



# 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, June 20, 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.

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

#### **7:00**

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

#### **7:05**

6. Program Presentation: Day Camp

#### **7:20**

7. Minutes of the May 30 Board of Directors Meeting (*White*)
8. Finance and Fundraising

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

- 8.1. Budget (*Confidential attachments*): for follow-up discussion and possible decisions

Motion needed to return to the public meeting.

#### **7:45**

- 8.2. Year-to-Date (May) Financial Report (*Green*): for information
- 8.3. Fundraising Analysis (*Goldenrod from May package*): for information
- 8.4. Appointment of Auditor (see Executive Director's Report)

#### **8:00**

9. Membership (*Lavender from May package*): for discussion and possible decision or referral

#### **8:20**

10. Programming Issues:
  - 10.1. Edgewood (*Salmon from May package*): endorse plans for September

#### **8:30**

- 10.2. DINE (*Grey from May package*): for information and decision

**8:40**

11. Directors' Concerns
  - 11.1. Communications: Neil Sinclair
12. Adjournment



# 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 Management Meeting AGENDA -- Monday, June 20, 2011**

**8:45**

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of April 18 Board of Management Meeting (*White from May package*)
- D. Hiring Reports (*Blue from May package*): for information
  - D.1. Replacement for Parental Leave
  - D.2. Outreach and Involvement staff

**8:50**

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

**8:52**

- F. Correspondence/Information (*Cream*)
  - F.1. Correspondence List

**8:55**

- G. Set date for August Meeting
- H. Adjournment

### **Next Meetings**

August: date to be determined – issues include Risk Management and Board Liability  
September 26



# 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 Directors Meeting May 30, 2011**

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

Present: Ben Chong, Natalie Coulter, Alana Honsch, Ann McKechnie, Mary-Margaret  
McMahon, Sydney Schultz (Chair), Neil Sinclair.  
Regrets: Carmita Magnaye, Throy Ross, Pierre Trudel.  
Staff: Susan Fletcher, May Seto (Recorder)

### **Dates of Next Meeting**

Board Meeting - Monday, June 20 at 7 p.m.

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

At 7:00, Sydney called the meeting to order. Quorum of 5 Directors was achieved. By consensus, the agenda was adopted. Short introductions were done for new members.

#### **2. Declaration of Conflicts of Interest**

None were declared.

#### **3. Timekeeper**

Assigned timekeeper for meeting – Alana

#### **4. Volunteer Hours**

Members provided their volunteer hours.

#### **5. Donation Envelope**

The donation envelope circulated.

#### **6. Minutes of the April 18 Board of Directors Meeting**

**MOTION** (McKechnie/Sinclair)

*To accept the minutes of April 18.*

**Carried.**

#### **7. Finance and Fundraising**

Because no guests were present, there was no need for a motion to discuss the next item *in camera*.

##### **7.1 Administration Budget**

Susan provided an overview and answered any questions. Board Members discussed options at length and offered suggestions. The Board directed staff to make cuts to reach the target of 10% below the approved 2011 budget.

Board of Directors Minutes

May 30, 2011

2

**MOTION** (Sinclair/McKechnie)

To submit an administrative budget with office and purchased service expenses reduced by \$500 to \$1,000 and other cuts as discussed to reach the 10% target, and to investigate methods by which these cuts can be achieved.

**Carried.**

7.2 Year-to-Date Financial Report  
Deferred

7.3 Fundraising Analysis  
Deferred

7.4 Appointment of Auditor  
Deferred

**8. Membership**  
Deferred

**9. Programming Issues**

9.1 Afterschool Registration

May provided an overview of the afterschool program and its past registration procedures. Due to changing needs in the community and administrative reasons, staff would like to propose changes to the afterschool program by offering only full-time spaces. In addition it was proposed to offer advance registration to current afterschool users so available spaces can be determined before the next school year starts.

**MOTION** (Coulter/McKechnie)

To direct staff to make proposed changes to the Afterschool program and registration procedure.

**Carried**

9.2 Edgewood  
Deferred

9.3 DINE  
Deferred

**10. Directors' Concerns**  
Deferred.

**11. Adjournment**

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

---

Chair

---

Secretary

2011 Program Budget Drafted October 2010		Applegrove P/C	Edgewood	HAIG	Helping Our Babies Grow	Therapeutic Play	Summer*	After School	Teen	Leadership	Seniors	Board	Board Out&In	Nevada	Program Total
Expenses	Salaries and Benefits	124,901	22,015	9,513	11,942	35,993	54,919	23,420	8,692	9,342	25,857	1,000	42,221		369,816
	Program Expense	9,320	3,487	2,957	21,606	4,550	15,441	4,980	3,451	4,547	12,457	500		10,000	93,295
	<b>Total Expense</b>	<b>134,221</b>	<b>25,501</b>	<b>12,470</b>	<b>33,548</b>	<b>40,543</b>	<b>70,360</b>	<b>28,400</b>	<b>12,143</b>	<b>13,890</b>	<b>38,314</b>	<b>1,500</b>	<b>42,221</b>	<b>10,000</b>	<b>463,112</b>
Income	Grants City														
	Children's Services	98,462	18,686				7,142								124,290
	Recreation Grant						3,643								3,643
	Heart Health						0	1,858							1,858
	DPG								8,762						8,762
	TESS												42,221		42,221
	EYET	9,000		3,000											12,000
	YES						2,100								2,100
	Focus on Youth						6,000								6,000
	Star Fresh Air						3,540								3,540
	Foundation grants						4,500			5,000					9,500
	United Way					26,750	6,000			452					33,202
	Federal				28,294		15,011			3,011					46,316
	Provincial						840			700	32,312				33,852
	Program fundraising, fees, et	1,200	1,000	750			17,380	17,100		3,280	6,628				47,338
Agency	Net Pasta fest											4,000			4,000
	Net The SPA											2,000			2,000
	Net Yoga-Thon											1,000			1,000
	Net Applicious											3,000			3,000
	Charitable Donations											2,500			2,500
	Corp and Foundation			0			300	2,183	1,337	2,077					5,897
	Prior Surplus						13,793	2,904	7,259	2,044					26,000
	Net Other fundraising						1,000					1,000		14,000	16,000
	<b>Total Income</b>	<b>108,662</b>	<b>19,686</b>	<b>3,750</b>	<b>28,294</b>	<b>40,543</b>	<b>70,360</b>	<b>28,400</b>	<b>12,143</b>	<b>14,520</b>	<b>38,940</b>	<b>13,500</b>	<b>42,221</b>	<b>14,000</b>	<b>435,019</b>
	<b>Surplus (Fundraising needed)</b>	<b>(25,560)</b>	<b>(5,815)</b>	<b>(8,720)</b>	<b>(5,254)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>630</b>	<b>626</b>	<b>12,000</b>	<b>0</b>	<b>4,000</b>	<b>(28,093)</b>

