure day camp for school-age children. It will help to pay for staffing, supplies, admission fees, and transportation.

The camp will run Monday to Friday except statutory holidays for 8 weeks (July 4 to August 26), with core programming between 10 a.m. and 4 p.m., and supervision from 9 to 10 and 4 to 5. Campers will go on trips, enjoy crafts, co-operative games, drama, and learn to cook. Through these activities, campers will gain self-confidence, develop social and life skills, and practice literacy. Their parents will know the children are safe and supervised, making new friends and having fun.

Counsellors, most of whom are youth aged 16 to 22, start training about 10 days before camp begins, learning about child development, communication, teamwork, health and safety, planning their campers' activities, and preparing for the inevitable rainy days.

2. Communities are groups of people who share a geographic location, common bond of experience. Most people belong to more than one community. The Minor Recreation Grant Program recognizes communities as they define themselves.

a) Your focus community for the proposed recreational activities:

- Share a geographic Location. (i.e. regent park residents)

Please specify: mainly those who live in Applegrove's catchment area (Jones to Woodbine Avenue, Lake Ontario to the railway tracks north of Gerrard Street)

- Has common bond. (i.e. Tamil seniors)

Please specify: children ages 6 to 12

- Has same experience. (i.e. people who are hearing impaired)

Please specify: _____

b). List your service location(s) for this project.

Applegrove's main location in the Duke of Connaught School, 60 Woodfield Road

c). Your activities are delivered (please specify one only)

- City wide

- Multiple wards – please specify wards parts of Wards 30 and 32

- Single ward – please specify ward _____

- Other (please specify): _____

Organization name: Applegrove Community Complex

Project Name: Summer Adventure Day Camp

3. a) Please describe the recreation need or gap that the proposed activities will address.

In the summer, school age children need activities that keep their bodies and minds active, allow them to practise skills and develop new ones, and let them make new friends.

Their families need to know that their children are safe and supervised. Some families need quality care for their children while parents are at work, in school, or busy with other activities.

In addition, teens need work experience and need to earn money.

- b) How did you gather the information that identified the community's need for the recreational activities? (please check as many as apply)

survey needs assessment program evaluations

community consultation other (specify): There was a wait list for all weeks last summer and most previous summers. The existence of a wait list shows the high need for the program in this community. The program was also selected to participate in the TDSB/TCDSB, provincial government and United Way "Focus On Youth" Program, which targets communities in need showing that they agree this is such a neighbourhood. Toronto Children's Services has approved this program for full subsidy for parents on Ontario Works or ODSP. Finally, our affordable fees and the uptake for our subsidy show that many families in the neighbourhood cannot afford more expensive summer programs.

- c) Provide a brief description about the need for the recreational activities and how you will know the activities are effective in meeting the identified need.

Applegrove has provided a summer day camp for more than 20 years. We know that the camp meets families' needs from their informal comments during registration and camp, from the wait list, and responses to the annual user survey. In 2010, parents rated the program highly, felt the staff were attentive and supportive, and that their children were safe and well cared for.

In addition, Applegrove's 2009 strategic planning process identified as agency priorities, maintaining existing services and expanding services for children and youth. Data collected as part of the planning process showed that for the agency's catchment area as a whole, the average household income was about 10% below the City average. Excluding one census tract in which the average income was more than twice the City average, drops the average income in the remainder of the catchment area to about 20% below the City average.

Although the local recreation centre offers summer programming including camps, many families show their preference for Applegrove's camp by lining up to register in late April, by registering for multiple sessions, by returning year after year, by their comments on surveys, and by the wait list.

- d) Describe what will change for participants and the community as a result of these recreation activities.

The local community benefits when its children are busy and supervised, and continues to benefit still more when children practise literacy and numeracy; explore art, drama and other creative activities; enjoy swimming, outdoor games and other active exercise; and learn to co-operate and resolve their disputes. Through these activities, children's skills and development are supported and enhanced.

Longer-term outcomes include the development of self-esteem and social skills of the children. Staff members facilitate this through coaching children, through co-operative games, and using workshops and

Organization name: Applegrove Community Complex

Project Name: Summer Adventure Day Camp

day-to-day activities to model and teach communication, anger management, non-violent dispute settlement, and street safety. Age-appropriate crafts and activities give the children a sense of accomplishment. Their input into daily programming gives campers a sense of ownership. Older children learn to enjoy responsibility by helping younger children with tasks that are more difficult. The local community benefits as its children develop into healthy, responsible and skilled adults.

e) Describe the experience your organization and your partner organizations have in working with the focus community you have identified.

With the local Parks and Recreation centre (S.H. Armstrong or SHA), Duke of Connaught Public School (Duke) and Applegrove all under one roof, we have worked together for many years to meet the needs of the community. This partnership was recognized in 2010 when Duke was named as one of only 16 Full Service Schools. In addition, East End Community Health Centre is located within ½ kilometre and works with Applegrove in a joint pre- and post-natal program.

4. How are volunteers and the focus community involved in the planning and delivery of the recreational activities?

Volunteers on Applegrove's Board oversee the day camp.

Most summers, there is occasional direct volunteer participation such as leading a special activity or helping to accompany campers on trips. For the last 3 summers, one youth volunteer participated in training and worked regular shifts throughout the program. An adult volunteer helped with the cooking and snack programs.

In addition, the 12 to 15 year old participants in Applegrove's Leadership Adventure help with the camp, especially snack preparation and special events.

Volunteers are an integral part of the Summer Adventure Day Camp and we plan to continue to work with them in the upcoming summer.

5. How are the personal safety needs of the participants and volunteers addressed ? Please check as many that apply:

- screening project volunteers "walk safe" program for evening activities,
 conflict resolution training volunteer training Other (please specify) First Aid, involvement of staff Health and Safety rep, H&S orientation during training, management inspects facilities frequently and review program plans

6. Are the activities free for participants? Yes__ No

If no, the activities are not free for participants, please describe the fee structure and the policy for reduced fees for the activities. How will participants learn about the fee structure and the policy on reduced fees?

Camp will cost \$60 per week with 2 kinds of subsidy available. First, Applegrove has been approved to offer full subsidy to families on Ontario Works and Ontario Disability Support Plan.

Second, for those who do not qualify for subsidy related to OW/ODSP, Applegrove provides subsidy for the equivalent of 3 camp spaces each week, i.e., \$1,440 in 2011. Our policy is one week per child or \$120

Organization name: Applegrove Community Complex

Project Name: Summer Adventure Day Camp

per family, whichever is more. The availability of subsidy is noted on the camp registration form and publicity poster. When families register and request subsidy, staff ask what, if anything, they can pay, and approve subsidy up to the amount available under our policy. Some families use the subsidy to pay for one or two weeks of camp, and others spread the amount across the whole summer.

7. What barriers will exist for equity seeking groups to access your activities? How will you address those barriers?

Barriers include low levels of English literacy and poverty. We address these through translating the camp registration form into Chinese and by our fee subsidies.

8. How are these activities different from your core services and activities? How will what you learn from delivering these activities help to improve your core services and activities?

The Summer Adventure Day Camp operates only during the summer. It relies on a number of special summer funding programs, including Focus On Youth (TDSB and provincial government), the federal summer student job program, provincial summer job programs (delivered by Tropicana and other youth services), and the Toronto Star Fresh Air Fund.

It is also a full day program – Applegrove is responsible for the participants’ safety for full days. With that much time in program, counsellors see campers’ behaviour problems and sometimes even have to suspend participants in order to ensure everyone’s safety.

The day camp provides insights into families’ needs – we utilize these insights in designing the after-school program. In addition, as their children became too old for the camp, so many families requested summer programming for teens that we added a summer leadership program for 12 to 15 year olds.

9. What resources, tools or materials will be developed? How will you share what you have learned with other communities and organizations?

In addition to publicity and registration materials, we develop a program calendar template, weekly program calendars for each group, guidelines for special events, etc. Applegrove would be pleased to share these with any interested groups.

10. How many individuals do you estimate will participate in the recreational activities? Even if someone participates in more than one activity, count that person only once. Please use the age definitions given below. For example, if your project will focus on seniors that are age 55 and up, count only those who are 65 or older as seniors. Count the remainder as adults. Direct participants are individuals who take part in the activities that you offer.

Direct Project Participants	Estimated Number
Pre-schooler (0 - 4)	
Children (5 – 14)	125
Young Youth (15 - 19)	4
Older Youth (20-24)	4
Adults (25 - 64)	

Organization name: Applegrove Community ComplexProject Name: Summer Adventure Day Camp

Seniors (65+)	
Total number of direct participants	133

11. Complete the chart below to explain how people will learn about the activities:

Communicating the activities	Used? Yes or No	Number of people reached
Brochures or pamphlets	Yes	700
Newsletter	Yes	2,500
Web site	Yes	1,000
Public information event	Yes	25
Media release or coverage	Yes	30,000
Report distribution		
Network meetings		
Outreach	Yes	200
Participants sharing info/knowledge	Yes	100
Other--please specify		
Total number of indirect participants		34,525

12. How many staff and staff hours will be provided by your organization and partner organisations? Please attach any job descriptions for staff that will be paid through the project budget.

Staff	Number
Number of staff to be paid through the project budget (total)	10
Number of staff hours to be paid through the project budget (total)	4,280
Number of in-kind staff hours provided by applicant organization (total)	393
Number of in-kind staff hours provided by partner organizations (total)	1,400

13. Volunteer resources are the unpaid individual people who will participate in the planning and delivery of the activities. Please complete the chart below to provide an estimate of the number of volunteers and volunteer hours involved.

Volunteer Resources	Estimated Number
Number of volunteers	5
Number of volunteer hours (total for the project)	100

Organization name: Apple Grove Community Complex

Project Name: Summer Adventure Day Camp

14. Project Budget

Please show all sources of project revenue on the chart below. For each revenue source, show whether the revenue has been already approved, or whether it is still pending.

PROJECT REVENUE SOURCE	REVENUE \$	APPROVED √	PENDING √
GOVERNMENT - FEES AND GRANTS			
410 Federal			
420 Provincial			
460 City of Toronto – Community Recreation Funding			
460 City of Toronto- Community Service Partnerships	N/A	N/A	N/A
465 City of Toronto- Other CPIP Programs	N/A	N/A	N/A
466 City of Toronto-Fees/Purchase of Services	N/A	N/A	N/A
470 Other Government(s)			
471 Other Regional Municipalities (Examples: Peel, York Region, etc.)			
SUB-TOTAL (410 - 471)			
1010 United Way Base Allocation (Member)			
1020 United Way Grant (Member)			
1030 Other United Way- (Winter Relief, Success by 6, Freedom from Violence, Newcomer Grant, Action Grant, CIF)			
1040 Other United Ways			
1050 United Way Donor Choice Designation			
530 Other Agencies (Specify _____)			
540 Foundations (Specify _____)			
210 Fees From Users			
300 Productive Enterprises			
615 Membership Fees			
690 Fund Raising, Donations and Bequests			
900 Other Receipts (Specify _____)			
100 Investment Income			
SUB-TOTAL (1010 - 100)			
TOTAL PROJECT REVENUE			

Organization name: Applegrove Community Complex

Project Name: Summer Adventure Day Camp

15. In kind support

In-kind is any contribution other than money, such as space, supplies or services. List the in-kind support your organization will receive to deliver the activities (including from the City of Toronto)

Type of support	Source	Estimated value
Example: Space	Shopping Mall	\$3,000.00
TOTAL ESTIMATED VALUE OF IN-KIND SUPPORT		\$

Organization name: Apple Grove Community ComplexProject Name: Summer Adventure Day Camp

Project Expenditure Detail

Please indicate your project expenditures on the chart below. **The project budget must show a zero balance.** Please indicate how much of your Community Recreation funding you will spend in each expense category on the chart below. **Please review the costs that are ineligible for funding before completing this column (you can find this list in the 2011 Community Recreation Funding Guidelines).** Do not include in-kind resources in the Project Expenditure Details. If your organization is applying with a trustee, you should include any trustee's fee as a part of your administration expenditures request (line 9000).

ACTIVITIES EXPENDITURE CATEGORIES	EXPENDITURE	Comm. Recreation Funds to be spent in category
1100 Salaries		
1200 Employee Benefits		
1800 Staff Training		
1900 Staff Travel		
SUB-TOTAL (1100 - 1900)		
1300 Building Occupancy – (dedicated project space)		
1400 Office Expenses		
1495 Office Equipment Purchased	N/A	N/A
1496 Amortisation of Capital Assets	N/A	N/A
1515 Volunteer Expenses - Volunteer Travel		
1515 Volunteer Expenses - Other		
1600 Promotion & Publicity		
1700 Purchased Services		
3600 Financial Assistance Provided		
3700 Project Expenses – Participant Transportation		
3700 Project Expenses - Participant Childcare		
3700 Project Expenses - Translation		
3700 Project Expenses - Other		
4900 Fundraising Expenses	N/A	N/A
5000 Productive Enterprise Expenses	N/A	N/A
7000 Dues (National, Provincial, Other)	N/A	N/A
9000 Administration Expenditures (Maximum 20%)		
9000 Other Expenditures (Specify _____)		
SUB-TOTAL (1300 - 9000)		
TOTAL PROJECT EXPENDITURES		
TOTAL PROJECT INCOME	(Total Project Income)	(CSI Request)
PROJECT SURPLUS (DEFICIT)		

Organization name: Applegrove Community Complex

Project Name: Applicious

City of Toronto CPIP Application 2011
Community Festivals & Special Events

PART B

Project Assessment

Organization name: Applegrove Community Complex

Project Name: Applicious

1. In 150 words or less, describe the proposed festival or special event. Include brief descriptions of the festival / event participants, the activities, expected results and any other relevant information.

Applegrove will involve neighbourhood business and agency partners in our family-oriented fall festival with an apple theme. The name "Applicious" suggests apples, fun and food. It also alludes to the agency's name, referring to the apple orchard of the local founding family, the Ashbridges, and the original name of the eastern portion of Dundas Street.

At Applicious, families will enjoy a range of affordable activities from quiet to energetic, from apple-themed crafts and games through food and entertainment to contests and inflatables! Through these activities, they will meet neighbours and learn about local services, thus contributing to their involvement with the community.

Local small businesses and entrepreneurs can offer goods or services at the event or participate via sponsorship.

119 words

The event's goals are:

- fun and interaction for neighbourhood residents.
- partnership and fundraising opportunities to local services and organizations.
- promotion of local businesses/services/organizations.
- market Applegrove and support programs.

32 words

2. If you received a CFSE grant in 2010, please briefly describe how this year's event will change as a result of what you learned last year.

2010's evaluation forms showed participants enjoyed the event and wanted more apples! We will work at having even more apples, more apple-themed activities, and plan to take sole charge of the food rather than involving local restaurants as in prior years.

3. Describe below how the proposed community festival / special event addresses the program purpose as outlined on page 2 of the CFSE 2011 Program Guidelines.

to facilitate community development and community economic development throughout the City by providing developmental financial support to organizers of small to medium-scale community festivals. In order to achieve this goal, it is the objective of the Program to maximize support to those community festivals that:

- *build pride in communities by showcasing local achievements, heritage, culture, neighbourhoods and business communities;*
- *strengthen local economies;*
- *encourage the development of new partnerships through local public and private sector groups working together;*
- *strengthen the volunteer sector by providing opportunities to learn new leadership skills;*
- *provide community events for people of all ages and abilities; and*

Organization name: Applegrove Community ComplexProject Name: Applicious

- *are accessible and open to the general public. A fee to a component of the event may be charged, and the event may be targeted to appeal to a specific segment of the community (geographic neighbourhood, cultural group, special interest group, etc.).*

Applicious facilitates community development through significant volunteer involvement in the event (see question 7). The event showcases the neighbourhood through involvement of local agencies, businesses and entertainers. Small businesses and “mompreneurs” can sell their products and services at the event. Entertainers like “Sing-Along Tim” not only entertain the participants but can also sell their CD’s.

With a range of games and activities, Applicious welcomes everyone from toddlers to seniors – in 2010, the winner of the Jelly Bean Guess was over 80 years old!

To ensure Applicious is financially accessible, ticket prices are low, anyone wearing red receives a free ticket, and some activities and the entertainment are free.

4. Communities are groups of people who share a geographic location, common bond or experience. Most people belong to more than one community. The CFSE recognizes communities as they define themselves.

a) Please indicate below your festival/event's focus community:

- Share a geographic location. (i.e. regent park residents)

Please specify: live in or near Applegrove's catchment area of Jones to Woodbine and Lake Ontario to the railway tracks north of Gerrard Street.

- Has common bond. (i.e. Tamil seniors)

Please specify: _____

- Has same experience. (i.e. people who are hearing impaired)

Please specify: _____

b). What is the expected attendance at the event: 1500

5. List your service location(s) for this event:

Your event serves (please specify one only)

- City wide

- Multiple wards – please specify wards primarily wards 30 and 32, but everyone is welcome.