368,687

118,506

435,019

(28,093)

Net Additional Fundraising Needed -20,629 PC, EW and HOBG offset by Board and Nevada

Printed June 10, 2011

Board's "Net Other Fundraising" includes Theatre Night, Fundscrip, etc.

HOBG Deficit includes 4,627 to pay Program Worker & 1,667 of child care costs which have been covered in the past by staff absence, gapping and underspending in another category.

Nevada net of \$4,000 (2008 net of about \$3300, 2009 about \$2700).  
 Summer and Leadership program expense is 2010 budget.  
 There is \$1000 in Board salaries is for relief staffing: when permanent staff are sick or on vacation, we have had to pay for additional relief staff in family resource programs. A very preliminary estimate was up to 50 hours in 2006 at about \$20/hour or about \$1,000. There is no funding for this, but without it, we would have to close programs or operate them unsafely. This



ciation of Community Centres ~ C

CC_Name	Strategic Partnership	Volunteer Management	Community Centre Facility Access	Community Centre Programming				AOCC Management and Administration
				Supportive Counselling and Advice	Education and Training Encounters	Social Recreational and Cultural Encounters	Community Support	
Community Centre 55	0%	0%	0%	2%	25%	35%	28%	7%
Harbourfront Community Centre	3%	0%	0%	15%	14%	35%	15%	0%
Swansea Town Hall	0%	3%	65%	1%	3%	2%	2%	12%
Eastview Neighbourhood Community Centre	3%	4%	0%	6%	5%	55%	5%	0%
Applegrove Community Complex	1%	2%	2%	15%	6%	50%	8%	5%
519 Church Street	3%	11%	8%	9%	10%	9%	9%	2%
Cecil Community Centre	1%	2%	0%	2%	11%	51%	5%	0%
Ralph Thornton Community Centre	3%	2%	0%	0%	33%	20%	10%	0%
Scadding Court Community Centre	7%	5%	5%	5%	8%	11%	7%	10%
Central Eglinton Community Centre	5%	6%	6%	5%	12%	36%	5%	4%
<b>ASSOCIATION OF COMMUNITY CENTRES</b>	<b>\$ 206,370.95</b>	<b>\$ 280,921.70</b>	<b>\$ 383,379.02</b>	<b>\$ 497,706.45</b>	<b>\$ 981,585.81</b>	<b>\$ 2,119,125.33</b>	<b>\$ 756,059.12</b>	<b>\$ 243,537.35</b>

Community Centre 55	5%	3%	20%	2%	2%	14%	7%	17%
Harbourfront Community Centre	10%	5%	10%	8%	5%	8%	8%	15%
Swansea Town Hall	0%	3%	65%	1%	3%	2%	2%	12%
Eastview Neighbourhood Community Centre	6%	15%	8%	0%	0%	8%	2%	15%
Applegrove Community Complex	4%	8%	20%	0%	0%	10%	1%	35%
519 Church Street	3%	3%	47%	2%	2%	2%	2%	10%
Cecil Community Centre	5%	8%	32%	9%	3%	5%	1%	13%
Ralph Thornton Community Centre	3%	3%	42%	0%	0%	0%	0%	35%
Scadding Court Community Centre	5%	4%	20%	5%	3%	2%	2%	28%
Central Eglinton Community Centre	3%	11%	8%	1%	1%	1%	1%	40%
<b>ASSOCIATION OF COMMUNITY CENTRES</b>	<b>\$ 359,777.36</b>	<b>\$ 421,609.97</b>	<b>\$ 1,904,530.23</b>	<b>\$ 251,122.80</b>	<b>\$ 158,922.01</b>	<b>\$ 373,785.58</b>	<b>\$ 230,213.57</b>	<b>\$ 1,510,852.06</b>

Community Centre 55	4.90%	3.03%	20.30%	3.80%	27.14%	49.55%	34.94%	24.48%
Harbourfront Community Centre	12.50%	5.00%	10.00%	23.00%	19.00%	43.00%	23.00%	15.00%
Swansea Town Hall	0.00%	6.00%	130.00%	2.00%	6.00%	4.00%	4.00%	24.00%
Eastview Neighbourhood Community Centre	9.00%	19.00%	8.00%	6.00%	5.00%	63.00%	7.00%	15.00%
Applegrove Community Centre	4.67%	10.03%	21.83%	15.37%	5.80%	60.29%	9.55%	40.08%
519 Church Street	6.00%	14.00%	55.00%	11.00%	12.00%	11.00%	11.00%	12.00%
Cecil Community Centre	5.77%	9.55%	32.42%	10.21%	13.62%	55.83%	6.35%	12.66%
Ralph Thornton Community Centre	6.00%	5.00%	42.00%	0.00%	33.00%	20.00%	10.00%	35.00%
Scadding Court Community Centre	12.00%	9.00%	25.00%	10.00%	11.00%	13.00%	9.00%	38.00%
Central Eglinton Community Centre	7.70%	16.50%	13.70%	6.20%	13.40%	37.00%	5.50%	43.60%

## Association of Community Centres (AOCCs)

Service <sup>1</sup>	Activity (if applicable) <sup>2</sup> (from Program Map)	Type <sup>4</sup>	Unit Delivered <sup>6</sup>	Typical / Estimated Demand <sup>7</sup>	Service Standard	Service Standard Category	Origin of Service Standard	Documented Reference of Service Standard	Service Level Performance	Notes
<b>Community Neighbourhood and Civic Engagement</b>	Community Meeting Coordination	Local Community / Neighbourhood Initiatives	A Community Meeting is held (An Advocacy Encounter)	there are <b>720</b> community meetings annually focused on local community initiatives - over <b>36,805</b> people attending these meetings	90% AOCC host community meetings	Council Mandated / Management (Level 1, 2, 4)	City of Toronto Relationship Framework	Relationship Framework (CI 17, Report No. 7, Council Sept 25,26 and 27, 2006; Framework for Citizen Participation in the City of Toronto, Feb 1999; Social Development Strategy 2001; Strong Toronto Engagement Strategy 2006;	Service Standards are being consistently achieved (Level 1)	AOCC and various community agencies, community groups, tenant associations, funders, and the general public hold various types of community meetings in each centre.
		Intersectoral/ Networks/ Partnerships	An intersectoral service meeting in held (An Advisory Encounter)	<b>1345</b> intersectoral meetings engage <b>750</b> community service partners in improving the delivery of community programs and services	100 % of AOCC host or attend partnership networks	Council Mandated / Management (Level 1, 2, 4)	City of Toronto Relationship Framework	Article 2 - Mandate	Service Standards are being consistently achieved (Level 1)	AOCC leverage networks and various partnerships with other community agencies and networks to improve service delivery, reduce duplication of service, advocate for the needs of the community and to share resources, policies and best practices.
	Community Advocacy (Civic Engagement)	Civic Engagement Community Education Forums	An Educational / Civic Literacy forum is held (An Advocacy Encounter)	<b>402</b> number of forums/workshops held and they are attended by <b>7893</b> number of people	90% of AOCC hosts these forums; 85% report the sessions increased there civic literacy	Council Mandated, Management Mandated (Level 2, 4)	City of Toronto Relationship Framework	Article 2 - Mandate (2.3 d)	Service Standards are being consistently achieved (Level 1)	Each AOCC facilitates/offers opportunities throughout the year to foster civic literacy. These forums and events are held for all ages and focus on increasing community knowledge of government; how they can have input into shaping community/neighbourhood priorities and how to intersect with the city departments on various local matters including community safety, development, planning, etc.
		Local All Candidate Meetings - Town Hall/Open Houses	An all Candidate/Town Hall type of meetings is held (Advocacy/Advisory Encounters)	<b>89</b> All candidates/Town Halls/Open Houses held annually; attended by <b>8919</b> people	90% of AOCC host these meetings	Management (Level 4)	City of Toronto Relationship Framework	Article 2 - Mandate (2.3 d)	Service Standards are being consistently achieved (Level 1)	All candidate events, Town Halls and Open Houses occur at most centres. These sessions provide an opportunity for the local community to meet candidates and their local ward Councillors; MPPs and MPs and to help inform them of emerging needs, priorities and to learn about various initiatives.
	Community Special Events	Cultural, Recreational Events	A Special Cultural, Recreational Event is Hosted (A Cultural, Recreational Encounter)	<b>128,550</b> people attend <b>2494</b> cultural, recreational events that are relevant to the community	100% of AOCC provide this service;	Management (Level 4)	City of Toronto Relationship Framework	Article 2 - Mandate (2.3 c)	Service Standards are being consistently achieved (Level 1)	All AOCC host various cultural and recreational events that reflect the diversity of the respective catchment areas and that of unique interest groups. These events contribute to the social fabric of the local community and are often supported by volunteers and corporate/private businesses.
		Community Outreach Events	A Centre attends a local community event to promote programs and services (An Advisory Encounter)	centre representatives attend <b>173</b> other community events to promote programs and services and interact with <b>60,515</b> people	100 % AOCC participate in these event	Management (Level 4)	City of Toronto Relationship Framework	Article 2 - Mandate (2.3 c, d, )	Service Standards are being consistently achieved (Level 1)	AOCC also attend various other events and community forums to promote the unique or Centre specific programs and services. These events could be at a local market, City Hall, or a Community Fair or event such as International Women's Day. These activities increase neighbourhood awareness of each centre's programs and services, and often where new members are recruited. These activities are often supported by program staff (non-core funded) and community volunteers.
		Educational Events	An educational event is hosted (An Advisory Encounter)	<b>46,875</b> people attend <b>1835</b> educational events that are relevant to the community	100 % of AOCC hold these events;	Management (Level 4)	City of Toronto Relationship Framework/Funding Agreements	Article 2 - Mandate (2.3 f)	Service Standards are being consistently achieved (Level 1)	AOCC also host various educational forums / event that are relevant to the local neighbourhood or unique interest group. These forums increase community knowledge and capacity; they may address barriers to service and various forms of discrimination; and focus on helping people develop skills and expertise to return to school, or the work place. These events are often lead by community groups, program staff (non-core funded) and volunteers.
	Cultural Engagement Activities	A Cultural Drop-in Activity	A cultural celebration or activity is hosted that reflects the diversity of the local community (A Promotional Encounter)	there are <b>484</b> cultural drop-in celebrations, <b>61,586</b> people participate in these diversity related initiatives / celebrations	100% of AOCC plan and produce culturally specific celebrations;	Funding Agreement/Management (Levels 1, 4)	City of Toronto Relationship Framework/Funding Agreements	Article 2 - Mandate (2.1a, 2.3 c, d, e)	Service Standards are being consistently achieved (Level 1)	Each AOCC facilitates/offers opportunities throughout the year to recognize, foster and celebrate the cultural diversity of Toronto. These forums and activities are open to the entire community (often for all ages) and focus on increasing community knowledge, celebrating the diversity of the neighbourhoods including various celebrations recognizing Black History Month, Earth Day greening events, a series of cross-cultural celebrations for key events such as an Eid, Diwali, Chanukah and Christmas and LGBTQ Pride Celebrations. These activities are generally supported by program staff (non-core funded) and volunteers.