- Single ward – please specify ward _____

- Others (please specify): _____

What is the date of the event: Saturday, September 17, 2011

What is the address at which the event will be held:

North-east area of Woodbine Park, Queen Street East and Kingston Road (1675 Queen Street East)

Organization name: Applegrove Community Complex

Project Name: Applicious

6. a) How did you gather the information showing a need for this event? (please check as many as apply)

- survey
- needs assessment
- program evaluations
- community consultation
- other (specify): comment cards at the 2010 Applicious festival confirmed that participants had fun, felt the festival was affordable, and wanted more!

b) Provide a brief description of the need for the event and how you know the event will be effective in meeting the need identified.

People in Applegrove’s neighbourhood want to be more connected to their community. While there are a number of events held in Woodbine Park, none highlighted our neighbourhood, involved agencies in our area, had opportunities for local businesses and “mom-preneurs” to showcase their products and services, were affordable and family focussed, and had the feel of a small town fall festival.

Applegrove knows that Applicious will be effective in meeting these needs because of the results of last year’s festival.

c) Describe what will change for participants and the community as a result of this event.

Participants will have experiences the warmth, fun and involvement of a fall festival in their neighbourhood. They will know more about Applegrove, about other organizations and about local businesses. Some of them will start attending Applegrove programs, perhaps the family resource programs, to enhance their young children’s development. Others may donate to Applegrove to support these programs and others.

Businesses will make new connections to potential customers.

d) Describe the experience your organization and your partner organizations have in working with the focus community you have identified.

For more than 30 years, Applegrove has been “a neighbourhood partnership, fostering community through social and informative programs for individuals and families.” With a main location in the Duke of Connaught School, and in the same building as the S.H. Armstrong Recreation Centre, the agency has solid experience of working in partnership. This partnership was recognized in 2010 when the school was selected as one of only 16 “Full Services Schools” in the TDSB.

Applegrove’s board is largely comprised of local residents; many staff are from the neighbourhood. Together, they identify issues and needs, ways to meet the needs, develop programs, and raise funds to support the programs.

The growth in our program participation demonstrates the agency’s effectiveness.

7. a) Volunteer resources are the unpaid individual people who work on the project. Please complete the chart below about the volunteers involved in the planning and implementation of the festival/event.

Volunteer Resources	Estimated Number
Number of volunteers	50
Number of volunteer hours (total for the project)	500

Organization name: Applegrove Community Complex

Project Name: Applicious

b) List below the roles of volunteers during the festival / special event:

Volunteers will:

- help to plan the event;
- help to publicize the event;
- set-up and clean up the site;
- sell activity tickets;
- prepare, sell and serve food;
- operate the activities and contests;
- provide media and vendor liaison; and
- act as MC, as troubleshooter, and float/contingency.

8. How will the event meet the personal safety needs of the participants? Please check below:

- screening volunteers
 security
 traffic control
 crowd management
 parking management
 Other (please specify): _____

9. How will your project meet the personal safety needs of the volunteers?

- screening project volunteers
 training (i.e. conflict resolution)
 Other (please specify): First Aid, involvement of staff Health and Safety rep

10. Is your project free for participants? If not, please describe the fee structure and the policy for reduced fees for event. How will participants learn about the fee structure and the policy on reduced fees?

There is no admission fee at Applicious. Participants can listen to the entertainment and “window show” at vendors stalls for free. Most activities have a small cost of 1 to 3 tickets; tickets cost \$1 each with discounts for quantity and advance purchases. Anyone who wears red receives a free ticket. The free ticket offer is noted on the poster and in publicity materials.

11. What barriers will exist for equity seeking groups to access your activities? How will you address those barriers?

12. Please complete the chart below to describe how the focus community will learn about the event:

Ways of reaching people indirectly	Used by the project? Yes or No	Estimated Number of people reached
Media release or coverage	Yes	
Brochures or pamphlets		
Newspapers	Yes	50,000
Web site	Yes	1,000
Public information event		
Report distribution		
Network meetings		
Outreach	Yes	

Organization name: Applegrove Community Complex

Project Name: Applicious

Participants sharing info/knowledge	Yes	1,000
Other--please specify: poster in local businesses	Yes	10,000
"Mobile" signs in 2 locations	Yes	Thousands

13. How will you inform local residents and/or businesses about your event and possible disruptions in the neighbourhood?

Woodbine Park is used for a number of events; local residents are accustomed to activities in the park.

In the event's first year, we ensured that residents in the homes bordering the park were informed about the event well in advance, and had an opportunity to share any concerns with Applegrove. However, none of them expressed any concerns, and, through informal conversations during the event, confirmed that they are accustomed to special events in the park. We were not aware of any concerns in subsequent years. Consequently, we do not feel that special outreach will be needed this year.

In April or May, we will begin outreach to local businesses, to explain the event and invite their involvement as vendors or sponsors. We will follow up with more detailed information as planning proceeds.

Again, Applegrove's roots in this community mean that we already have relationships with many businesses.

14. Please list in the chart below the licenses, special permits and approvals are required for the event and the status of the permit?

Licenses /Permit	Approved	Pending
Toronto Public Health, Special Event Temporary Food Establishment		✓
Toronto Parks, Forestry and Recreation, Park Permit/Special Event Permit		✓
Noise permit		✓
(Others to be identified through the planning process)		✓

15. How many staff and staff hours will be provided by your organization and partner organisations? Please attach any job descriptions for staff that will be paid through the project budget.

Staff	Number
Number of staff to be paid through the project budget (total)	
Number of staff hours to be paid through the project budget (total)	
Number of in-kind staff hours provided by applicant organization (total)	
Number of in-kind staff hours provided by partner organizations (total)	

Organization name: Applegrove Community Complex

Project Name: Applicious

16. Event Budget

Please show all sources of project income on the chart below. For each income source, show whether the income has been already approved, or whether it is still pending.

EVENT REVENUE SOURCE	INCOME	APPROVED √	PENDING √
GOVERNMENT - FEES AND GRANTS			
410 Federal			
420 Provincial			
460 City of Toronto – Community Festival & Special Event			
460 City of Toronto- Community Service Partnerships	N/A	N/A	N/A
465 City of Toronto- Other CPIP Programs	N/A	N/A	N/A
466 City of Toronto-Fees/Purchase of Services	N/A	N/A	N/A
470 Other Government(s)			
471 Other Regional Municipalities (Examples: Peel, York Region, etc.)			
SUB-TOTAL (410 - 471)			
1010 United Way Base Allocation (Member)			
1020 United Way Grant (Member)			
1030 Other United Way- (Winter Relief, Success by 6, Freedom from Violence, Newcomer Grant, Action Grant, CIF)			
1040 Other United Ways			
1050 United Way Donor Choice Designation			
530 Other Agencies (Specify _____)			
540 Foundations (Specify _____)			
210 Fees From Participants			
300 Productive Enterprises			
690 Fund Raising, Donations and Bequests			
900 Other Receipts (Specify _____)			
100 Investment Income			
SUB-TOTAL (1010 - 100)			
TOTAL EVENT REVENUE			

Organization name: Applegrove Community Complex

Project Name: Applicious

17. In kind support

In-kind is any contribution other than money, such as space, supplies or services. Complete the chart below to list each contribution of in-kind support your organization will receive to complete this project, including any from the City of Toronto.

Type of support	Source	Estimated value
<i>Example: Space</i>	<i>Shopping Mall</i>	<i>\$3,000.00</i>
TOTAL ESTIMATED VALUE OF IN-KIND SUPPORT		\$

Organization name: Applegrove Community ComplexProject Name: Applicious**18. Event Expenditure Detail**

Please complete the chart below to list all your event costs. Please indicate how much of your CFSE requested grant you will spend in each expense category on the chart below. **Please review the costs that are ineligible for funding under CFSE before completing this column (you can find this list in the 2011 CFSE Program Guidelines).** Do not include in-kind resources in the Project Expenditure Details. If your organization is applying with a trustee, you should include any trustee's fee as a part of your administration expenditures request (line 9000).

PROJECT EXPENDITURE CATEGORIES	EXPENDITURE	CF&SE Funds to be spent in category
1100 Salaries		
1200 Employee Benefits		
1800 Staff Training		
1900 Staff Travel		
SUB-TOTAL (1100 - 1900)		
1300 Building Occupancy – (dedicated project space)		
1400 Office Expenses		
1495 Office Equipment Purchased	N/A	N/A
1496 Amortisation of Capital Assets	N/A	N/A
1515 Volunteer Expenses - Volunteer Travel		
1515 Volunteer Expenses - Other		
1600 Promotion & Publicity		
1700 Purchased Services		
3600 Financial Assistance Provided		
3700 Project Expenses – Participant Transportation		
3700 Project Expenses - Participant Childcare		
3700 Project Expenses - Translation		
3700 Project Expenses - Other		
4900 Fundraising Expenses	N/A	N/A
5000 Productive Enterprise Expenses	N/A	N/A
7000 Dues (National, Provincial, Other)	N/A	N/A
9000 Administration Expenditures (Maximum 20%)		
9000 Other Expenditures (Specify _____)		
SUB-TOTAL (1300 - 9000)		
TOTAL PROJECT EXPENDITURES		
TOTAL PROJECT INCOME	(Total Project Income)	(CF & SE Request)
PROJECT SURPLUS (DEFICIT)		

Applegrove Community Complex
Complaints Procedure – Draft 1 December 2010

1. Introduction

Applegrove Community Complex is a neighbourhood partnership fostering community through social and informative programs for individuals and families. Applegrove is committed to providing the highest quality of programs and services.

Sometimes mistakes happen. Applegrove believes that acknowledging and correcting mistakes shows strength rather than weakness. Correcting mistakes provide opportunities to identify improvements in services and systems.

2. Preface

- The following procedure applies to complaints directly related to services and processes related to the operation and management of Applegrove Community Complex.
- Some services and processes may have a separate right of appeal, statutory remedy or prescribed procedure.¹
- Complaints are reviewed on receipt and complainants are advised if alternative complaint procedures apply.
- Staff are trained and are accountable for their involvement in the complaint process.

3. Guiding Principles

- It is in the interest of all parties that complaints are dealt with promptly and resolved as quickly as possible.
- Staff and Board Members shall treat complaints as confidential and protect complainants' privacy.
- Review of complaints is fair, independent, timely, impartial and respectful to parties involved.
- Complainants are advised of their further options if they are dissatisfied with treatment or outcome.
- Complainants are provided clear and understandable reasons for how decisions on the complaint were made.
- Updates are provided to complainants during review processes.
- Complaints are used to assist in improving services, policies and procedures.

4. Types of Complaint

A complaint is an expression of dissatisfaction, either written or oral, made by or on behalf of a user of a service about Applegrove's rules, policies, procedures or practices.

Complaints can relate to service, action(s), or lack of action by Applegrove Community Complex staff, volunteers or Board Members.

The subject matter of complaints may include (but is not limited to):

- The quality and types of services or programs.
- The way services and programs operate.

¹ See the Human Rights and Anti-Harassment Policy and Procedures for complaints relating to discrimination and harassment. See the Complaints about Fundraising Ethics procedure for complaints regarding fundraising.

- Policies and procedures.
- Applegrove's expectations of behaviour and community rules.
- How staff and volunteers work with and treat the public.
- How Applegrove operates within the neighbourhood.
- The impact of programs and services in the neighbourhood.
- Decisions about resources.

Examples include but are not limited to:

- A perceived failure to do something agreed to do;
- A failure to observe policy or procedures;
- An error made by staff; or
- Unfair or discourteous actions/statements by staff, volunteers or Board Members.

Anyone personally affected can submit a complaint and it will be reviewed in accordance with this procedure.

5. How a Complaint is Made

- A complaint may be received verbally, in person or telephone.
- A complaint may be received in writing, received by hand delivery, mail, fax or email.
- An individual acting on another person's behalf on a written complaint must provide a signed authorization from that individual.

6. Initial Receipt and Handling of Complaint

When staff receive complaints, they should try to resolve the issue/concern whenever possible within the Centre's policies and procedures.

Staff are expected to explain the complaints process, facilitate resolutions to conflict, include participants in developing solutions, and provide referrals if necessary.

Staff are also expected to provide assistance (as requested) to help the complainant complete the Complaint/Appeal form. Assistance may include verifying what the participant wrote, completing the form accurately based on the participant's dictation, or arranging translation service for the participant.

As appropriate, staff should offer appropriate action which might include:

- apology.
- reimbursement.
- corrective action.
- involving or referring the issue to another staff or management.
- other action.

Staff will document the problem, person(s) involved, and actions taken. As appropriate, staff should complete an incident or serious occurrence form.

a. Verbal complaints

These should be addressed by the person who receives the complaint with certain exceptions.

- Complaints about another staff member, volunteer or Board Member shall be immediately referred to the Executive Director or designate.

- Complaints not within Applegrove's jurisdiction are forwarded to the Executive Director or designate for referral to the appropriate City Division or other organization, and the complainant is advised.

Staff will automatically and immediately refer the verbal complaint to the Executive Director or designate when:

- the complainant requests the complaint to be referred to a Manager;
- significant disciplinary action is a possible outcome;
- the complainant is unusually upset, extremely angry or threatening;
- the verbal complaint cannot be resolved by the staff because it is outside their specific delegation or area of expertise; or
- it is of a serious nature such as alleged controversial conduct, illegal conduct, or there is threat of legal action.

Staff should ask appropriate questions to understand the issues and take notes.

b. Written complaints

Written complaints received by hand delivery, mail, fax or email will be date-stamped and provided to the appropriate front-line or management staff. Within 5 days of the centre receiving the complaint, the appropriate staff will contact the complainant to explain the process and obtain additional details if needed.

c. Anonymous complaints

Applegrove accepts anonymous complaints; however, the effectiveness of follow up and resolution may be limited.

7. Complaint Review Process

- If the Applegrove staff person is uncertain about how to interpret or handle an issue raised by the complainant, they should request the assistance of the Executive Director or designate.
- Complaints may be accelerated through the process depending on the nature of the issue and judgement of relevant staff.
- If the staff receiving the complaint decides that the matter should be dealt with by someone other than themselves, the staff person shall inform the complainant of the Executive Director's name and contact information.

a. First Step – Informal Review

- All staff will try to solve verbal complaints immediately to the satisfaction of the complainant without need for a formal written complaint.
- When receiving a verbal complaint directly, staff will listen and understand the complaint, and should attempt to resolve it.

b. Second Step — Executive Director Review

- All written complaints begin at the second stage.
- All complaints about conduct of staff, volunteers and Board Members begin at the second stage.
- The Executive Director acknowledges receipt with the complainant within five business days.
- The Executive Director reviews the complaint, and may attempt to resolve the complaint immediately.

- If required, the Executive Director conducts an informal review of the complaint to determine its validity and explore a resolution. No later than 14 days after acknowledgement, the Executive Director will provide the complainant with a status update.
- Upon completion of the informal review and no resolution is found, the Executive Director may conduct a formal review or may forward it to the Board of Management for a formal review.
- Where the complaint is about a Board Member, the complaint shall be referred to the Board.
- The Executive Director may request a verbal complaint to put in writing, especially if it involves a serious or complex matter. If the complainant declines to put the complaint in writing, the Executive Director should record the details as described by the complainant.
- For all verbal and written complaints requiring formal review, the Executive Director will indicate to the complainant when they will be contacted with a resolution or update (normally within fourteen days of the acknowledgement of the complaint).

c. Third Step — Board Review

- Where the complainant is dissatisfied with the decision of the Executive Director, or the Executive Director decides that the matter should be referred to the Board, the Executive Director refers the complaint to the Chair of the Board.
- The Chair of the Board may attempt to resolve the complaint immediately, or may conduct a formal review or forward the complaint to the appropriate Board Committee to hold a formal review
- If the complainant remains dissatisfied with the decision of the Chair of the Board, or the Committee of the Board, the Chair of the Board refers the matter to the Full Board.

d. Last Resort

- A complainant who is dissatisfied at the end of the third step will be advised of the opportunity for external review by the Ombudsman.

8. Logging of the Complaint and Record

- A Complaint Registry will be maintained to ensure a central record of complaints.
- This Complaint Registry will be both a binder and electronic record and will be maintained by the Executive Director or designate. The records will be held in a manner that ensures confidentiality.
- Each file is labelled with the complaint number beginning with the year.
- The Executive Director or designate, is responsible for ensuring the logging the complaint in the complaints registry and assigning a complaint number.
- The Executive Director or designate scans and/or saves the complaint in a secure folder.
- All written complaints are logged with basic information relating to the complaint and stored securely.

9. Formal Review Process

A formal review process may be conducted during the second and third steps. The formal review may include:

- Discussion(s) with the complainant to clarify the complaint, confirm common understanding, clarify outcome sought, and explain complaint procedures.
- Discussion with staff involved (with union representative if applicable).

- Review of background information such as policies and procedures, previous written communications and other documentation.
- May require obtaining and reviewing other expert opinions or perspectives.

At each step it should be determined whether the formal review to date has been adequate.

- Once a formal review is begun, the formal review will be recorded.
- At the conclusion of the formal review(s), a copy of the formal review and any attachments sent in support of the complaint including any e-mail communications relating to the complaint, is scanned and/or saved in a secure folder in the complaints registry.