Service <sup>1</sup>	Activity (if applicable) <sup>2</sup> (from Program Map)	Type <sup>4</sup>	Unit Delivered <sup>6</sup>	Typical / Estimated Demand <sup>7</sup>	Service Standard	Service Standard Category	Origin of Service Standard	Documented Reference of Service Standard	Service Level Performance	Notes
		Arts Based Drop-ins/Events	A structured arts based activity encounter (A Cultural, Promotional Encounter)	On average AOCC host <b>1279</b> arts based events per year, attended by <b>89,144</b> people	100 % of AOCC produce/support arts based activities/events annually	Funding Agreement/Management (Levels 1, 4)	City of Toronto Relationship Framework/Funding Agreements	Article 2 - Mandate	Service Standards are being consistently achieved (Level 1)	Arts based programs/events occur in each community centre. These activities are generally targeted to various ages and utilize various different forms of arts based programming from arts and crafts, to community MOSAIC builds, to musical events/local community talent shows, etc. These activities are generally supported by program staff (non-core funded) and volunteers.
	Membership Management	Membership Recruitment	A member is recruited and signed for membership (Provide Matches, Referrals, and Linkages)	there are <b>19,626</b> members which is <b>44.95%</b> of program users	100% of AOCC undertake membership recruitment activities; 40% of membership uses the centre's program	Council Mandated (Level 2)	City of Toronto Relationship Framework	Article 2 - Mandate (2.1 d and e)	Service Standards are being consistently achieved (Level 1)	Membership is understood as a critical component in local governance at each community centre. The catchment membership vote at the Annual General Meetings to select the local boards of management; approve strategic plans; and review annual audited statements. Membership is a formal mechanism by which the local community elects local residents to the board who shape the direction for each Centre based on local needs and community priorities. Healthy membership is an important indicator of local relevance and overall good governance.
		Membership Retention	A current member renews his/her membership	73% of members renew annually	100% of AOCC undertake membership retention activities to maintain 80% retention rates	Management (Level 4)	City of Toronto Relationship Framework	Article 2 - Mandate (2.1 d and e)	Service Standards are being consistently achieved (Level 1)	Membership retention is an important indicator of community relevance and if the AOCC is effectively representing local needs. A portion of Core funding is dedicated to support membership recruitment and retention activities.
<b>Community Centre Programming</b>	Social, Recreational and Cultural	Drop-in Encounter	A community participant attends a drop-in program (A social, recreational, cultural encounter)	<b>129048</b> of individuals attend programs and makes <b>636,977</b> visits annually	100 % AOCC provide this activity;	Funding Agreements/ Council Mandated (Level 1, 2)	City of Toronto Relationship Framework; various funders and other orders of government funders	Article 2 - Mandate	Service Standards are being consistently achieved (Level 1)	AOCC leverage resources from multiple sources of funding and donations as outlined below to provide relevant community programs that meet the needs and priorities of the community. Core funding permits the Centres to be open and welcoming, the majority of social, recreational and cultural encounters are open and accessible where people can drop-in and participate without having to register. These programs are funded through various funders, grants and donations.
		Registered Encounter	A Registered Program is managed for community participants to attend (A social, recreational, cultural encounter)	<b>23,294</b> individuals attend registered programs and makes <b>675,530</b> visits annually to these registered activities	100 % AOCC provide this activity <b>23,294</b> registrations are managed annually	Funding Agreement (Level 1)	City of Toronto Relationship Framework; various funders and other orders of government funders	Article 2 - Mandate	Service Standards are being consistently achieved (Level 1)	AOCC leverage funding and donations to offer various registered program activities/encounters such as March Break and Summer Camps, Low-income Tax Clinics, etc. These encounters are funded through alternative resources.
	Educational and Training	Workshops/ Training sessions	A person is trained or receives an educational session (An Advisory Encounter or New Knowledge)	<b>44,130</b> of individuals participate in training / skills development activities; <b>80%</b> report improved knowledge	100% of training opportunities track feedback from participants 85% participants report improved knowledge	Funding Agreement (Level 1)	City of Toronto Relationship Framework; various funders and other orders of government funders: Homeless Partnership Initiatives, Children's Services, TESS, United Way, Foundations, Private Donors	Article 2 - Mandate	Service Standards are being consistently achieved (Level 1)	AOCC offer a range of learning, education and training opportunities that increase skills, address access barriers to service; increase local capacity on family issues, etc. These workshops and training sessions are funded through alternative revenue sources (grants, foundations, donations, etc.)
	Supportive Counselling and Advice	A support intervention	A counselling/support session (Provide Care & Rehabilitation Encounter)	<b>20,998</b> of individuals receive counselling/support encounters for a total of <b>28,319</b> hours of service	90% of AOCC undertake this type of activity; 80% of service recipients report that the service was beneficial to them	Funding Agreement (Level 1)	Private Donors, Foundations, Strategic Service Partners, Citizen Immigration Canada,	Article 2 - Mandate	Service Standards are being consistently achieved (Level 1)	A number of AOCC leverage additional funding through grants, foundations and donations to offer supportive counselling services for people who either drop-in or make appointments for support interventions. These services were established based on local community need including supportive counselling, case management services for immigration/newcomer settlement; and crisis intervention. These services are delivered by program staff and volunteer professional counsellors.
	Community Supports	Drop-in Food/Clothing Encounter	A free meal, clothing or food bank visit (Provide Resources)	<b>26,701</b> individuals receive free/affordable meals or food bank visits; <b>451,409</b> pounds of food/clothing is distributed	<b>100%</b> of people seeking resources receive scheduled hours of operation	Funding Agreement (Level 1)	Homeless Partnership Initiative, Province Early Years Funding, United Way, Private Donors	Article 2 - Mandate	Service Standards are being consistently achieved (Level 1)	AOCC receive funding from multiple grants such as Homeless Partnership Initiative, Province Early Years Funding, United Way, Canadian Immigration Citizenship, Ministry of Health, Ministry of Social Services, City of Toronto grants, HRSDC, Family Services Association, Federal Youth Employment Initiatives, Private and Corporate Donors - each have their unique set of service delivery and reporting requirements. These alternative funding sources contribute to the provisions of resources at each AOCC.
		Community Engagement food initiatives	A resource or skills development encounter that helps communities produce / prepare food (An Educational / training encounter)	<b>16, 337</b> individual receive <b>185,568</b> hours of engagement on food access issues including training, skills development, preparation/gardening activities etc.	<b>835,977</b> pounds of food / clothing is produced/provided annually to provide resources for <b>16,337</b> people (total # of meals)	Funding Agreement/Management (Levels 1, 4)	City of Toronto Relationship Framework	Article 2 - Mandate	Service Standards are being consistently achieved (Level 1)	AOCC leverage alternative funding from various sources to fund local community engagement food initiatives these can include community gardens, cooking classes, and skills development training. These services are provided by program staff or professional Chefs.

Service <sup>1</sup>	Activity (if applicable) <sup>2</sup> (from Program Map)	Type <sup>4</sup>	Unit Delivered <sup>6</sup>	Typical / Estimated Demand <sup>7</sup>	Service Standard	Service Standard Category	Origin of Service Standard	Documented Reference of Service Standard	Service Level Performance	Notes
<b>Public Space and Facility Management</b>		Dedicated Program and Community Meeting Space	An hour of space is available for community purposes (Provide A Resource)	<b>100%</b> of space is dedicated 98% of the time for community related programs/meetings/activities	90% of program/community space is available during 98% of hours of operation	Council Mandated (Level 2)	City of Toronto Relationship Framework / Space Use Policies	Article 2. Article 3.2, Article 7,	Service Standards are being consistently achieved (Level 1)	All AOCC ensure that facilities are open and accessible to the community at all times. The community through various consultation and application structures determine the type and priority use which is different in each facility. The core operating budget funds the costs associated with keeping the building open and accessible to the community during operating hours.
		Facilities Operations	Facility / community asset is effectively utilized	20,500 sq m of public community space is used by over <b>235,915</b> people; who visit <b>1,403,240</b>	100 % of the program / community space is available 95 % of hours of operations	Management (Level 4)	City of Toronto Relationship Framework	Article 2. Article 3.2, Article 7,	Service Standards are being consistently achieved (Level 1)	Each AOCC has a unique funding agreement with the City as approved by Council in the Relationship Framework. Some AOCC are responsible for all aspects of building upkeep including capital costs under \$50,000. Other AOCCs have a portion of their facility costs covered by lease agreements or by FRE. The built form is also very different across Centres some are leased facilities; others have elevators, older buildings etc. Generally, the core funding pays for the costs of these services. AOCCs are generally specifically responsible for managing buildings and facilities including developing and implementing preventative maintenance plans, managing related RFPs and RFQs, completing regular cleaning and building upkeep, managing and negotiating service contractors, complying with various city requirements related to waste diversion, utility consumption, etc.
		Building Repairs and Maintenance	Facility is cleaned and well maintained	20,500 sq m (220,660 sq ft) is maintained and ready for community use	80% of AOCC undertake this activity; The average cost per sq ft to clean and maintain community centre per visit is <b>\$1.93</b>	Management (Level 4)	City of Toronto Relationship Framework	Article 2. Article 3.2, Article 7,	Service Standards are being consistently achieved (Level 1)	Community Centres are heavily used spaces that regularly require major building upkeep and repairs. Building repairs and maintenance are handled differently across the 10 centres some centres are completely responsible to manage the facilities while others may have a lease agreement or an agreement with City Facilities to undertake certain aspects of the building upkeep. Generally, the core funding pays for the costs of these services except capital under \$50k.
		Welcome Services and General Information	An Information/Referral is completed (Provide Matches, Referrals, and Linkages)	Centres provide <b>389,792</b> information and referrals for community programs, city services, and neighbourhood initiatives over <b>43,134</b> hours of service	100% of AOCC offer real time walk-in response enquires, 24 hr turn around weekday for telephone enquiries; 85% of community reports info/referral was helpful	Council Mandated (Level 2)	City of Toronto Relationship Framework	Relationship Framework (CI 17, Report No. 7, Council Sept 25,26 and 27, 2006; Framework for Citizen Participation in the City of Toronto, Feb 1999; Social Development Strategy 2001; Strong Toronto Engagement Strategy 2006;	Service Standards are being consistently achieved (Level 1)	Currently, staff are available at all centres to welcome the community/general public and to provide information and referrals regarding neighbourhood activities and issues as well as provide information about site specific programs and services. Each Centre has defined welcome service standards that staff are expected to adhere to when responding to and welcoming the community. Generally, the core funding pays for the costs of these services
<b>Community Centre Fundraising Management</b>	Community Centre Grant Funding	Grants	A funding grant is submitted and is successful (Provide Funds)	<b>120</b> grants are submitted annually. 90% of AOCC apply for and receive grant funding on average this funding generates 46% of program revenue	0% of AOCC are delivering this activity; depending on the AOCC the range is 0%-77.32% of funding	Management (Level 4)	City of Toronto Relationship Framework, Federal, Provincial and Municipal Grants	Article 2. Mandate (g), Article 3,	Service Standards are being consistently achieved (Level 1)	In order to respond to local and unique needs of each community, each AOCC raises additional (non-core funding) from various levels of governments including federally, provincially and municipally. Core funding generally pays for the costs associated to keeping the community centre doors open and accessible to the public and some dedicated staff time to leverage alternative funding. Core funding represents <b>57%</b> of the overall operating budgets and AOCC raise an additional <b>43%</b> of the overall operating budgets. Depending on the size and scope of activities at each AOCC, the alternative funds raised range from <b>70%</b> of the overall operating budget to <b>16%</b> (with larger in-kind contributions coming from community partners/volunteers). There are significant reporting responsibilities related to grant funding including prepare submissions, completing regular monthly, quarterly reports, managing budget processes from various funders all of whom have different budget accounts, fiscal years, funding approval mechanisms, and reporting timeframes - often Centres need to have extensive charter of accounts to effectively manage budgets and reporting responsibilities etc.
	Community Centre Private Funding	Individual/Private Donor	An individual/private donor gives money to the centre	<b>3752</b> individual donors contribute on average 4% of overall program revenue	100 % of AOCC are delivering this activity; depending on the AOCC the range is 1.55%-5.03%	Management (Level 4)	City of Toronto Relationship Framework	Article 2. Mandate (g), Article 3,	Service Standards are being consistently achieved (Level 1)	As outlined in the Relationship Framework each community centre undertakes various fundraising activities to leverage alternative funding sources to pay for the centre's programs and services. The core funding provided by the City permits each centre to keep its doors open to the community / public and to undertake fundraising activities to increase the individual private donors who donate money to help fund the programs and services at each community centre. Without these supporters centres would not be able to offer such a range of programs and services at each location. It also tangibly demonstrates the donors commitment to each centre. Generally, the core funding pays for some dedicated management time to fundraise under this category.