10. Notice of Decision and Resolution

- Written complaints receive a written notice of decision unless otherwise requested by the complainant.
- Verbal complaints receive written or verbal notice at Executive Director's discretion or as requested by the complainant.
- If formal review determines that the reasons for the complaint are not justified, and no further action is required, the complainant is notified.
- If formal review determines that the complaint is justified, the complainant is notified of corrective action to be taken and any remedy proposed.
- A copy of all written notifications to the complainant is saved in a secure folder in the complaints registry.

11. Procedure and Standards for Responding to Complaints

- Where a formal review is required, complainants are contacted within 14 business days of the acknowledgment with either a final response or update.
- At that time the complainant is advised of when the next contact will be either for a proposed resolution or for the next progress update.
- Complainants are automatically contacted when their complaint is moved to the next step.
- The adjudicator may exercise discretion and contact the complainant more frequently or sooner than the above standards.
- NOTE: From time to time, there may arise extraordinary circumstances where Applegrove may not be in a position to guarantee that these standards can be satisfied (e.g. during labour disruption, etc.)

12. Monitoring and Reporting on Complaints

- Regular monitoring and review of complaints will be conducted to identify issues, trends, areas of concern and opportunities for improvement.
- Members' concerns are a standing agenda item for information and discussion at Board meetings.
- Based on monitoring and review of the complaints registry, a report is provided to the Applegrove Board for information and action at least quarterly.

13. Time Limits

The time limit for the filing of complaints under this policy is six months from the time of the incident. Consideration will be given on a case by case basis as to whether the time limit should be waived in extenuating circumstances.

14. Frivolous, Vexatious or Persistent Complaints

- A frivolous complaint is one found upon investigation to have no reasonable grounds or to make no sense or to be not serious.
- A vexatious complaint is one made only to annoy others.
- Because all complaints are treated seriously, frivolous and vexatious complaints and inappropriate use of the escalation process use resources that could be put to better use. Applegrove will not conduct additional follow-up on or investigate frivolous or vexatious complaints.
- Persistent complainants are those who tend to have an obsessive and excessive preoccupation with the complaint. Strategies when dealing with these types of complaints may include involving the Executive Director to assist throughout the resolution process.
- When dealing with individuals who frequently contact the centre, it is important that their complaint is not dismissed and that the process is followed.
- If Applegrove receives a complaint it has already dealt with, the complainant will be informed verbally and/or in writing that Applegrove will not conduct further follow up on the issue unless the complainant provides new information.

15. Other Complaint Processes

- a. Applegrove Conflict Mediation Process (see Appendix A)
- b. Applegrove's Complaint Process regarding Fundraising Ethics (see Appendix B)
- c. Grievance Procedure under the Collective Agreement.
- d. Human Rights and Anti-Harassment Complaint Procedure for issues of discrimination and harassment.
- e. City of Toronto Integrity Commissioner for complaints about the Board of Management
- f. City of Toronto Ombuds Office when other processes have not resolved the issue.

Appendix A – Applegrove Conflict Resolution Policy

Every person has a right to equal treatment with respect to Applegrove services and facilities, without discrimination or harassment because of race, ancestry, place or origin, colour, ethnic origin, citizenship, creed, sexual orientation, gender identity, age, marital status, family status, income level, receipt of public assistance, political affiliation, disability or level of literacy

1) Stage 1

In the event of any dispute, complaint, question or disagreement, the persons involved will use their best efforts to settle the dispute, question or disagreement. They shall consult and negotiate with each other in good faith and, recognizing their mutual interest, attempt to reach a fair and equitable solution satisfactory to both persons.

2) Stage 2

If the parties in a dispute, question or disagreement are unable to reach a mutually satisfactory compromise, the following process is available.

- a) A meeting between both parties and the Program Director will be arranged. At least one week prior to the meeting, both parties will provide, in writing, an outline of their issues and concerns.
- b) Each party may meet separately with the Program Director prior to the mediation meeting.
- c) During the mediation meeting the following will occur:
 - i) All members present will be given a chance to verbally describe the nature of the conflict in an opening statement that focuses on positive ends. During the discussion all parties will:
 - refrain from any stereotyping or name-calling;
 - get to the heart of the matter and avoid discussing side issues;
 - respect the other member's need and values;
 - describe the proposed and desired outcome;
 - clear up misconceptions and answer questions politely.
 - ii) Program Director will:
 - (1) act as mediator, set the ground rules and keep the discussion focused on relevant issues.
 - (2) assist parties in identifying common interests, needs, goals and motivations;
 - (3) assist parties in identifying and defining those issues which cannot be altered or compromised in relation to the program
 - (4) assist the parties in identifying and discussing options for a positive outcome
 - (5) assist the parties in making a mutually beneficial agreement that creates a lasting solution to the conflict.
- d) Potential Outcomes
 - i) Satisfaction – this is the ideal end state of the mediation where both parties reach a state of acceptance and the dispute ends.
 - ii) Compromise – this is the typical goal of mediation. It is generally a “give and take” or synthesis of the two positions that both parties can abide.
 - iii) Resolution – outcome is clearly more acceptable to one side than the other. This is not the normal goal of mediation. However, in some cases where the existing laws,

contracts, policies or rules govern the situation, this may be the outcome of mediation.

- e) In cases where the conflict is unresolved, the Program Director will render a decision to settle the conflict issue. A written decision will be presented to all parties involved, as well as the Executive Director and, in some cases the Board.
- 3) Stage 3 -- Appeal Process
- a) In a case where the final decision is unsatisfactory, the matter can be taken to the Executive Director.
 - b) If the outcome is still unsatisfactory, the matter can be taken to the Board. The final decision will be made at this level.

Appendix B – Complaints about Fundraising Ethics

Endorsed by Board on May 31, 2010

1. Introduction

At a Board meeting on April 26, 2010, Applegrove adopted Imagine Canada's Ethical Fundraising and Financial Accountability Code as its policy. In so doing, members of the board made commitments to be responsible custodians of donated funds, to exercise due care concerning the governance of fundraising and financial reporting, and to ensure to the best of their ability that the organization adheres to the provisions of the Code.

The code's requirements include having a mechanism in place to deal with complaints relating to matters covered by the Ethical Code. This policy outlines that mechanism.

2. If you think Applegrove is not following the Ethical Code

- a. If appropriate, discuss your concern in private with the person(s) involved.
- b. If unresolved or if it is inappropriate or irrelevant to discuss the concern with the person involved, contact the Executive Director to discuss the problem.
- c. If the concern involves the Executive Director, send an e-mail to the Board of Directors' confidential e-mail at www.ApplegroveBoard@hotmail.com.
- d. If these processes do not resolve the complaint, or if the concern involves the Board, the City of Toronto's accountability mechanisms may be relevant. These include:
 - i) The Auditor General: responsible for assisting City Council in holding itself and its administration accountable for the quality of stewardship over public funds and for the achievement of value for money in City operations.
 - ii) The Integrity Commissioner: responsible for providing advice, complaint resolution and education to Members of City Council and Members of local boards on the application of the City's Codes of Conduct, and other by-laws, policies and legislation governing ethical behaviour.
 - iii) The Ombudsman: responsible for addressing concerns about City services and investigating complaints about administrative unfairness.
 - iv) www.Toronto.ca/city_council/accountability.htm
- e. Imagine Canada's Ethical Code Committee (ECC) can adjudicate complaints that arise under the Code. In general, complaints should go through the internal process first. In exceptional circumstances, the ECC may deal with complaints before an internal process is completed, however, this will only be done where the complaint is very serious and a quick response is crucial.
- f. If Applegrove's mechanisms cannot resolve a complaint, Applegrove will refer the issue to the ECC.

3. Timing

- a. The code's requirements include ensuring that complaints are addressed in a timely manner.
- b. Applegrove's interpretation suggests that people who complain should receive a response within 4 weeks, to allow time for investigation and analysis.
- c. If a complaint is not addressed within 8 weeks, the complainant can send an e-mail to the Board of Directors' confidential e-mail at www.ApplegroveBoard@hotmail.com.

4. For information about the Ethical Code

- a. Visit www.imaginecanada.ca/en/ethicalcode
- b. Ask Applegrove's Office for a copy of the Ethical Code handbook.



APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

“TOGETHER, BUILDING OUR COMMUNITY”



Minutes of the Board of Management Meeting November 29, 2010

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

Present: Natalie Coulter, Carmita Magnaye, Ann McKechnie, Pierre Trudel (Chair),
Lynn Wyminga.
Regrets: Sandra Bussin, Sheila Cary-Meagher, Sydney Schultz
Staff: Susan Fletcher, May Seto (Recorder)

A. Call to Order/Adoption of Agenda

Pierre called the meeting to order. Quorum of 5 members was achieved. The agenda was adopted as circulated by consensus.

B. Declaration of Conflicts of Interest

None.

C. Minutes of the November 1 Board of Management Meeting

MOTION (Wyminga/Coulter)

To accept the minutes of November 1.

Carried.

D. Workplace Violence

Susan provided an overview and results of the employee survey.

E. Board Evaluation Summary

Deferred to next meeting.

F. Executive Director's Report

Members made suggestions to the workplan. Members also reviewed questions added to the 360° Evaluation. The deadline for completed Executive Director 360° evaluations is January 11th, 2011.

MOTION (Coulter/Wyminga)

To accept the Executive Director's Report.

Carried.

G. Correspondence/Information

MOTION (Magnaye/Wyminga)

To accept the suggested actions.

Carried.

H. Adjournment

The meeting was adjourned on a motion by Ann McKechnie, seconded by Natalie Coulter.

Next Meetings:

Monday, January 31 - Board Meeting at 7:00

Chair

Secretary



City of Toronto

**Association of
Community Centres**

**Human Rights and
Anti-Harassment
Policy**

Draft: Nov. 2009

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1.0 POLICY STATEMENT

Under the *Ontario Human Rights Code*, every person has a right to equal treatment by the City of Toronto, its agencies, boards and commissions and corporations and its citizen advisory committees, with respect to services and facilities, accommodation, contracts and employment.

The City of Toronto adopted this Human Rights and Anti-Harassment Policy to ensure ethical and respectful service and employment practices that incorporate equitable treatment for all employees, residents and recipients of municipal services.

The goal of the Human Rights and Anti-Harassment Policy is to create a climate of understanding and mutual respect where each person feels a part of the community and is able to contribute fully to the development and well-being of the City of Toronto.

The City of Toronto will not tolerate, ignore, or condone any form of discrimination or harassment and is committed to promoting appropriate standards of conduct at all times. All employees are responsible for respecting the dignity and rights of their co-workers and the public they serve. Discrimination and harassment are serious forms of employee misconduct which may result in disciplinary action up to and including discharge.

Any member of the public, including visitors to City facilities or individuals conducting business with the City of Toronto, are expected to adhere to this policy, including refraining from harassment of employees, elected officials, and persons acting on behalf of the City of Toronto. If such harassment occurs, the City of Toronto will take any steps available to ensure a harassment-free workplace, including barring the harasser from its facilities, where appropriate, or discontinuing business with contractors or consultants.

2.0 APPLICATION

2.1 Services and Facilities: Every person has a right to equal treatment with respect to City services and facilities, without discrimination or harassment because of the following prohibited grounds and any combination of these grounds:

- | | | | |
|-------------------|---|----------------------|--------------------------|
| - race | - citizenship | - sexual orientation | - political affiliation* |
| - ancestry | - creed | - age | - level of literacy* |
| - place of origin | - sex (including pregnancy, breast feeding and gender identity) | - marital status | |
| - colour | | - family status | |
| - ethnic origin | | - disability | |

2.2 Occupation of Accommodation: Every person has a right to equal access with respect to the occupancy of City-owned accommodation, without discrimination because of the following prohibited grounds and any combination of these grounds:

-
- race
 - ancestry
 - place of origin
 - colour
 - ethnic origin
 - citizenship
 - creed
 - sex (including pregnancy, breast feeding and gender identity)
 - sexual orientation
 - marital status
 - family status
 - disability
 - receipt of public assistance
 - level of literacy*
 - political affiliation*

2.3 Contracts: Every person having legal capacity has a right to contract on equal terms without discrimination because of the following prohibited grounds and any combination of these grounds:

- race
- ancestry
- place of origin
- colour
- ethnic origin
- citizenship
- creed
- sex (including pregnancy, breast feeding and gender identity)
- sexual orientation
- age
- marital status
- family status
- disability
- level of literacy*
- political affiliation*

2.4 Employment: Every person has a right to equal treatment with respect to employment with the City without discrimination or harassment because of the following prohibited grounds and any combination of these grounds:

- race
- ancestry
- place of origin
- colour
- ethnic origin
- citizenship
- creed
- sex (including pregnancy, breast feeding and gender identity)
- sexual orientation
- age
- record of offences
- marital status
- family status
- disability
- level of literacy*
- political affiliation*
- personal harassment*
- membership in a union or staff association*

* These grounds are included in the City's policy, but are not explicitly covered by the Ontario Human Rights Code.

3.0 ROLES AND RESPONSIBILITIES

This policy applies to all City of Toronto employees, elected officials and their staff, Members of Association of Community Centre Boards and to all aspects of the employment relationship. Board Members and staff are expected to abide by this policy and the Ontario Human Rights Code by refraining from any form of harassment and discrimination and by fully co-operating in any investigation of a harassment or discrimination complaint. Human rights is a shared responsibility.

All Association of Community Centre management staff, eg. executive directors, managers and supervisors have obligations under the Human Rights and Anti-Harassment Policy. Under the Ontario Human Rights Code management and can be held personally liable for failing to take appropriate action. All management staff have the following general responsibilities with respect to human rights:

- setting and enforcing standards of appropriate workplace conduct
- having thorough knowledge of the policy
- being able to clarify what constitutes harassment and discrimination and ensuring that their workplace is free from harassment and discrimination
- advising and educating employees to ensure that they know that harassment and discrimination will not be tolerated and that they know what their rights and responsibilities are under the policy including ways in which policy violations can be resolved
- taking appropriate action upon becoming aware of discriminatory and/or harassing conduct contrary to the policy (even if a direct complaint has not been made), in a timely fashion while maintaining as much confidentiality as possible
- documenting details of human rights concerns, actions taken, outcomes or remedies implemented
- consulting Employee and Labour Relations staff on complaint related discipline
- where discrimination or harassment occurred, monitoring the situation after a complaint to ensure the harassment or discrimination has stopped and implementing appropriate measures to prevent reoccurrence
- consulting the Human Rights Office where there may be a perceived or real conflict of interest in addressing an alleged policy violation or for assistance with a human rights issue
- keeping the Human Rights Office apprised of complaints, investigations, outcomes
- cooperating in investigations
- ensuring policy and program development and implementation are consistent with the Human Rights and Anti-Harassment Policy
- responding to and taking action to remedy complaints of personal (non-Code) harassment

Management staff are encouraged to consult the guideline *Dealing with Complaints of Harassment and Discrimination* and/or contact the Human Rights Office for guidance to address human rights complaints.

3.1 In addition to the above responsibilities, Executive Directors of Community Centres are responsible for:

- providing leadership in creating and maintaining harassment-free, respectful workplaces
- not engaging in behaviour that would constitute discrimination or harassment under the policy
- receiving employee formal investigation reports and making final decisions (in consultation with the Human Rights Office, Employee & Labour Relations and Legal Services staff as appropriate) about disposition of a complaint

-
- communicating final decisions about the disposition of a formal complaint in writing to the parties
 - ensuring resource availability and effective implementation of complaint settlements, remedies and corrective actions
 - ensuring that staff who have responsibilities under the policy are held accountable and have the appropriate knowledge and skills to meet policy obligations

3.2 Community Centre Board of Management Members:

- providing leadership in creating and maintaining harassment-free, respectful workplaces
- not engaging in behaviour that would constitute discrimination or harassment under the policy
- ensuring policy and program development and implementation are consistent with the Human Rights and Anti-Harassment Policy
- advising and forwarding to the City's Human Rights Office complaints against the Executive Director
- abiding by policy confidentiality expectations
- receiving (**in camera**) investigation reports involving the Executive Director
- consulting the City's Human Rights Office, Legal Services and other City staff as appropriate when making final decisions about the disposition of a complaint against an executive director
- communicating final decisions about the disposition of a formal complaint in writing to the parties

3.3 Employees:

- being familiar with their rights and responsibilities under the policy and the Ontario Human Rights Code – See section 5, Training and Education Resources
- not engaging in behaviour that would constitute discrimination or harassment under the policy
- raising concerns as soon as possible if you have been discriminated against or harassed – refer to the Human Rights Complaint Procedures for Employees – resolution options
- documenting details of harassment and, or discrimination that are experienced or witnessed
- co-operating in interventions and investigations to resolve human rights and harassment issues
- maintaining confidentiality related to human rights investigations
- employees are strongly encouraged to report incidents of harassment, discrimination or retaliation that they witness

3.4 Human Rights Office:

The Human Rights Office was set up to provide advice and explore allegations of harassment and discrimination confidentially and impartially for any City employee or recipient of municipal service. Human Rights Office staff do not advocate, act on behalf of or represent any party in dispute (complainant, respondent, management). All complaints to the Human Rights Office will be dealt with in an unbiased manner. The focus of the Office is to prevent, correct and remedy

harassing and/or discriminating behaviours that are contrary to the Policy. When investigating allegations, Human Rights Office staff may explore the conduct of parties beyond the complainant and respondent (including management) to ensure Policy compliance. Staff in the Human Rights Office report to the City Manager through the Executive Director of Human Resources Division, City of Toronto.