Service <sup>1</sup>	Activity (if applicable) <sup>2</sup> (from Program Map)	Type <sup>4</sup>	Unit Delivered <sup>6</sup>	Typical / Estimated Demand <sup>7</sup>	Service Standard	Service Standard Category	Origin of Service Standard	Documented Reference of Service Standard	Service Level Performance	Notes
		Public / Private Foundation	A "funding request" is submitted seeking funds from a Private Foundation (Provide Funds)	63 submissions are made annually and raise on average 6% of overall program revenue for the 9 centres	100 % of AOCC are delivering this activity; depending on the AOCC the range is 0%-14.16%	Management (Level 4)	City of Toronto Relationship Framework	Article 2. Mandate (g), Article 3,	Service Standards are being consistently achieved (Level 1)	Core funding is used to keep the community centres open and accessible to the community and permit each Centre to pursue public /private foundations like Metcalfe, McCain, Frumm, Sifton, Chum, United Church, etc. to fund a portion of the costs associated with the programs and services at each centre. Foundations often have specific deliverables they are interested in, each community centre assess current community needs and priorities and tries to match those with potential public/private foundations to increase the overall operating revenue. Generally, the Core funding pays for a portion of management time to fundraise under this category.
		Corporation / Business	A "funding request" is submitted seeking additional funding from a corporation/business (Provide Funds)	74 submissions are made annually and raise on average 3% of overall program revenue	80% of AOCC are delivering this activity; depending on the AOCC the range is 1.01%-10.16% of funding	Management (Level 4)	City of Toronto Relationship Framework	Relationship Framework (CI 17, Report No. 7, Council Sept 25,26 and 27, 2006;	Service Standards are being consistently achieved (Level 1)	Corporate partnerships play a critical role in the overall success of the AOCCs. Each community centre establishes funding/ donor relationships with various corporate donors who fund a portion of the overall costs associated with providing community programs and services. Without these supporters centres would not be able to offer such as range of programs and services at each location. Generally, the Core funding pays for a portion of management time to fundraise under this category.
		Special Events/Galas	A Fundraising/Gala Event is held to raise money for the centre (Provide Funds)	106 fundraising events are held each year and raise on average 6% of program funding	90% of AOCC are delivering this activity; depending on the AOCC the range is 1.35%-22.13 %	Management (Level 4)	City of Toronto Relationship Framework	Article 2. Mandate (g), Article 3,	Service Standards are being consistently achieved (Level 1)	As part of the overall fundraising strategies some community centres also undertake special events / galas to raise money to fund a portion of the costs to operate community programs, services and capital costs associated with each community centre. These special events and galas attract major donors, private sponsorship to increase the annual operating revenue. Without these supporters centres would not be able to offer such as range of programs and services at each location. Generally, the Core funding pays for a portion of management time to fundraise under this category.
		Productive/Social Enterprises	A productive enterprise raises funds to support centre activities, services or programs	on average 8% of overall program revenue is funded through productive / social purpose enterprises for the centres that do these activities	80% of AOCC undertake this activity; depending on the Centre range is 1.07-21.58% of program operating revenue is raised through productive enterprises (when applicable)	Management (Level 4)	City of Toronto Relationship Framework	Article 2. Mandate (g), Article 3,	Service Standards are being consistently achieved (Level 1)	A number of the AOCC also operate productive/social enterprises that focus on generating new revenue sources through micro-businesses. These activities also provide skills development and employment training placements the earnings are invested into the community centre to support the overall programs and services at those Centres and the surrounding community.
		Program / Rental Fees	A fee is charged to a program user for an activity	on average 33% of overall program revenue is funded from program fees/rentals	100% of AOCC undertake this activity; depending on the AOCC the range is 4.73-94% of the revenue	Management (Level 4)	City of Toronto Relationship Framework	Article 2. Mandate (g), Article 3,	Service Standards are being consistently achieved (Level 1)	In some cases fees are charged to offset costs for various program courses or camps. These fees also include private rental fees when the general public wants to rent a space for a personal activity such as a wedding or birthday party. These fees are set by each AOCC Board and are based on square footage, market rates, and other board policy decision-making frameworks. Generally, the Core funding pays for a portion of management time to manage this process.
<b>Community Centre Public/Private Strategic Partnerships</b>		Community Based	A community partner provides an hour of community program or service (Provide Resources)	Community partners contribute 17,597 hours of community program encounters for 34,474 individuals	100 % of AOCC are delivering this activity; community partners contribute to the community service production	Management (Level 4)	City of Toronto Relationship Framework, United Way, Private Donors, Corporations, Other Service providers	Article 2.1 e, Article 2.3	Service Standards are being consistently achieved (Level 1)	One of the other principle activities of the AOCC is to develop and foster public/private partnerships both with community service providers and corporations/local businesses. There are many benefits of community partnership including reducing duplication of service; effective utilization of existing expertise thereby saving costs while providing a range of programs and services. Generally, the Core funding supports aspects of the delivery of these services / activities. This section quantifies the estimated in-kind contributions each Centre receives through volunteers and other donors who contribute their time to provide services and community supports or who donate items of value that would cost the Centre's additional money if there were not able to secure these donations or time in-kind - this may include lawyers, medical personnel, professional counsellors, donated items for silent auctions, etc. These contributions need to be solicited, coordinated and supported. Centres are required to acknowledge these donors/contributors and to manage the relationships to sustain their participation and investment in local communities.

Service <sup>1</sup>	Activity (if applicable) <sup>2</sup> (from Program Map)	Type <sup>4</sup>	Unit Delivered <sup>6</sup>	Typical / Estimated Demand <sup>7</sup>	Service Standard	Service Standard Category	Origin of Service Standard	Documented Reference of Service Standard	Service Level Performance	Notes
		Private/Corporate Partners	A private partners/business provide an in-kind contribution to augment services (Provide Resources)	Private partners contribute an additional <b>\$1,561,990</b> of in-kind programs and services	100 % of AOCC are delivering this activity; private/public partners contribute <b>46,414</b> hours of overall community service production/ outputs	Management (Level 4)	City of Toronto Relationship Framework, United Way, Private Donors, Corporations, Other Service providers	Article 2.1 e, Article 2.3	Service Standards are being consistently achieved (Level 1)	One of the other principle activities of the AOCC is to develop and foster public/private partnerships both with community service providers and corporations/local businesses. Corporations and local business often support the work of community centres by providing in-kind support that aligns with their missions and mandate and has a community benefit. AOCC leverage relationships with various corporations and local businesses to provide numerous supports including: staff for "community clean-up" and "baking days", donations of in-kind support for seminars, workshops, and training sessions for the community; they also lend their expertise in a professional capacity to provide legal and tax clinics and other such benefits that directly contribute to the overall services. Generally, the Core funding supports aspects of the delivery of these services / activities.
		City Partnerships	A City partner provides an in-kind contribution to augment services (Provide Resources)	City service partners contribute an additional <b>\$330,236</b> in in-kind programs and services	City service partnership programs use space <b>rent free</b> and contribute <b>5342</b> hours of overall community service production/outputs	Management (Level 4)	City of Toronto Relationship Framework, United Way, Private Donors, Corporations, Other Service providers	Article 2.1 e, Article 2.3	Service Standards are being consistently achieved (Level 1)	A number of AOCC also have formed partnerships with various divisions within in the City including Toronto Public Health, Shelter Support and Housing, Toronto Social Services, Parks and Recreation and Children's Services to offer satellite programs, services and community information sessions on site.
<b>Community Centre Volunteer Engagement</b>		Community Programs	A community volunteer gives an hour of time to augment community programs (Provide Resources)	A total of <b>6295</b> volunteers contribute <b>145,978</b> hours of volunteer services at their time at their local community centre	100% of AOCC are delivering this activity which = <b>75 FTE positions</b>	Funding Agreement (Level 1) and Management (Level 4)	City of Toronto Relationship Framework, United Way, Private Donors, Corporations and Individuals	Article 2.1 d, Article 2.3 b,	Service Standards are being consistently achieved (Level 1)	AOCC are also mandated to foster volunteer participation in the design and delivery of programs and services as this provides each Centre access to a broad range of skills and expertise within the membership and the community. AOCC recruit, train and support volunteers in many different roles to augment and support community programs, services. The AOCC manage volunteers differently depending on their sizes and funding they receive to support these activities. Community Centres use core funding to develop the volunteer recruitment, training and strategies. Volunteers act in a variety of roles from being on-site in a program to volunteering their time at fundraising events.
		Private/Corporate Partnership	A private/corporate partner donates an hour of volunteer time to support the Centres	<b>319</b> volunteers provide <b>3234</b> hours in service at their local community centre	100 % of AOCC are delivering this activity which = <b>2 FTE positions</b>	Management (Level 4)	City of Toronto Relationship Framework, United Way, Private Donors, Corporations and Individuals	Article 2.1 d, Article 2.3 b,	Service Standards are being consistently achieved (Level 1)	As AOCC are mandated to foster volunteer engagement strategies, the AOCC also utilize volunteers from private business and corporate partners to lend their collective expertise in supporting the delivery of programs and services and volunteer expertise. These relationships are fostered by the administration and other staff that develop volunteer recruitment and retention strategies. Generally, the core funding pays for a portion of the costs with volunteer management.
		Governance - Board and Board Committees	A Board member contributes an hours of service that supports strategic governance and community consultation activities to develop and implement service plan in response to local priorities (Provide Advise, Advocacy, Implemented Changes and Promotional Encounters)	<b>123</b> Board/Committee members cumulatively provide <b>9382</b> hours of volunteer board work to ensure good governance and community priorities/needs are met	100% of AOCC are delivering this activity;	Management (Level 4)	City of Toronto Relationship Framework, United Way, Private Donors, Corporations and Individuals	Article 2.1 d, Article 2.3 b, Article 3.2, Articles 4, 5, 6 and 7	Service Standards are being consistently achieved (Level 1)	Each AOCC is governed by a local board of management that ensures the interests, priorities and needs of the local community or a common interest group are reflected in development and delivery of strategic programs and services. These Boards are elected by the membership of each community centre and appointed by Community Council. The Board members are all volunteers who possess a range of skills and expertise from diverse backgrounds many of whom have professional designations who bring a wealth of expertise to each centre. These boards ensure that each AOCC operates within the terms of the Relationship Framework including overseeing resource development and strategic business plans, setting of fees and charges for space and programs and the overall management of the centres.
<b>Community Centre Administration and Management</b>		Financial Management	A financial report or transaction is completed in order to effectively/efficiently operate the CC (Provide Findings, A Rule)	Annually there approximately <b>249,834</b> financial reports/ transactions completed on an annual basis across the 10 centres to ensure compliance with GAAP, banking, funder and legislative requirements	100 % of AOCC are delivering this activity; 100% of AOCC receive favourable Audit letters; the average cost per transaction is <b>\$2.80 per transaction</b>	Legislated/Funding Agreement/ Council Mandated (Level 0, 1, 2)	City of Toronto Relationship Framework	Relationship Framework (CI 17, Report No. 7, Council Sept 25,26 and 27, 2006; Generally Accepted Accounting Principles (GAAP)	Service Standards are being consistently achieved (Level 1)	Core funding supports the activities to leverage additional funding from various sources in order to provide programs and services for the community and or common interest groups. AOCC are small efficient non-profit (and in some cases charitable) organizations. As AOCC receive funding from multiple funders and donors (1000s+) it is critical that they are well managed as they need to meet the high standards of not only the City but various funders like the United Way. The Core funding pays for these costs. There are significant reporting responsibilities related to grant funding including financial management, funders have very different activities, fiscal years, funding approval mechanisms, and reporting timeframes - often Centres need to have extensive charter of accounts to effectively manage budgets and reporting responsibilities etc.