Responsibilities include:

- interpreting and implementing this policy
- policy research, development and advocacy
- developing education and communication strategies
- providing independent, unbiased, confidential advice
- assessing the merits of a complaint and determining appropriate complaint investigation and resolution options, including whether concern(s) can be referred to management to address
- undertaking neutral, independent informal and formal investigations
- providing mediations
- retaining external consultants
- working with Legal Services Division on Ontario Human Rights Commission/Tribunal complaints
- submitting an annual report to City Council about statistics and trends in human rights enquiry and complaint activities and other program initiatives

4.0 DEFINITIONS

4.1 Allegation: An allegation is an unproven assertion or statement based on a person's perception.

4.2 Complainant: The person alleging that discrimination or harassment occurred. There can be more than one complainant in a human rights complaint.

4.3 Discrimination: Discrimination is any practice or behaviour, whether intentional or not, which has a negative impact on an individual or group because of personal characteristics or circumstances unrelated to the person's abilities or the employment or service issue in question (e.g., disability, sex, race, sexual orientation). Discrimination may arise as a result of direct differential treatment or it may result from the unequal effect of treating individuals and groups in the same way. Either way, if the effect of the behaviour on the individual is to withhold or limit full, equal and meaningful access to goods, services, facilities, employment, housing accommodation or contracts available to other members of society, it is discrimination.

4.4 Duty to Accommodate: The legal obligation of an employer to take steps to eliminate disadvantage caused by systemic, attitudinal or physical barriers that unfairly exclude individuals or groups protected under the Ontario Human Rights Code. It also includes an obligation to meet the special needs of individuals and groups protected by the Code unless meeting such needs would create undue hardship. Failure to accommodate a person short of

undue hardship is a form of discrimination (refer to the Employment Accommodation Policy and Guidelines).

4.5 Employee: For the purpose of this policy, the term employee includes: full-time, part-time, temporary, probationary, casual and relief employees, co-op students, volunteers, job applicants, staff of City Councillors, contractors and consultants working for the City of Toronto.

4.6 Equal Treatment: Equal treatment is treatment that brings about an equality of results and that may, in some instances, require different treatment. For example, to give all employees equal treatment in entering a building, it may be necessary to provide a ramp for an employee who requires the use of a wheelchair.

4.7 Harassment: Harassment means improper comment or conduct that a person knows or ought to know would be unwelcome, offensive, embarrassing or hurtful. It is a form of discrimination. Harassment may result from one incident or a series of incidents. Harassment can occur between co-workers, between management and employees, between employees and Members of Council, between employees and vendors, between employees and recipients of municipal services, between employees and members of the public, between Members of Council and members of the public, between Members of Council and their staff.

4.8 Code Harassment: Means improper comment or conduct based on one or more of the prohibited grounds listed in the Ontario Human Rights Code, that a person knows or ought to know would be unwelcome, offensive, embarrassing or hurtful – see section 4.14 for a list of the prohibited grounds.

Examples of Code harassment based on a prohibited ground include, but are not limited to: slurs or derogatory remarks; threats; inappropriate jokes, innuendos, name-calling, teasing; insulting gestures; practical jokes which result in embarrassment; displaying pin-ups, pornography, racist, homophobic or other offensive materials; use of electronic communications such as the internet and e-mail to harass; actions that invade privacy; spreading rumours that damage one's reputation; refusing to work with another; condescending or patronizing behaviour; abuse of authority which undermines performance or threatens careers; unwelcome touching, physical assault or sexual assault.

There is no legal obligation for an individual to tell a harasser to stop. The fact that a person does not explicitly object to harassing behaviour, or appears to be going along with it does not mean that the behaviour is not harassing or that it has been consented to.

This policy is not intended to interfere with constructive, feedback regarding performance or operational directives provided to employees by their supervisors or managers.

4.9 Personal (non-Code) Harassment: Personal (non-Code) harassment is harassment that is not related to a prohibited ground identified in the Ontario Human Rights Code. Personal harassment is improper comment and/or conduct, not related to a legitimate work purpose,

directed at and offensive to another person or persons in the workplace and that the individual knows or ought to reasonably know would offend, harm or is derogatory, demeaning or causes humiliation or embarrassment.

Personal harassment often involves a course or grouping of behaviours. However a single serious incident of such behaviour that has a lasting harmful effect on an employee may also constitute personal harassment.

Examples of personal harassment include:

- frequent angry shouting/yelling or blow-ups
- regular use of profanity and abusive or violent language
- physical, verbal or e-mail threats, intimidation
- violent behaviours - slamming doors, throwing objects
- targeting individual(s) in humiliating practical jokes
- excluding, shunning, impeding work performance
- spreading gossip, rumours, negative blogging, cyberbullying
- retaliation, bullying, sabotaging
- unsubstantiated criticism, unreasonable demands
- insults, name calling
- public humiliation
- communication that is demeaning, insulting, humiliating, mocking

Personal harassment does not include:

- legitimate performance/probation management
- appropriate exercise and delegation of managerial authority
- operational directives
- a disagreement or misunderstanding
- conflict between co-workers
- work related change of location, co-workers, job assignment
- appropriate discipline
- less than optimal management
- a single comment or action unless it is serious and has a lasting harmful effect
- rudeness unless it is extreme and repetitive

4.10 Racial Harassment: Racial harassment is harassment on the ground of race. It may also be associated with the grounds of colour, ancestry, where a person was born, a person's religious belief, ethnic background, citizenship or even a person's language. Racial harassment/discrimination can include:

- racial slurs or jokes
- ridicule, insults or different treatment because of your racial identity
- posting/e-mailing cartoons or pictures that degrade persons of a particular racial group
- name-calling because of a person's race, colour, citizenship, place of origin, ancestry, ethnic background or creed

4.11 Sexual Harassment: Harassment on the ground of sex. This includes a sexual advance or solicitation from anyone if they know or ought to know the advance is unwelcome, especially if the advance is from a person in a position to give or deny a benefit or to engage in a reprisal or if a threat of reprisal is made if the advance is rejected. Other examples are sexually suggestive or obscene remarks or gestures, leering (suggestive staring) at a person's body, unwelcome physical contact, having to work in a sexualized environment (bragging about sexual prowess, or discussions about sexual activities), circulation or posting of sexist jokes or cartoons, display of pin-up calendars or other objectifying images, negative stereotypical comments based on gender, sex or sexual orientation and gender related comments about an individual's physical characteristics or mannerisms.

This policy is not intended to interfere with normal social interaction between employees.

4.12 Mediation: A voluntary process where parties in dispute consent to meet with a trained mediator to determine whether the dispute can be resolved in a mutually satisfactory manner. Mediation discussions between parties are treated as private and confidential to the full extent permitted by law.

4.13 Poisoned Work Environment: A poisoned work environment is a form of indirect harassment/discrimination. It occurs when comments or actions ridicule or demean a person or group creating real or perceived inequalities in the workplace. Pornography, pin-ups, offensive cartoons, insulting slurs or jokes, and malicious gossip (even when they are not directed towards a specific employee or group of employees) have been found to "poison the work environment" for employees.

4.14 Prohibited (Protected) Grounds: The list of grounds related to employment for which a person or group is protected under the Ontario Human Rights Code. The prohibited grounds include race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex (includes pregnancy, breast feeding, gender identity), sexual orientation, age, record of offences, marital status, family status, disability. Under the Code and this policy, there are protections where there is a perception that one of the above grounds applies or where you have been treated differently because of an association or relationship with a person identified by one of the above grounds.

4.15 Reasonable Person Test: This is an objective standard to measure whether a comment or conduct is discrimination or harassment. It considers what a reasonable person's reaction would have been under similar circumstances and in a similar environment. It considers the recipient's perspective and not stereotyped notions of acceptable behaviour. This standard is used to assess human rights complaints under this policy.

4.16 Respondent: The person who is alleged to be responsible for the discrimination or harassment. There can be more than one respondent in a human rights complaint.

4.17 Workplace: The workplace includes all locations where business or social activities of

the City are conducted. Workplace harassment can also include incidents that happen away from work (e.g., inappropriate phone calls, e-mails or visits to an employee's home, incidents at luncheons, after work socials) or harassment from clients and service recipients.

5.0 HARASSMENT AND DISCRIMINATION PREVENTION EDUCATIONAL RESOURCES

The City of Toronto is committed to providing training and education to ensure that all City staff have knowledge about their rights and responsibilities under the Human Rights and Anti-Harassment Policy. A variety of resources to educate employees about policy expectations are available. All staff are expected to be familiar with policy provisions. Resources include:

- human rights training is offered to employees and to supervisors/managers through the Toronto Public Service course calendar. Employee intranet site at: http://insideto.toronto.ca/hrweb/training/learning_guide/courses_index.htm
- customized training for specific issues/workplaces is available through Human Resources, Organization Development and Learning Unit
- videos with Facilitator's Guides on harassment are available by contacting the Human Rights Office at 416-392-8383
- Human Rights Office intranet site at: http://insideto.toronto.ca/hrweb/human_rights/index.htm
- Dealing with Complaints of Harassment and Discrimination: A guide for supervisors and managers. Contact the Human Rights Office at 416-392-8383 for copies
- confidential Human Rights Inquiry Line 416-392-8383

RELATED INFORMATION

Applicable Legislation:
Ontario Human Rights Code

*For information about the policy or if you have any questions or concerns
contact the Confidential Human Rights Inquiry Line or e-mail us at:*

humanrights@toronto.ca



HUMAN RIGHTS INQUIRY LINE

392-8383



**ASSOCIATION OF COMMUNITY CENTRES
HUMAN RIGHTS AND ANTI-HARASSMENT
COMPLAINT PROCEDURES**

A - FOR EMPLOYEES

B - FOR COMPLAINTS INVOLVING EXECUTIVE DIRECTORS

C - FOR RECIPIENTS OF MUNICIPAL SERVICE

D - FOR BOARD MEMBERS

Nov. 2009

The complaint procedures have been established so that complaints of discrimination and harassment can be resolved internally and are intended as an alternate dispute resolution process. These procedures should be read in conjunction with the City of Toronto Human Rights and Anti-Harassment Policy. The goal of the policy and the procedures is to prevent, correct and remedy situations of discrimination or harassment and not to be punitive, although discipline may result.

These procedures do not prevent complainants from exercising their rights under other complaint avenues. Refer to Section 8.

Accommodation of special needs (e.g., documents in alternate formats, interpreters, off-hour meetings) will be provided as required to ensure that parties can fully participate in the resolution process.

A. PROCEDURE FOR COMPLAINTS INVOLVING EMPLOYEES OF COMMUNITY CENTRES

This Complaint Procedure is available for employees of the following Community Centres:

1. The 519 Church Street Community Centre
2. Applegrove Community Complex
3. Cecil Community Centre
4. Central Eglinton Community Centre
5. Community Centre 55
6. Eastview Neighbourhood Community Centre
7. Harbourfront Community Centre
8. Ralph Thornton Community Centre
9. Scadding Court Community Centre
10. Swansea Town Hall Community Centre

1. Confidentiality

Discrimination and harassment are very sensitive issues and all persons involved with a complaint are expected to treat the matter as confidential. Employees may be disciplined if confidentiality is breached. Managers and supervisors are required to keep information as confidential as possible when addressing human rights concerns. The Human Rights Office will preserve confidentiality as much as is possible and will not share information without consultation with a party to a dispute, or as legally required or permitted, subject to the requirements of a fair investigation - consult the Human Rights Office for details and exceptions.

2. Informal Resolution Options:

Under the policy, several options to resolve harassment and discrimination concerns are available for employees. An informal approach can foster prompt resolution, without a formal investigation. Quick resolution of a complaint can prevent escalation and further negative consequences and is best achieved if issues are raised as soon as possible. All persons who believe that they have experienced harassment and, or discrimination should keep detailed notes about the issue.

a. Consultation - Advice & Assistance:

Employees may benefit from having expert information and advice before deciding how to proceed with a discrimination or harassment concern. It is the employee's choice as to who they seek advice from to help resolve a human rights or harassment concern.

Employees can consult their supervisor, manager, Executive Director, Employee Assistance, Employee Health Services or Human Rights Office staff. These staff all have a responsibility to take action to resolve and prevent harassment and discrimination – refer to section 3.0 of the Policy, Roles and Responsibilities – and can provide advice, assistance, coaching, and referrals to assist employees in addressing harassment or discrimination themselves. Employees may also consult their union or staff association. Taking this step can prevent escalation of the problem and promote the timely restoration of a discrimination and harassment free workplace. All consultations to the Human Rights Office will remain confidential as much as is possible, or as legally required. Consult the Human Rights Office for details.

b. Talking to the person about their conduct:

All employees are encouraged to attempt to resolve matters themselves before filing a complaint. If an employee feels s/he has been harassed or discriminated against, s/he should immediately make known to the person that his/her conduct is unwelcome or offensive and against the Human Rights and Anti-Harassment Policy. It is important that this message be clear and unambiguous. When presented with such a concern, all employees, including management staff are expected to make reasonable adjustments to their behaviour to resolve the matter. If addressing the person responsible could lead to an escalation of the harassment or discrimination, to safety risks, or is not appropriate, employees may pursue other resolution options outlined in this policy.

c. Interventions by other staff:

If an employee is unable to resolve the issue him/herself or the discrimination or harassment continues after asking the person to stop, the employee may request management or the Human Rights Office to intervene or investigate to facilitate resolution. Most complaints are able to be resolved at this stage without a formal investigation.

This option may include:

- a more in-depth examination of the concerns and allegations; consulting, advising, meeting with and, or interviewing parties e.g., management, the respondent, witnesses, Human Resources staff etc.
- a review of documentary evidence, e.g., email messages
- communication of findings to the parties in dispute and recommendations to remedy concerns
- an option by parties to participate in mediation or to have a facilitated negotiation to resolve the issues

Where the Human Rights Office is contacted, Human Rights Office staff will determine in consultation with a complainant whether the concern(s) can be referred to Community Centre management to allow an opportunity to resolve the matter.

This is an opportunity for parties to resolve a dispute, ensure the workplace is free from harassment and discrimination and address broader issues that caused or contributed to the dispute.

Depending on the nature of the complaint and the complainant's desired outcome, respondents may not be informed of a concern against him/her, i.e., where the complaint does not warrant exploration, where the complaint is outside the Policy mandate or where an issue can be resolved through a remedy such as training. However if a formal

complaint is filed with the Human Rights Office respondents will be notified in writing as soon as is practicable. See Section 4.

3. Personal (Non-Code) Harassment:

Where appropriate, management are responsible for intervening as a first step and addressing concerns/complaints of personal (non-Code) harassment. The Human Rights Office will only accept complaints of personal (non-Code) harassment once other resolution options have been exhausted or are not appropriate. Employees should raise their personal harassment concerns to their superior. If the concern/complaint involves the employee's superior, the employee may raise the concern with that person's superior. Human Rights Office staff can advise parties where there are concerns about real or perceived conflict, fairness, etc., in exploring concerns. Consult the Human Rights Office for details.

4. Formal Complaints and Investigations:

If the above approaches are not effective or appropriate to resolve a situation, or the complaint is of a serious or systemic nature, a formal complaint and investigation may be necessary.

- a) all formal complaints will be referred to the Human Rights Office for mediation and/or investigation
- b) Human Rights Office staff will assess whether a formal complaint is the only appropriate way to address the concern
- c) anonymous complaints will not be accepted
- d) formal complaints must be in writing and signed by the complainant. Staff of the Human Rights Office can assist in drafting the formal complaint
- e) where possible the following details should be included in the complaint:
 - what happened – a description of the events or situation
 - the ground
 - when it happened – dates and times of the events or incidents
 - where it happened
 - who saw it happen – the names of witnesses, if any
- f) the Executive Director of the Community Centre will be notified of a formal complaint as soon as it is initiated by the Human Rights Office
- g) respondents to a complaint will be notified as soon as practicable during the investigation process
- h) the Human Rights Office will determine in consultation with the Executive Director and others as appropriate and on a case-by-case basis, whether the complainant or respondent should be placed on a paid leave, relocated within the division, or provided with an alternate reporting relationship during an investigation
- i) Human Rights Office staff will conduct a thorough, fair investigation, including interviewing the complainant(s), respondent(s) and witnesses, gathering and reviewing documentary evidence and exploring whether broader issues contributed to the complaint
- j) at the conclusion of an investigation, the investigator will prepare a written report that includes the allegations, respondent's position, witness and documentary evidence, factual findings, conclusions and discussion about policy violation(s)
- k) the report will be shared with the Executive Director of the Community Centre, the complainant(s) and respondent(s)
- l) these parties will be given an opportunity to submit comments before a final decision is made to resolve the complaint
- m) the Human Rights Office may make recommendations to correct any existing problems

- and/or to prevent similar problems from occurring in the future
- n) final decisions regarding the disposition of a complaint will be made by the Executive Director as applicable and communicated in writing to the parties

5. Investigations

Investigations, both informal and formal, conducted by staff of the Human Rights Office will include a comprehensive and impartial review of all relevant information, including the respondent's position/response, witness information, etc. The investigator has the authority to speak with anyone, examine and copy any documents, records, files and enter any work locations which are relevant to the complaint.

6. Refusal to Intervene or Investigate

The Human Rights Office has discretion to refuse to intervene or investigate or may discontinue an intervention or investigation where: an adequate remedy already exists; the complaint is frivolous, vexatious or not made in good faith; another complaint avenue has been pursued (such as a grievance); or having regard to all the circumstances further investigation of the matter is unnecessary.

7. External Consultant

The City Manager has the discretion to retain a qualified external consultant to conduct the mediation or investigation where there is a potential conflict between the Human Rights Office staff and the parties involved in the complaint or where there are systemic or ongoing human rights issues that have not been appropriately remedied by internal interventions.

8. Other Avenues of Complaint

Employees have a legal right to pursue a human rights and harassment concern under a variety of complaint avenues: a complaint under this Policy, a grievance under a collective agreement (subject to the terms of the collective agreement), a complaint with the Human Rights Tribunal of Ontario*, an application to the Ontario Labour Relations Board, or a criminal complaint with the Toronto Police Service if appropriate. If another complaint avenue about the same events has been pursued, the Human Rights Office cannot intervene.* Complaints related to non-Code personal harassment will not be accepted by the Human Rights Tribunal of Ontario.

9. Complainant Source

Complaints about a contravention of the policy will be accepted from any source that provides reasonable grounds to initiate an investigation (i.e., involved person or group, witnesses, other third parties). These individuals are not considered Complainants for the purpose of the Policy and Procedures. The Human Rights Office may also initiate a formal complaint if it has information which suggests the existence of an outstanding specific or systemic problem in the workplace.

10. Reprisals

The Human Rights and Anti-Harassment Policy strictly prohibits any retaliation, either direct or indirect, against an individual for: exercising their rights under the policy, initiating a complaint in good faith, investigating a complaint, being a decision maker in a complaint, participating as a witness in an investigation, being a respondent to a complaint, having been associated with, or representing a complainant, witness or respondent. Employees found to have engaged in reprisals may be subject to discipline. Appropriate discipline for a policy violation is not considered a reprisal.

11. Time Limits

The time limit for the filing of complaints under the policy is one year from the time of the alleged discrimination or harassment. Exceptions may be granted by the Human Rights Office in extenuating circumstances.

12. Mediation

Where appropriate, the Human Rights Office may offer to mediate the complaint at any point during an investigation. Participation in mediation is voluntary. All mediation discussions will be held on a confidential, "without prejudice" basis. Any settlement would have to be satisfactory to both parties and be consistent with this Policy. Parties will be required to sign a confidential Minutes of Settlement.

13. Support

Parties to a complaint have the right to be accompanied by a support person of their choice, including their union representative, during meetings regarding a complaint under the Policy. However, as this complaints procedure is a mechanism for alternative dispute resolution, a mediation or investigation may be terminated if either party to the complaint retains legal counsel during the mediation or investigation.

14. Complaint Records

Records of a complaint will only be placed on an employee's personal file when disciplinary action is taken. This record of discipline is subject to the provisions of any applicable collective agreement. All records pertaining to enquiries and complaints under this Policy will be kept in confidential secure storage – separate from personnel files. All records are subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act and the Record Retention By-law.

15. Disciplinary Action

Any employee who engages in discrimination or harassment, reprisals, or breaches confidentiality may be subject to appropriate disciplinary action up to and including termination of employment. Staff who are in a supervisory position and fail to take action when advised of discrimination or harassment may also be subject to disciplinary action. Disciplinary action may also be taken if a complaint is found to have been made fraudulently and with malicious intent. Consequences for policy violations may include but are not limited to: an apology, counselling, education and training, a verbal or written reprimand, suspension with or without pay, a transfer or termination of employment. In determining appropriate consequences, factors including, but not limited to the nature of the violation, the severity, whether the individual has previously violated the Policy and, or whether there is relevant discipline on file, will be taken into account.

16. Completion of Investigation/Mediation

Proceedings under the policy will be completed within six months of initiation of a formal complaint. Exceptions may be made in extenuating circumstances.

17. Complaints Involving Staff in the Human Resources Division

The Human Rights Office has the authority where necessary to raise issues directly to the City Manager where the City's Human Resources Division staff are directly or indirectly implicated in a complaint of discrimination or harassment.

18. Complaints Involving Staff of the Human Rights Office

Complaints of discrimination or harassment made by or regarding the direct personal

behaviour of staff of the Human Rights Office may be handled by a qualified external consultant at the discretion of the City Manager. Parties to a complaint under this provision of the policy have the right to a representative of their choice, including legal counsel and subject to the conditions set out in section B8(a), each party may be reimbursed for some legal costs. Final decisions in such matters will be made by the City Manager and the Executive Director of Human Resources.

19. Complaints with the Human Rights Tribunal of Ontario

Complaints filed with the Human Rights Tribunal of Ontario will be referred to the City Solicitor and the Human Rights Office for joint review, mediation or investigation. Contact Legal Services Division immediately upon receiving any correspondence from the Human Rights Tribunal of Ontario.

B. PROCEDURE FOR COMPLAINTS INVOLVING EXECUTIVE DIRECTORS OF THE FOLLOWING COMMUNITY CENTRES:

This Complaint Procedure is available for employees of the following Community Centres:

1. The 519 Church Street Community Centre
2. Applegrove Community Complex
3. Cecil Community Centre
4. Central Eglinton Community Centre
5. Community Centre 55
6. Eastview Neighbourhood Community Centre
7. Harbourfront Community Centre
8. Ralph Thornton community Centre
9. Scadding Court Community Centre
10. Swansea Town Hall Community Centre

A human rights complaint made to the Human Rights Office or the Community Center Board of Management about the "direct personal behaviour" of the Executive Director of a Community Centre listed above, must be in writing, signed by the complainant. The following details should be included in the complaint:

- what happened – a description of the events or situation
- the ground of Discrimination (refer to section 2.4 of the Policy for a list of grounds)
- when it happened – dates and times of the events of incidents
- where it happened
- who saw it happen – the names of witnesses, if any

1. Complaint Assessment: The Community Centre Board of Management must forward any complaint/details involving an executive director to the Human Rights Office. The Human Rights Office will assess the merits of the complaint to determine whether to retain an external consultant to investigate the complaint. Where it is determined that the complaint has merit, the Human Rights Office in consultation with others as necessary, will retain a qualified external consultant and determine the scope of and manage the contract of the consultant.

2. Notification of Complaint: The Human Rights Office will notify the Board Chair of the complaint investigation. In consultation with the Human Rights Office, the Board Chair may

assign a designate person or body such as a human resources committee for the duration of the investigation. The external consultant shall notify the persons named in the complaint of the specific allegations against them as soon as possible thereafter.

3. Authority and Duties of the External Consultant: The scope of the external consultant's authority to investigate and/or attempt to settle the complaint, to speak with anyone, examine any documents and enter any work location relevant to the complaint for the purposes of investigation or settlement will be set out in the terms of the contract.

4. Interim Reports and Discontinuance of Complaint: The external consultant may make interim reports to the Human Rights Office as necessary, to address instances of interference, obstruction, retaliation, or breaches of confidentiality encountered by the external consultant while dealing with a complaint under the policy.

Upon receipt of the complaint, or at any point during the investigation/mediation, the external consultant may submit a report to the Human Rights Office making a recommending to stop dealing with a complaint where: the complaint is outside the scope of this section, or the policy; an adequate remedy already exists; the complaint is frivolous, vexatious or not made in good faith; or, having regard to all the circumstances, further investigation of the matter is unnecessary.

The Human Rights Office in consultation with the Board Chair or designate may approve or reject the recommendation after considering submissions from the parties to the complaint.

5. Other Avenues of Redress: Nothing in this section should be interpreted as denying or limiting access to other avenues of redress available under the law (e.g., criminal complaint, grievance, civil suit, or a complaint with the Human Rights Tribunal of Ontario). The Human Rights Office however, may decide to postpone, suspend or cancel any investigation into a complaint under the policy if it is believed that the investigation would duplicate or prejudice such a proceeding.

6. External Consultant's Final Report: The Human Rights Office shall provide the Board Chair or designate with a final report outlining the findings, conclusions, recommended corrective action, or terms of settlement, within 90 days of the making of the complaint. The Human Rights Office may grant an extension of time upon the request of the external consultant.

The complainant and respondent will be given 30 days to review and comment on the final report. Comments are to be sent to the Board Chair or designate.

The Board Chair in consultation with the appropriate City officials, e.g., Legal Services Division will review the final report and any comments received from parties, in camera and may approve, change or reject any proposed terms of settlement or recommended corrective action before making any decision on the matter.

7. Final Decision: Final decisions about complaints involving the executive director will be made by the Board Chair in consultation with the appropriate City officials from the City Managers Office, Legal Services Division, etc.

8. Legal Representation and Costs:

(a) Parties to a complaint under this section of the policy have the right to a representative of their choice, including legal counsel. Subject to the conditions set out below, each party to a complaint under this section will be reimbursed up to \$6,500.00 for legal costs.

(b) The legal costs for respondents under this section will be reimbursed up to \$6,500.00 in all cases where the external consultant concludes that there has been no violation of the policy. Where there is a settlement (including a mediated agreement), reimbursement, subject to the limit outlined above may be provided at the discretion of the Board Chair.

(c) The legal costs for complainants under this section will be reimbursed up to \$6,500.00, in all cases except where a complaint has been found to be trivial, frivolous, vexatious, or not made in good faith.

9. Confidentiality: All persons involved with a complaint are expected to treat the matter as confidential. Breaches of confidentiality will be addressed by the City Manager/Board Chair.

C. COMPLAINTS PROCEDURE FOR RESIDENTS AND RECIPIENTS OF COMMUNITY CENTRE SERVICES

This Complaint Procedure is available for residents and recipients who have experienced harassment and/or discrimination involving the following community centres.

1. The 519 Community Centre
2. Applegrove Community Complex
3. Cecil Community Centre
4. Central Eglinton Community Centre
5. Community Centre 55
6. Eastview Neighbourhood Community Centre
7. Harbourfront Community Centre
8. Ralph Thornton Community Centre
9. Scadding Court Community Centre
10. Swansea Town Hall Community Centre

1. Jurisdiction: Under this section, complaints may be made to the appropriate Community Centre or the Human Rights Office.

Residents and service recipients may complain under the policy about discrimination and harassment in the administration and delivery of City of Toronto Community Centre services, access to and use of City of Toronto Community Centre facilities, or discrimination in City of Toronto Community Centre legal contracts. The City's Human Rights Office has no jurisdiction over acts or procedures (i.e., policy decisions) of Toronto City Council or its Committees. In addition, residents and service recipients may be required to exhaust any other avenues of appeal which are reasonably available prior to making a complaint under the policy. As this complaints procedure is a mechanism for alternative dispute resolution, a mediation or investigation may be terminated if either party to the complaint retains legal counsel during the mediation or investigation.

2. Community Centres: Where appropriate the complaint will be referred to the management

of the appropriate Community Centre to allow that unit an opportunity to resolve the matter.

3. Early Resolution: If the resident or service recipient is unable to resolve their problem directly with the Community Centre, the Human Rights Office, may try to mediate a solution.

4. Formal Complaint and Investigation: If early resolution does not resolve the situation, the Human Rights Office will assess the merits of the complaint and determine whether a formal investigation is appropriate to resolve the complaint. If a formal investigation is necessary, the complaint details must be provided to the Human Rights Office in writing, signed by the complainant. The following details should be included in the complaint:

- what happened – a description of the events or situation
- if possible, names of those who participated in the harassment and/or discrimination
- the ground of Discrimination (refer to section 2.4 of the Policy for a list of grounds)
- when it happened – dates and times of the events of incidents
- where it happened
- who saw it happen – the names of witnesses, if any

Once the complaint form is signed by the complainant the Executive Director will be notified and required to respond.

5. Settlement: The Human Rights Office will keep both parties advised of the progress of the investigation. With the consent of both parties, the Human Rights Office may attempt to mediate a settlement of a complaint at any point during an investigation. If a settlement is reached, the matter is closed and no investigation report is written.

6. Investigation Report: The investigation report formally tells both parties what relevant information the investigation discovered, on which the Human Rights Office will base recommendations.

7. Commenting on the Investigation Report: The investigation report is disclosed to the resident or service recipient and the involved Community Centre. Both parties will be given 15 working days to individually review the investigation report and submit written comments if they believe the report missed or misstated any information which would have a bearing on the outcome.

8. Recommendations: The Human Rights Office may make recommendations to correct any existing problems and/or to prevent similar problems from occurring in the future.

9. Final Decision: The Executive Director in consultation with City staff as necessary will review the investigation report and any recommendations and provide the parties with a final written decision within 30 days.

D. COMPLAINTS PROCEDURE INVOLVING BOARD MEMBERS OF THE FOLLOWING COMMUNITY CENTRE SERVICES

If you believe that you have experienced harassment and/or discrimination by a Member of the

Community Centre Board of one or more of the following community centres:

1. The 519 Community Centre
2. Applegrove Community Complex
3. Cecil Community Centre
4. Central Eglinton Community Centre
5. Community Centre 55
6. Eastview Neighbourhood Community Centre
7. Harbourfront Community Centre
8. Ralph Thornton Community Centre
9. Scadding Court Community Centre
10. Swansea Town Hall Community Centre

You may consult and/or file a complaint with the City of Toronto's Office of the Integrity Commissioner. You may contact the office at 426-392-3826 or <http://www.toronto.ca/integrity/index.htm>

Human Rights Office

Enquiry Line: 416-392-8383

E-mail: humanrights@toronto.ca

Web: http://insideto.toronto.ca/hrweb/human_rights/index.htm



LIVING IN TORONTO

DOING BUSINESS

ACCESSING CITY HALL

Frequently asked questions

Q. What does the Integrity Commissioner do?

All elected officials (the Mayor and the Councillors) and appointees to many City agencies, boards and commissions (all local boards (restricted definition) under the *City of Toronto Act, 2006*) are subject to a Code of Conduct

- [Code of Conduct for Members of Council](#)
- [Code of Conduct for Members of Local Boards \(Restricted Definition\)](#)
- [Code of Conduct for Members of Adjudicative Boards](#)

The Integrity Commissioner assists in keeping them aware of the requirements of that Code and responds to their requests for advice about their obligations. As well, the Integrity Commissioner deals with complaints that elected officials and appointees have violated the Code

Q. What does the Code of Conduct cover?

The Code of Conduct deals with a broad range of inappropriate conduct by elected officials and appointees: improper receipt of gifts and benefits, misuse and improper securing of confidential information, inappropriate use of City property, services and other resources, including using City facilities for campaign purposes; acting as a paid agent in the conduct of City business; allowing employment prospects to influence the way in which a Councillor performs her or his role; misbehaviour at Council meetings; mistreatment of staff; improper use of influence; inappropriate relationships with lobbyists; discreditable behaviour towards other Councillors, staff and members of the public; and, more generally, failing to follow Council policies

Q. Does the Integrity Commissioner have authority over all violations of the Code of Conduct?

City Council has adopted a Complaint Protocols for both [Members of Council](#) and [Members of Local Boards \(Restricted Definition\)](#), setting out the scope of the Integrity Commissioner's authority over matters coming within the relevant Code of Conduct. Those Protocols make it clear that there are some violations that should be dealt with through existing mechanisms rather than by the Integrity Commissioner. For example, if you are alleging that a City Councillor had an undeclared conflict of interest in a matter dealt with by Council, there is a special complaint procedure under the *Municipal Conflict of Interest Act*. Similarly, if the allegations involve violations of Canada's Criminal Code, it is the police, not the Integrity Commissioner who investigate. If you are not sure whether the matter about which you are concerned is within the

Integrity Commissioner's authority, contact her or the City Clerk's office.

Who can make a complaint?

Members of the public as well as other Councillors and City Council staff can all file complaints under the Protocol.

How can I make a complaint?

The Protocols tell you how to make a complaint. Essentially, you have to complete an affidavit

- [Code of Conduct Complaint Protocol - Members of Council](#)
- [Code of Conduct Complaint Protocol - Members of Local Boards \(Restricted Definition\)](#)
- [Code of Conduct Complaint Protocol - Members of Adjudicative Boards](#)

detailing the grounds of your complaint and the facts supporting the complaint.

How do I complete an affidavit and where do I file my complaint?

Any lawyer can assist you in completing an affidavit. In addition, the City Clerk's Office has personnel who have authority to take affidavits. You can secure assistance at the Registry Services Counter at City Hall and all Civic Centres. That is also where you file your complaint. Alternatively, you can send it by mail to the City Clerk at City Clerk's Office, City Hall, 13th Floor, 100 Queen Street West, Toronto, Ontario, M5H 2N2.

What happens once I file my complaint?

The City Clerk forwards it to the Integrity Commissioner. Once the Commissioner decides that it is a matter over which there is jurisdiction, the Integrity Commissioner provides the elected official with a copy of the complaint and requests a response. This starts the formal investigative process. During the course of that process, you will receive a copy of any response from the elected official and, most likely, will be interviewed by the Integrity Commissioner. Once the Integrity Commissioner has completed the investigation, a determination will be made as to whether the elected official or appointee has violated the Code of Conduct and completes a report. All of this is meant to occur within 90 days of the filing of the complaint.

What happens to the Integrity Commissioner's report?

When the Integrity Commissioner completes a report, the City Clerk sends you and the elected official or appointee a copy. The Integrity Commissioner is an officer of Council and reports directly to Council. All reports where there is a finding of violation of the Code of Conduct (along with any recommendations) are sent to Council. Council will then consider the report and determine what, if any, action to take.

Can the Integrity Commissioner respond to complaints about City Council staff?

The Integrity Commissioner does not have any authority over City Council staff. If you have a complaint about one of a



**CODE OF CONDUCT FOR MEMBERS OF
LOCAL BOARDS (RESTRICTED DEFINITION)
CITY OF TORONTO**

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Note: This document is a modified version of the “Code of Conduct for Members of Council” for members of local boards (restricted definition), other than adjudicative boards.

There is a separate version of the Code of Conduct for members of local boards (restricted definition) that adjudicate.

AUTHORITY

Consolidated Code of Conduct for Members of Council, including:

Historic

- (1) “Code of Conduct for Members of Council Inclusive of Lobbyist Provisions” adopted, as amended, by City Council on September 28 and 29, 1999 (Clause 2 of Report 5 of the Administration Committee) and as amended by:
 - (a) “Amendments to Code of Conduct for Members of Council” approved by City Council on September 25, 26 and 27, 2006 (Clause 26 of Report 7 of the Policy and Finance Committee) that under Council action (2) came into force on February 8, 2007 following City Council’s approval on February 5, 6, 7 and 8, 2007 of the appeal mechanisms and legal support program in CC2.5 “Amendments to the Code of Conduct Complaint Protocol under Members Code of Conduct”; and
 - (b) “Report on Congruence between Lobbying By-law and Obligations under Members Code of Conduct” approved by Council on April 28 and 29, 2008 (EX 19.7, motions 1 and 2).

Current

- (2) This Code of Conduct for Members of Council was amended and adopted by City Council on July 15, 16, and 17, 2008 (2008) EX22.6, as amended by Council) and amended by Council on July 6 and 7, 2010.

PREAMBLE

Improving the quality of public administration and governance can be achieved by encouraging high standards of conduct on the part of all government officials. In particular, the public is entitled to expect the highest standards of conduct from members of Council and the citizen members who are appointed to local boards by Council to act on its behalf. In turn, adherence to these standards will protect and maintain the City of Toronto’s reputation and integrity.

To these ends, during its first term as a unified City, the City of Toronto, as one of several initiatives, adopted a *Code of Conduct for Members of Council*. Although the title refers to Members of Council, it was also binding on citizen members of local boards.

Subsection 157(1) of the *City of Toronto Act, 2006* now requires the City to establish codes of conduct for members of Council and of certain local boards of the City. In response to this requirement, the City has revised and updated the original *Code of Conduct* and developed two separate versions for local boards. Each Code of Conduct is intended to supplement and be compatible with the laws governing the conduct of members.

This Code of Conduct is based on the following principles:

- Members of local boards shall serve and be seen to serve the City and community in a conscientious and diligent manner;
- Members of local boards should be committed to performing their functions with integrity and to avoiding the improper use of the influence of their office, and conflicts of interest, both apparent and real;
- Members of local boards are expected to perform their duties in office and arrange their private affairs in a manner that promotes public confidence and will bear close public scrutiny; and
- Members of local boards shall seek to serve the City's and the public's interest by upholding both the letter and the spirit of applicable laws of the Federal Parliament and Ontario Legislature, and the laws and policies of Council and of the local board of which they are a member.

I. DEFINITIONS

In the *Code of Conduct*:

- (a) the following terms shall have the meanings indicated:

“Council” means the Council of the City of Toronto;

“local board” means a local board as defined in section 156 of the *City of Toronto Act, 2006*; and

“member” means a member of a local board.

- (b) the terms “child”, “parent” and “spouse” have the same meanings as in the *Municipal Conflict of Interest Act*:

“child” means a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of his or her family;

“parent” means a person who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is the natural parent of the child; and

“spouse” means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage.

II. STATUTORY PROVISIONS REGULATING CONDUCT

This *Code of Conduct* operates along with and as a supplement to the existing statutes governing the conduct of members of local boards. The following provincial legislation governs the conduct of members:

- the *City of Toronto Act, 2006*, and, where applicable, Chapter 27, Council Procedures, of the Municipal Code (the Council Procedures By-law) passed under section 189 of that Act;
- the *Municipal Conflict of Interest Act*; and
- the *Municipal Freedom of Information and Protection of Privacy Act*.

The *Criminal Code* of Canada also governs the conduct of members of local boards.

III. APPLICATION

This *Code of Conduct* applies to members of local boards other than adjudicative boards.

Members of adjudicative boards are governed by the *Code of Conduct for Members of Adjudicative Boards*.

Members of Council are bound by the *Code of Conduct for Members of Council*. However, when a Member of Council is acting in her or his capacity as a member of a local board, the Member of Council is also bound by provisions of this Code that are specific to the requirements of a local board.

IV. GIFTS AND BENEFITS

No member shall accept a fee, advance, gift or personal benefit that is connected directly or indirectly with the performance of his or her duties of office, unless permitted by the exceptions listed below.

For these purposes, a fee or advance paid to or a gift or benefit provided with the member’s knowledge to a member’s spouse, child, or parent, or to a member’s staff that is connected directly or indirectly to the performance of the member’s duties is deemed to be a gift to that member.

The following are recognized as exceptions:

- (a) compensation authorized by law;
- (b) such gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation;
- (c) a political contribution otherwise reported by law, in the case of members running for office;
- (d) services provided without compensation by persons volunteering their time;
- (e) a suitable memento of a function honouring the member;
- (f) food, lodging, transportation and entertainment provided by provincial, regional and local governments or political subdivisions of them, by the Federal government or by a foreign government within a foreign country, or by a conference, seminar or event organizer where the member is either speaking or attending in an official capacity;
- (g) food and beverages consumed at banquets, receptions or similar events, if:
 1. attendance serves a legitimate business purpose for the local board on which the member serves;
 2. the person extending the invitation or a representative of the organization is in attendance; and
 3. the value is reasonable and the invitations infrequent; and
- (h) communication to the offices of a member, including subscriptions to newspapers and periodicals.

Except for category (c) (political contributions allowable by law), these exceptions do not apply where such gifts or benefits are provided by lobbyists or their clients or employers (as defined or described in Municipal Code Chapter 140, Lobbying). For these purposes, a lobbyist is an individual, organization or business that:

- [i] is lobbying or causing the lobbying of any public office holder at the City, a local board (restricted definition) or the board of health;
- [ii] the member knows is intending to lobby, having submitted or intending to submit a registration to the Lobbyist Registrar for approval to communicate on a subject matter; or
- [iii] is maintaining an active lobbyist registration with the City even though not having a current active subject matter registered with the lobbyist registry.

In the case of categories (b), (e), (f), (g) and (h), if the value of the gift or benefit exceeds \$300, or if the total value received from any one source during the course of a calendar year exceeds \$300, the member shall within 30 days of receipt of the gift or reaching the annual limit, file a disclosure statement with the Integrity Commissioner.

The disclosure statement must indicate:

1. the nature of the gift or benefit;
2. its source and date of receipt;
3. the circumstances under which it was given or received;
4. its estimated value;
5. what the recipient intends to do with any gift; and
6. whether any gift will at any point be left with the City or the local board.

Any disclosure statement will be a matter of public record.

On receiving a disclosure statement, the Integrity Commissioner shall examine it to ascertain whether the receipt of the gift or benefit might, in her or his opinion, create a conflict between a private interest and the public duty of the member. In the event that the Integrity Commissioner makes that preliminary determination, he or she shall call upon the member to justify receipt of the gift or benefit.

Should the Integrity Commissioner determine that receipt was inappropriate, he or she may direct the member to return the gift, reimburse the donor for the value of any gift or benefit already consumed, or forfeit the gift or remit the value of any gift or benefit already consumed to the City or local board.

Except in the case of categories (a), (c), and (f), a member may not accept a gift or benefit worth in excess of \$500 or gifts and benefits from one source during a calendar year worth in excess of \$500.

V. CONFIDENTIAL INFORMATION

Confidential information includes information in the possession of, or received in confidence by a local board that the local board is either prohibited from disclosing, or is required to refuse to disclose, under the *Municipal Freedom of Information and Protection of Privacy Act* (often referred to as “MFIPPA”), or other legislation. Generally, the *Municipal Freedom of Information and Protection of Privacy Act* restricts or prohibits disclosure of information received in confidence from third parties of a corporate, commercial, scientific or technical nature, information that is personal, and information that is subject to solicitor-client privilege.

The *City of Toronto Act, 2006* allows information that concerns personnel, labour relations, litigation, property acquisitions, the security of the property of the City or a local board, and matters authorized in other legislation, to remain confidential. For the purposes of the *Code of Conduct*, “confidential information” also includes this type of information.

No member shall disclose or release by any means to any member of the public, any confidential information acquired by virtue of their office, in either oral or written form, except when required by law, or authorized to do so by the local board or, if applicable, by Council.

Nor shall members use confidential information for personal or private gain, or for the gain of relatives or any person or corporation. As one example, no member should directly or indirectly benefit, or aid others to benefit, from knowledge respecting bidding on the sale of property or assets of the local board or City.

Under the City’s Procedures By-law (passed under section 189 of the *City of Toronto Act, 2006*), or similar provisions of the local board’s procedure by-law, a matter that has been discussed at an in-camera (closed) meeting remains confidential. No member shall disclose the content of any such matter, or the substance of deliberations, of the in-camera meeting until the local board,

committee of the local board or, if applicable, Council or one of its committees discusses the information at a meeting that is open to the public or releases the information to the public.

The following are examples of the types of information that a member must keep confidential:

- items under litigation, negotiation, or personnel matters;
- information that infringes on the rights of others (e.g., sources of complaints where the identity of a complainant is given in confidence);
- price schedules in contract tender or Request For Proposal submissions if so specified;
- information deemed to be “personal information” under the *Municipal Freedom of Information and Protection of Privacy Act*, and
- statistical data required by law not to be released (e.g. certain census or assessment data).

Members should not access or attempt to gain access to confidential information in the custody of the local board or City unless it is necessary for the performance of their duties and not prohibited by the local board or Council policy.

VI. USE OF BOARD AND CITY PROPERTY, SERVICES AND OTHER RESOURCES

No member should use, or permit the use of local board or City land, facilities, equipment, supplies, services, staff or other resources (for example, local board or City-owned materials, websites, local board and City transportation delivery services and any members expense budgets) for activities other than the business of the local board or the City; nor should any member obtain personal financial gain from the use or sale of local board or City-developed intellectual property (for example, inventions, creative writings and drawings), computer programs, technical innovations, or other items capable of being patented, since all such property remains exclusively that of the local board or City.

VII. ELECTION CAMPAIGN WORK

No member shall use the facilities, equipment, supplies, services or other resources of the local board or the City (including the local board’s newsletters and websites linked through the local board’s or City’s website) for any election campaign or campaign-related activities. No member shall undertake campaign-related activities on local board or City property unless permitted by City policy (e.g., all candidates meetings). No member shall use the services of persons for election-related purposes during the hours in which those persons receive any compensation from the local board or the City.

VIII. IMPROPER USE OF INFLUENCE

No member shall use the influence of her or his office for any purpose other than for the exercise of her or his official duties as a member of the local board.

Examples of prohibited conduct are: the use of one's status as a member of a local board to improperly influence the decision of another person to the private advantage of oneself, or one's parents, children or spouse, staff members, friends, or associates, business or otherwise. This would include attempts to secure preferential treatment beyond activities in which members normally engage on behalf of others (similar to constituents of a Member of Council) as part of their official duties as a member of the local board. Also prohibited is the holding out of the prospect or promise of future advantage through a member's supposed influence within the local board or at the City, in return for present actions or inaction.

For the purposes of this provision, "private advantage" does not include a matter:

- (a) that is of general application;
- (b) that affects a member, his or her parents, children or spouse, staff members, friends, or associates, business or otherwise as one of a broad class of persons; or
- (c) that concerns the remuneration or benefits of a member.

IX. BUSINESS RELATIONS

No member shall act as a paid agent before an agency, board or commission of the City, the Council, and its committees, except in compliance with the terms of the *Municipal Conflict of Interest Act*.

A member shall not refer a third party to a person, partnership, or corporation in exchange for payment or other personal benefit.

X. CONDUCT RESPECTING CURRENT AND PROSPECTIVE EMPLOYMENT

No member shall allow the prospect of his or her future employment by a person or entity to detrimentally affect the performance of his or her duties to the local board and to the City.

XI. CONDUCT AT MEETINGS

Members shall conduct themselves with decorum at the local board meetings in accordance with the provisions of the local board's procedure by-law and this Code of Conduct. Where the local board's procedure by-law does not address an issue, members should use Council's Procedures By-law as a reference.

XII. CONDUCT RESPECTING STAFF

Members shall be respectful of the role of staff of the local board and, if applicable, staff of the City, to provide advice based on political neutrality and objectivity, and without undue influence from any individual member or faction of the local board. Accordingly, no member shall maliciously or falsely injure the professional or ethical reputation, or the prospects or practice of staff, and all members shall show respect for the professional capacities of staff.

No member shall compel staff to engage in partisan political activities or be subjected to threats or discrimination for refusing to engage in such activities. Nor shall any member use, or attempt to use, their authority or influence for the purpose of intimidating, threatening, coercing, commanding, or influencing any staff member with the intent of interfering with that person's duties, including the duty to disclose improper activity.

XIII. CONDUCT RESPECTING LOBBYISTS

Lobbying of public office holders is a permissible but regulated activity in the City of Toronto. Lobbying is defined and regulated by Municipal Code Chapter 140, Lobbying (the City's lobbying by-law inclusive of the Lobbyist Code of Conduct).

Members and their staff are public office holders. As a matter of general principle, as public office holders, members should be familiar with the terms of this lobbying by-law inclusive of the Lobbyist Code of Conduct (Chapter 140).

Specifically, members should not engage knowingly in communications in respect of the list of subject matters contained in the definition of "Lobby" as set out in Chapter 140 with a person who is not registered as required by Chapter 140.

Members should also not knowingly communicate with a registered lobbyist who is acting in violation of Chapter 140.

If a member is or at any time becomes aware that a person is in violation of Chapter 140, the member should either refuse to deal with the lobbyist or, where appropriate, either terminate the communication with the lobbyist at once or, if in the member's judgment it is appropriate to continue the communication, at the end of the communication, draw that person's attention to the obligations imposed by Chapter 140.

A member should report any such violation or attempted violation of Chapter 140 to the Lobbyist Registrar unless the member believes in good faith that the violation in communicating or attempting to communicate with the member was inadvertent or insignificant.

XIV. DISCREDITABLE CONDUCT

All members of local boards have a duty to treat members of the public, one another, and staff appropriately and without abuse, bullying or intimidation, and to ensure that their work environment is free from discrimination and harassment. The *Ontario Human Rights Code* applies and if applicable, the City's *Human Rights and Anti-harassment Policy* and the *Hate Activity Policy*.

XV. FAILURE TO ADHERE TO COUNCIL OR LOCAL BOARD POLICIES AND PROCEDURES

A number of the provisions of this *Code of Conduct* incorporate policies and procedures adopted by Council. More generally, members are required to observe the terms of all policies and procedures established by the local board and any Council policies and procedures that apply to the local board or its members.

This provision does not prevent a member from requesting that Council or the local board grant an exemption from a policy.

XVI. REPRISALS AND OBSTRUCTION

Members should respect the integrity of the *Code of Conduct* and investigations conducted under it. Any reprisal or threat of reprisal against a complainant or anyone for providing relevant information to the Integrity Commissioner is therefore prohibited. It is also a violation of the *Code of Conduct* to obstruct the Integrity Commissioner in the carrying out of her or his responsibilities, as, for example, by the destruction of documents or the erasing of electronic communications.

XVII. ACTING ON ADVICE OF INTEGRITY COMMISSIONER

Any written advice given by the Integrity Commissioner to a member binds the Integrity Commissioner in any subsequent consideration of the conduct of the member in the same matter as long as all the relevant facts known to the member were disclosed to the Integrity Commissioner.

XVIII. COMPLIANCE WITH THE CODE OF CONDUCT

Subsection 160(5) of the *City of Toronto Act, 2006*, authorizes Council as well as local boards to impose either of two penalties on a member following a report by the Integrity Commissioner that, in her or his opinion, there has been a violation of the *Code of Conduct*:

1. A reprimand; or
2. Suspension of the remuneration, if applicable, paid to the member in respect of his or her services as a member of the local board for a period of up to 90 days.

In the case of a member of the local board who is a Member of Council, Council may also consider suspension of the remuneration paid to the member in respect of his or her services as a Member of Council for a period of up to 90 days.

Other Actions

The Integrity Commissioner may also recommend that Council, or a local board that has authority to do so, take the following actions:

1. Removal from membership of a committee, sub-committee or panel of the local board or Council.
2. Removal as Chair of a local board, or a committee or subcommittee of a local board or of Council.
3. Repayment or reimbursement of moneys received.
4. Return of property or reimbursement of its value.
5. A request for an apology to the local board, Council, the complainant, or to a combination of any of them.



**CODE OF CONDUCT COMPLAINT PROTOCOL
FOR
MEMBERS OF LOCAL BOARDS (RESTRICTED DEFINITION)
INCLUDING ADJUDICATIVE BOARDS**

AUTHORITY:

Historic

- (1) Clause No.4 of Report No.2 of the Policy and Finance Committee, March 1, 2 and 3, 2004 as amended by:
 - (a) Clause No.1 of Report No.3 of the Policy and Finance Committee, held on April 25, 26 and 27, 2006; Item CC2.5 as adopted and amended by Council at its meeting held on February 5, 6, 7 and 8, 2007; Item CC11.8 as adopted by Council at its meeting held on July 16, 17, 18 and 19, 2007; and
 - (b) Notice of Motion M148, as adopted by Council at its meeting held on October 22 and 23, 2007.

Current

- (2) This Complaint Protocol for Members of Local Boards (Restricted Definition), including Adjudicative Boards, was amended and adopted by City Council on July 15, 16 and 17, 2008 (2008 EX22.6, as amended by Council), as amended by:
 - (a) Item EX 40.2, as adopted by Council at its meeting held on February 22 and 23, 2010.

APPLICATION:

This Code of Conduct Complaint Protocol applies to local boards (restricted definition), including adjudicative boards that are local boards (restricted definition).

The Informal Complaint Procedure in Part A does not apply to members of adjudicative boards. Complaints regarding members of adjudicative boards must be processed under the Formal Complaint Procedure in Part B.

PART A: INFORMAL COMPLAINT PROCEDURE

Individuals [for example, City employees, members of the public, members of Council or local boards (restricted definition) (the “Board”)], or organizations (including Boards) who have identified or witnessed behaviour or an activity by a member of a Board, other than an adjudicative board, that they believe is in contravention of the *Code of Conduct for Members of Local Boards (Restricted Definition)*, (the “Code of Conduct”), may wish to address the prohibited behaviour or activity themselves by taking the following actions through the Chair of the Board. If the complaint is about the Chair’s behaviour or activity, the complainant shall consult with the Integrity Commissioner on the appropriate contact.

- (1) request the Chair to advise the member that the behaviour or activity contravenes the Code of Conduct;
- (2) request the Chair to encourage the member to stop the prohibited behaviour or activity;
- (3) keep a written record of the incidents including dates, times, locations, other persons present, and any other relevant information;
- (4) tell someone else (for example, a senior staff member or an officer of the organization) about your concerns, your comments to the member and the response of the member;
- (5) if applicable, through the Chair confirm to the member your satisfaction with the response of the member; or, if applicable, through the Chair advise the member of your dissatisfaction with the response; and
- (6) consider the need to pursue the matter in accordance with the formal complaint procedure outlined in Part B, or in accordance with another applicable judicial or quasi-judicial process or complaint procedure.

Individuals and organizations are encouraged to initially pursue this informal complaint procedure (except for complaints regarding members of adjudicative boards) as a means of stopping and remedying a behaviour or activity that is prohibited by the Code of Conduct. With the consent of the complaining individual or organization and the member, the Integrity Commissioner may be part of any informal process. However, it is not a precondition or a prerequisite that those complaining pursue the informal complaint procedure before pursuing the Formal Complaint Procedure in Part B.

PART B: FORMAL COMPLAINT PROCEDURE: Integrity Commissioner

Statutory Authority:

Under section 160 of the *City of Toronto Act, 2006*:

- [a] City Council (“Council”), a member of council or a member of the public may request the Integrity Commissioner to conduct an inquiry about whether a member of a local board (restricted definition) has contravened the *Code of Conduct for Members of Local Boards (Restricted Definition)*, or, where applicable, the *Code of Conduct for Members of Adjudicative Boards*; and
- [b] a local board (restricted definition) or a member of a local board (restricted definition) may request the Integrity Commissioner to conduct an inquiry about whether a member of the local board (restricted definition) has contravened the Code of Conduct.

Application

The Formal Complaint Procedure in this Part applies to complaints regarding members of local boards (restricted definition) including members of adjudicative boards.

In this Part, the applicable Code of Conduct as noted above is referred to as the “Code of Conduct” and a local board (restricted definition) is referred to as a “Board”.

Requests for Inquiries s.1

Complaint

1. (1) A request for an investigation of a complaint that a member has contravened the Code of Conduct (the “complaint”) shall be in writing.
- (2) All complaints shall be signed by an identifiable individual (which includes the authorized signing officer of an organization).
- (3) A complaint shall set out reasonable and probable grounds for the allegation that the member has contravened the Code of Conduct and include a supporting affidavit that sets out the evidence in support of the complaint.

For example, the complaint and supporting affidavit should include the name of the alleged violator, the provision allegedly contravened, facts constituting the alleged contravention, the names and contact information of witnesses, and contact information for the complainant during normal business hours.
- (4) Staff of the City Clerk’s division, who are commissioners for taking affidavits, are authorized to take the supporting affidavit.
- (5) Despite subsection (3), the Integrity Commissioner may waive the requirement for an affidavit when the request for an inquiry is from Council or a local board (restricted definition).

Initial Classification by Integrity Commissioner s. 2

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|-----------------|--|
| File with Clerk | 2. (1) The request shall be filed with the City Clerk who shall forward the matter to the Integrity Commissioner for initial classification to determine if the matter is, on its face, a complaint with respect to non-compliance with the Code of Conduct and not covered by other legislation or other Council or Board policies as described in subsection (3). |
| Deferral | (2) If the complaint does not include a supporting affidavit, the Integrity Commissioner may defer the classification until an affidavit is received. |
| No Jurisdiction | (3) If the complaint, including any supporting affidavit, is not, on its face, a complaint with respect to non-compliance with the Code of Conduct or the complaint is covered by other legislation or a complaint procedure under another Council or Board policy, the Integrity Commissioner shall instruct the City Clerk to advise the complainant in writing as follows: <ul style="list-style-type: none">(a) if the complaint on its face is an allegation of a criminal nature consistent with the <i>Criminal Code of Canada</i>, the complainant shall be advised that if the complainant wishes to pursue any such allegation, the complainant must pursue it with the appropriate police force;(b) if the complaint on its face is with respect to non-compliance with the <i>Municipal Conflict of Interest Act</i>, the complainant shall be advised to review the matter with the complainant's own legal counsel;(c) if the complaint on its face is with respect to non-compliance with the <i>Municipal Freedom of Information and Protection of Privacy Act</i>, the complainant shall be advised that the matter will be referred for review to the City's Director of the Corporate Access and Privacy office or, if these complaints are processed by the Board, the head of the Board's access and privacy office;(d) if the complaint on its face is with respect to non-compliance with a more specific Council or Board policy with a separate complaint procedure, the complainant shall be advised that the matter will be processed under that |

procedure; and

- (e) in other cases, the complainant shall be advised that the matter, or part of the matter, is not within the jurisdiction of the Integrity Commissioner to process, with any additional reasons and referrals as the Integrity Commissioner considers appropriate.

Reports

- (4) The Integrity Commissioner may report to Council or the Board that a specific complaint is not within the jurisdiction of the Integrity Commissioner.
- (5) The Integrity Commissioner shall report annually to Council or a Board on complaints not within the jurisdiction of the Integrity Commissioner, but shall not disclose information that could identify a person concerned.

Integrity Commissioner Investigation ss. 3 - 9

Refusal to Conduct Investigation

- 3. (1) If the Integrity Commissioner is of the opinion that the referral of a matter to him or her is frivolous, vexatious or not made in good faith, or that there are no grounds or insufficient grounds for an investigation, the Integrity Commissioner shall not conduct an investigation, or, where that becomes apparent in the course of an investigation, terminate the investigation.
- (2) Other than in exceptional circumstances, the Integrity Commissioner will not report to Council or a Board on any complaint described in subsection (1) except as part of an annual or other periodic report.

Investigation & Settlement

- 4. (1) If a complaint has been classified as being within the Integrity Commissioner's jurisdiction and not rejected under section 3, the Commissioner shall investigate and may attempt to settle the complaint.

- Public Inquiries Act*
- (2) Under subsection 160(2) of the *City of Toronto Act, 2006*, the Integrity Commissioner may elect to investigate a complaint by exercise of the powers of a commission under Parts I and II of the *Public Inquiries Act*.
 - (3) When the *Public Inquiries Act* applies to an investigation of a complaint, the Integrity Commissioner shall comply with the procedures specified in that Act and this Complaint Protocol, but, if there is a conflict between a provision of the Complaint Protocol and a provision of the *Public Inquiries Act*, the provision of the *Public Inquiries Act* prevails.
5. (1) The Integrity Commissioner will proceed as follows, except where otherwise required by the *Public Inquiries Act*:
- (a) serve the complaint and supporting material upon the member whose conduct is in question with a request that a written response to the allegation by way of affidavit or otherwise be filed within ten days; and
 - (b) serve a copy of the response provided upon the complainant with a request for a written reply within ten days.
- Access
- (2) If necessary, after reviewing the written materials, the Integrity Commissioner may speak to anyone relevant to the complaint, access and examine any of the information described in subsections 160(3) and (4) of the *City of Toronto Act, 2006*, and may enter any City or Board work location relevant to the complaint for the purposes of investigation and settlement.
- Opportunity to Comment
- (3) The Integrity Commissioner shall not issue a report finding a violation of the Code of Conduct on the part of any member unless the member has had reasonable notice of the basis for the proposed finding and any recommended sanction and an opportunity either in person or in writing to comment on the proposed finding and any recommended sanction.
- Interim Reports
- (4) The Integrity Commissioner may make interim reports to Council or the Board where necessary and as required to address any instances of interference, obstruction or retaliation encountered during the investigation.
- Final Report
- 6. (1) The Integrity Commissioner shall report to the complainant and the member generally no later than 90 days after the making of the complaint.

- (2) Where the complaint is sustained in whole or in part, the Integrity Commissioner shall also report to Council or the Board, or both if appropriate, outlining the findings, the terms of any settlement, or recommended corrective action.
 - (3) Where the complaint is dismissed, other than in exceptional circumstances, the Integrity Commissioner shall not report to Council or the Board except as part of an annual or other periodic report.
 - (4) Any recommended corrective action must be permitted in law and shall be designed to ensure that the inappropriate behaviour or activity does not continue.
- Lawful Recommendations
- Member not Blameworthy
- Copies
- Report to Council or Board
- 7. If the Integrity Commissioner determines that there has been no contravention of the Code of Conduct or that a contravention occurred although the member took all reasonable measures to prevent it, or that a contravention occurred that was trivial or committed through inadvertence or an error of judgement made in good faith, the Integrity Commissioner shall so state in the report and shall recommend that no penalty be imposed.
 - 8. The City Clerk shall give a copy of the report to the complainant and the member whose conduct is concerned.
 - 9. The City Clerk shall process the report for the next meeting of Council or of a Board where appropriate, or both if required.

Council or Board Review; Costs ss. 10 – 12

- Duty of Council or Board
- 10. (1) Council or the Board shall consider and respond to the report within 90 days after the day the report is laid before it.
 - (2) In responding to the report, Council or the Board may vary a recommendation that it impose a penalty, subject to subsection 160(5) of the *City of Toronto Act, 2006*, but shall not refer the recommendation other than back to the Integrity Commissioner.
- Payment of Costs
- 11.(1) A complainant and a member who are parties to a complaint under this procedure shall each be reimbursed for actual and reasonable legal and related expenses up to a maximum of:
 - (a) \$5,000; or

- (b) \$20,000, if the Integrity Commissioner has elected to investigate the complaint by exercise of the powers of a commission under Parts I and II of the *Public Inquiries Act*.
- (2) In the case of an application under the *Judicial Review Procedure Act* for judicial review of actions taken on a complaint against a member of a Board by the Integrity Commissioner, Council or a Board:
- (a) where a member made the judicial review application, the member is eligible for reimbursement of legal costs, including additional legal costs in a successful application, that are not covered by the costs awarded by the court, up to a maximum of \$20,000.
 - (b) a member may apply for reimbursement of the legal costs of intervention in a judicial review application where the member's interests are at stake, up to a maximum of \$20,000.
- (3) Council or a Board may consider the reimbursement of costs above the limit in subsections (1) and (2) on a case by case basis.
- (4) Costs may be provided in advance in an investigation, if the Integrity Commissioner is of the opinion that the use of a lawyer by one or more of the parties would facilitate the carrying out of the investigation, and subsections (5) and (6) do not apply to the advance costs paid under this subsection.
- (5) Costs shall only be reimbursed under this section to the complainant, if the Integrity Commissioner concludes that the complaint is not frivolous, vexatious or made in bad faith and the Integrity Commissioner's conclusion is not overturned on judicial review.
- (6) Costs shall only be reimbursed under this section to the member:
- (a) if the Integrity Commissioner concludes that there has been no contravention of the Code of Conduct by the member or that the member is not blameworthy as described in section 7, and the Integrity Commissioner's conclusion is not overturned on judicial review; or
 - (b) where Council or the Board receives the Integrity Commissioner's report on a violation and determines that it should not take any action.

(7) Any award of costs under subsection (6) shall be contingent on a report from the City Solicitor in consultation with the Integrity Commissioner.

Confidentiality

12. (1) A complaint will be processed in compliance with the confidentiality requirements in sections 161 and 162 of the *City of Toronto Act, 2006*, which are summarized in the following subsections.

(2) The Integrity Commissioner and every person acting under her or his instructions shall preserve secrecy with respect to all matters that come to his or her knowledge in the course of any investigation except as required by law in a criminal proceeding or in accordance with the provisions of Part V of the *City of Toronto Act, 2006*.

(3) All reports from the Integrity Commissioner to Council or a Board will be made available to the public.

(4) Any references by the Integrity Commissioner in an annual or other periodic report to a complaint or an investigation shall not disclose confidential information that could identify a person concerned.

(5) The Integrity Commissioner in a report to Council or a Board on whether a member of the Board has violated the Code of Conduct shall only disclose such matters as in the Integrity Commissioner's opinion are necessary for the purposes of the report.



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Draft List of Records and Excerpt from City Records Retention Schedule Applegrove Community Complex

As an agency of the City of Toronto, Applegrove can adopt the City's Records Retention Schedule as a way of authorizing retaining and disposing of paper and electronic files.

The complete 304 page schedule can be found at
http://www.toronto.ca/legdocs/municode/1184_217_1.pdf

It is part of Chapter 217 of the Municipal Code, entitled Records, Corporate (City) which is at
http://www.toronto.ca/legdocs/municode/1184_217.pdf

Both the definitions and schedule below are for reference only; the Municipal Code contains the official versions. This material was researched, excerpted and summarized by Joanne Hamill of City Manager's Office in 2008.

The motion for Applegrove's Board of Management meeting on January 31 will be to adopt the City of Toronto Records Retention Schedule for use in Applegrove.

Definitions

ARCHIVAL VALUE – Records deemed to have historical or other archival value that justifies the preservation of the records by the City as archives.

DISPOSE – To delete or destroy records in a way that preserves the confidentiality of any personal or other confidential information they contain, or to transfer a record to the City archives which is deemed by the City to have archival value.

RECORD – The same meaning as defined in the *City of Toronto Act, 2006*.

[This meaning is noted as follows for reference purposes only:

“record means information however recorded or stored, whether in printed form, on film, by electronic means or otherwise, and includes documents, financial statements, minutes, accounts, correspondence, memoranda, plans, maps, drawings, photographs and films.”]

RETENTION SCHEDULE – The schedule prescribing how long a specific records series must be retained before they may be disposed of.

SUPERCEDED RECORDS – Records that become inactive as the result of an event that replaces the existing record with a new one.

Retention Schedule

The records of [Applegrove Community Complex] shall be retained as set out in the retention schedule in Schedule A.

Schedule A

Records Retention Schedule Association of Community Centres (AOCCs)

Grouping	Description	Retention
Board of Management Governance	Agendas, Minutes and Reports - Annual General Meetings - Boards of Management - Committees of the Board Board By-laws and constitutional documents	Permanent
	Board Member records	Upon termination of board member status + 7 years
Administration – Community Centre	Access to Information and Personal Information Protection - Access Requests and related documents - Compliance records	5 years after file closed upon completion of case
	Correspondence regarding Council or City directives	Superseded + 2 years
	Correspondence - General	2 years
	Policies, Procedures, Guidelines and Standards (Manuals)	Superseded + 7 years
	Staff meetings and minutes - general	2 years
Administration - Finance	Accounts Payable/Receivable - Cheque Requisitions; Invoices; Statements; Authorizations – Expenditures Annual Reports - Audited Financial Statements and the Annual Report Banking Records - Deposits; Reconciliations; Statements; Summaries Budgets - Capital and Operating Cash – Receipt Books; Statements Donations Fund-Raising Financial Records Grant Applications Expense Records - Regular reports and documents - Year-end Reports Insurance Documents Petty Cash Records Receipts Sponsorships Taxation Records Vouchers	8 years

Grouping	Description	Retention
Administration – Maintenance and Facility Management	Inspection Reports Leases Repair and Service Contracts	8 Years
Administration - Office	Courier and Printing Service Records IT Service Requests Office Supply Orders and Inventories	2 Years
Administration and Security – Video Surveillance	Video Recordings	30-60 days depending on the recording device and technology A record of an incident will only be stored longer than 30-60 days where it may be required as part of a criminal, safety or security investigation or for evidentiary purposes
Civic Involvement	Membership records	Upon termination of membership status + 7 years
	Volunteer records	Upon termination of volunteer status + 7 years
	Fundraising	8 years
Community Programming – Program Planning	Studies, Needs Assessments, Program Evaluations	Current fiscal year + 6 months
Community Programming - Program Delivery	Correspondence/Logs	Current fiscal year + 6 months
	Documents relating to activities, programs and services offered, including: - Curriculum or Reference Materials - Facility Bookings - Registration Requirements - User Fees	Upon completion of audit for the year
	Participant lists	Transitory records
Human Resource Management and Payroll	Employee Files Employee Work-Related Medical Information Employee Payroll Files	7 years after retirement or termination of employment
	Employee Payroll Benefits Records	7 years after file closed upon termination of employment or cessation of benefits

Grouping	Description	Retention
	Human Rights Complaints	6 years after file closed upon resolution of investigation or when superseded or obsolete
	Job Applications - Unsolicited	6 months
	Job Applications – Unsuccessful	6 months
	Labour Relations - Grievances and Arbitration	21 years after file closed upon resolution or settlement of case
	Occupational Health and Safety Inspections and Reports	6 years from date of inspection or report
	Training and Development - Participant Lists and Materials	2 years
	Workers' Compensation Documents	5 years after employee deceased
Strategic Planning	Includes information on retreats, strategic planning sessions	2 years

Transitory and Duplicate Records.

A transitory record that is:

- retained solely for convenience of reference,
- required solely for the completion of a routine action or the preparation of another record,
- of insignificant or no value in documenting AOCC business transactions,
- not filed regularly within records or filing systems,
- not required to meet statutory obligations or to sustain administrative or operational functions,
- about social events that are not special events, or
- not related to AOCC or City business,

may be deleted or otherwise destroyed on the same day that the record was created or received.

A duplicate record that is a copy of a record, where the original is governed by an authorized retention schedule, may be destroyed at any time.

In addition to the categories above, Applegrove probably needs an additional category as follows:

Grouping	Description	Retention
Community Programming - Program Delivery	Records relating to individual client files. These files may of two types: Single and Family interactions. Single interaction records document a single contact with a client. Family records document interventions requiring more extensive assessment and counselling and possible follow-up or referral to external agencies. Documents include referral forms, consent forms, assessment forms, documentation forms, continuation notes, correspondence, etc.	File to remain active in the office 2 years for both adults & minors, after last recorded date. Inactive retention in Records Centre for adults additional 8 years; for minors additional 26 years (16 years as semi-active & 10 years as inactive).



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Board Meeting Evaluation Summary – November 2010

Number of completed forms = 7

1. The best thing about Board meetings is
 - Getting updates on all AG matters
 - Finding out issues that affect the various AG programs
 - Getting work done with input from people with a wide variety of experience
 - They are an excellent forum to allow creative solutions for the AG challenges to come about
 - Collegiality
 - Discussion is always objective; never gets personal
 - The opportunity to gain new ideas and perspectives on the discussion topics and to discuss ways to make the programs even better

2. Board meetings would be better if
 - we didn't exceed time scheduled per item on agenda (if meetings ended on time)
 - I think they're quite good – people are free to talk and bring new ideas. They can be long but I don't know how to fix that. We had more experience in methods of fundraising that are more likely to raise more funds.
 - Kept on schedule a bit more

AND, to make that happen, this needs to happen:

- We had a full board; we need 2 more members and maybe get rid of trustee. At least Sandra B. showed up for 2 meetings last year.
- Perhaps we need to target potential candidates for board that have experience in this field.
- Chair needs to keep an eye on time
- Have a designated member tracking time, directing focus when getting side-tracked
- Maybe somehow do the board of directors and board of management stuff concurrently? Overall, everyone seems open and positive toward new ideas if the meetings become too short, or too focused on keeping to a strict schedule, that openness and freedom to express oneself will be damaged, I believe.

3. Overall, how do you feel about the agendas?
Why? 1 5

4. How do you feel about the meeting time?
3 2

- Wouldn't mind an earlier start time if possible
- They could start a bit earlier

5. Would you prefer a different meeting date? No. Yes. What night?
5 1 Tues, Wed or Thurs

6. What else should the Board discuss (regularly or occasionally)?
 - Updates on funding proposals
 - Is there an opportunity for staff or participant input? Might be valuable to have a program participant attend occasionally
7. What training or information would help you be a better Board member?
 - Accountability/Responsibilities of Board Members
 - Time will help
 - More tips on fundraising; similar to what was included in our packet about 3 months ago)
 - Some sort of motivating information or training would be helpful for those of us who don't really see that our being on the board is helpful. Not everyone comes with the same skill set, and sometimes it's difficult knowing how to contribute.
 - A continuation of what we already receive.
 - What about joint meeting with other AOCCS to see how they run and share efficiencies
8. Does anything interfere with either effective overall Board functioning or you being an effective Board member?
 - I'd say my lack of fundraising experience as well as not having a strong financial background.
 - I would like to see active participation on behalf of board members who are the city councillors and the school trustee. Their insight and input is both valuable and necessary.
 - I have never seen our trustee board member – this space could be filled with an effective member.
9. Other comments or concerns about the Board or the organization
 - Would like to see more effort put towards finding Edgewood a new home; set as a priority

7. What training or information would help you be a better Board member?
 - Training on how to read/understand budget charts
 - Fundraising workshops?
 - P.R. Workshops
 - Fundraising strategies
 - Understanding terminology

8. Does anything interfere with either effective overall Board functioning or you being an effective Board member?
 - Members who monopolize meetings and new members not utilized right away.
 - When not all information is available or communicated at the time of decision.
 - When new projects are decided upon but no one “owns” the project.

9. Other comments or concerns about the Board or the organization
 - I'd love to see an action list with due dates at end of meetings.



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Executive Director's Report January 21, 2011

For the first time in more than 10 years, Applegrove submitted a proposal for a City Community Service Partnership grant. This application was quite complex and was entirely on-line. At one point, 4 different staff were all working on aspects of the proposal. Based on the program budgets approved in the fall, I requested \$25,000 for youth programming, covering part of the teen program, summer leadership and facilitating teen volunteers. For anyone who tried to contact me during the second week of January, please accept my apologies. During that week, my focus was the proposal and I had little time to put into other work.

The January Board meeting has a great deal of policy to review and approve.

First, the City has asked AOCC's¹ to adopt a version of the City's Human Rights and Anti-Harassment Policy. Due to some confusion about the process and version of the document, Applegrove is among the last of the 10 centres to adopt it.

There is a Complaints Procedure associated with the policy. Although the City asked centres to adopt the policy as circulated, we can amend the procedures if appropriate.

As I reviewed the HRAH Complaints Procedure and checked with colleagues at other centres, I realized that Applegrove should have a general Complaints Procedure. In spring 2010, we developed the Fundraising Complaints Procedure to accompany our application to Imagine's Ethical Code for Fundraising. However, I realized the Applegrove did not have a procedure for complaints other than Fundraising or Human Rights, so drafted one based on other centres' and a relevant City procedure.

To go along with these, I have enclosed the City's Code of Conduct for Board members, which also includes a Complaints Procedure. Some Board members probably saw it in 2009, but a refresher is useful. It is on the agenda for information only.

Because that is not enough policy, this Board meeting also needs to deal with Records Retention. The 2003 and 2006 AOCC reviews noted that AOCC's needed a Records Retention by-law; otherwise we cannot dispose of old files unless City Council approves. Then in 2009, a City Records and Information Management staff said that AOCC's were covered by the City's by-law and did not need a separate one. For 18 months, I tried to get this in writing. Finally, in late fall, relevant City staff said that the Board could adopt the City's schedule. That would allow staff to start deleting old e-mails!

Then I found that the City's schedule was 304 pages long! Deciding that this was too much information for your Board package, I used and amended a version of the schedule developed with AOCC's in mind. Please note that the Board motion will be to adopt the City's Retention Schedule; the condensed version is for easy reference only.

¹ AOCC = Association of Community Centres, the 10 centres for which the City provides administrative funding and delegates governance to Boards of Management.

Find the 304 page schedule at http://www.toronto.ca/legdocs/municode/1184_217_1.pdf . It is part of Chapter 217 of the Municipal Code, entitled Records, Corporate (City), at http://www.toronto.ca/legdocs/municode/1184_217.pdf .

The AOCC budget presentation on January 14 went well. One councillor asked about establishing an AOCC in his ward and a second thanked the volunteers for their work in governing the AOCC's. The recommendations in notes from the Budget Analyst² usually are adopted by Council as part of the budget. In addition to recommending the individual centre budgets, the analyst recommended:

the City Manager's office, along with the Executive Director of Social Development & Administration and Director of Financial Planning, update the AOCC governance review (2003) to assess the ongoing financial and program viability of the AOCCs and report to the Community Development and Recreation Committee on the recommended changes in 2011.

The AOCC Liaisons from the City Manager's Office and from Social Development, Finance and Administration attended an AOCC meeting on January 19. They explained that this will be a review by staff, led by SDFA with a cross-divisional team. The terms of reference and process will be decided shortly, potentially before Council passes the budget February 23-28. My AOCC colleagues and I have begun to discuss issues and concerns.

The package also includes a summary of the November Board evaluation forms. In response to some of the comments and suggestions, please note that

- program presentations are intended as one method of allowing Board and staff members to meet. We also had a joint Board-staff meeting last summer and can plan a similar event for this year.
- in the distant past (probably in the 90's), we had Program Committee meetings on a monthly basis (on a different date from Board meeting). Several Board members plus a staff from each program area were on the committee and reviewed program statistics, new program plans, evaluations, etc.
- before we split the Board meetings into Directors and Management, everything was on one agenda. The dual agendas reflect the dual nature of the organization. For the most part, the only duplicate items are the call to order, conflict of interest and minutes.
- a few years ago, Board meetings were set at 7 p.m. to allow for committee meetings from 6:15 to 7. Since we mostly do not have committee meetings, we can start Board meetings earlier. However, my experience is that the discussion then expands so the meetings still end at 9 p.m.
- having a board member tracking time would allow the Board Chair to focus on the discussion, ensuring everyone speaks, etc. Perhaps this job can rotate among the other Board members, with a decision at the beginning of each meeting on who will do it? Of course, the agenda times represent only my guess about the relevant importance of the various items.

Our first DINE (Dinner In the Neighbourhood Evening) went very well. With 50 DINERs, we met our target of 30 to 50 participants. They cleaned their plates and went back for seconds, showing how much they enjoyed the food. Everyone played games and/or chatted. And all the evaluation forms said they liked the event. Next DINEs are Feb. 11 and March 11.

² I did not include the Analyst Notes and the Budget Presentation in your packages but will forward electronic copies or bring hard copies to the meeting upon request.

SPA Night is on the Board agenda – when Monica and I met with the volunteer who had agreed to organize it, the volunteer felt that with Monica doing the “running around”, she would not be needed. I emphasized that I would not have time to put into this event, but the volunteer felt that I would still have to approve timelines, letters, etc. We left things with the volunteer available for particular jobs as needed but not in charge of planning the event. I was going to bring the question to the Board for direction.

Later that day, the other Outreach and Involvement worker resigned. At least for the next month or two, this means that work and projects planned for 2 30-hour staff must be covered by 1 Outreach and Involvement Worker plus other staff where possible. Projects include DINE, SPA, Yoga-Thon, outreach at Gerrard Square, Applicable planning, staffing a March Break camp, Income Tax Clinic, and supporting HAIG fundraising including Theatre Night, donations from local businesses, etc.

Later in the week, the volunteer e-mailed the following:

I will commit to volunteer 3 hrs, one morning each week, to work towards Spa Night so you and Monica have the extra help you need. You can chose Tues/Wed or Thurs morning, whichever will help you best. I figure when we need to talk about something it could be done at the start of the morning, and then Monica and I could work on whatever needed to be done during the remaining time. A regular schedule will act like a check on status and something to count on. Being at the Applegrove office might keep everyone headed in the right direction while not overwhelming anyone, and keeping the project advancing.

I was thinking about a few categories to keep focus on:

- A) Start up- location, timeline, board update and letters sent out. (Susan)
- B) Volunteers- meeting for interests and tasking out duties (Jen)
- C) Canvassing- call back and walk arounds (Monica)

the rest can be better assign once we get going

- D) Pamphlet, posters and hand outs (?Janet and Sydney can work on layout once info is ready)
- E) Publicity- SNAP, Beaches papers, ???
- F) Silent Auction- Co- ordinate bid sheets, company info, package theme gifts, organize baskets
- G) Participants (spa treatments) - co ordinating, follow up, needs, numbers
- H) Guests- invitation, food/ dress/ water
- I) Administration- packages/ maps/ layout/ signage for day of/ tasks
- J) Cafe- Food/ hot drinks/ cold drinks/ Chocolate fountain (LOUISE)
- K) Gift Bags- (Jen)

I let her know about the resignation and that the Board would have to assess agency priorities.

Consequently, the first item on the Board agenda is agency priorities. Although I invited the volunteer, her work schedule means she probably will not be able to attend the Board meeting.

There will probably be 2 motions related to the preliminary year-end financial report:

- to consolidate and transfer end of year surplus funds from all board fundraising activities excepting Nevada ticket sales, to the Applegrove Reserve Account.
- to transfer funds from the Reserve Account to cover 2010 operating deficits if any in the following programs: Applegrove Parent/Child Drop-in, Edgewood, Afterschool, Teens, Day Camp and Summer Leadership.

Please note that the Board of Management agenda contains most of the policy discussion; therefore the Board of Management meeting will start much earlier than it usually does. Also, with the 2 resignations, we must still have quorum of 5 directors from the current total of 7 Board members.

Respectfully submitted,

Susan Fletcher.

Draft Board Workplan for 2011

Meeting	Main Issue	Additional Issues	Program Presentation	Results
January 31, 2011	Human Rights and Harassment policy and complaints, General Complaints procedure, Records Retention Review Risk Management	SPA Endorse Applicable Special Events grant and Day Camp Recreation grant. Admin Budget Update AGM Planning		
February 28	Review Risk Management	Review Yoga-thon	Summer Leadership	
March 21 (Board meeting if needed)				
Wednesday, March 30	AGM			
April 18 (to be confirmed)		Select Officers and Committees		
May 30			Day Camp	
June 20 (to be confirmed)				



Applegrove Events and Board / Committee Meetings – February 14, 2011
Office Phone 416-461-8143

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

January	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
23		24	25 [Duke of Connaught School Council]	26 <i>Re-Zoning meeting about Corpus Christi at Fairmount</i>	27	28	29
30		31 Board					

February	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4	5 <u>YogaThon</u>
6	7	8	9	10	11 <i>5:30-8 DINE</i>	12	
13	14	15	16	17 HAIG Theatre Night	18	19	
20	21 Applegrove Closed for Family Day	22 [Duke of Connaught School Council]	23	24	25	26 <u>Snow Date for YogaThon</u>	
27	28 Board						

March	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4	5
6	7	8	9	10	11 <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			

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

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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

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		

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July	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1 Applegrove Closed for Canada Day	2
3	4	5	6	7	8	9	10
17	18	19	20	21	22 Applegrove Closed for Good Friday	23	24
24	25	26	27	28	29	30	31
31	August 1 Applegrove Closed for Simcoe Day						

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

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

October Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10 Applegrove Closed for Thanksgiving	11	12	13	14	15
16	17	18	19	20	21	22
23	24 Board?	25 [Duke of Connaught School Council]	26	27	28	29
30	31					

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