Service <sup>1</sup>	Activity (if applicable) <sup>2</sup> (from Program Map)	Type <sup>4</sup>	Unit Delivered <sup>6</sup>	Typical / Estimated Demand <sup>7</sup>	Service Standard	Service Standard Category	Origin of Service Standard	Documented Reference of Service Standard	Service Level Performance	Notes
		Administration	An hour of time is spent on Administration/Management activities in order to effectively manage the community centre	the average administrative cost per visit is <b>\$1.56</b> ; <b>there are over 570 employees at the various AOCC, 91 are funded by Core funding the rest are funded through funds raised by each community centre.</b> The administrative organizational time is spent on ensuring effective compliance with City and other governmental administrative/ legal/ legislative requirements	100 % of AOCC are delivering this activity; the senior administrative costs are <b>6.32%</b> of the overall operating budgets - or <b>\$1.56</b> per visit to the community centre	Funding Agreement / Management (Level 1, 4)	City of Toronto Relationship Framework	Article 3.2, 4, 7,	Service Standards are being consistently achieved (Level 1)	AOCC are small efficient non-profit (and in some cases charitable) organizations. The benchmark % of administrative costs for non-profits is generally between 15-20% related to the overall costs associated with service delivery. There are less than 12 FTEs (1:47) who are dedicated to corporate administration/management functions across the 10 Centres. These positions are responsible for all legislative compliance, human resources, strategic planning, fundraising/donor relations, financial oversight including payroll, contract management, budgeting, IT, Audit, direct service provision, volunteer management, staff supervision, intergovernmental and funder negotiations, relationship management with community, politicians, boards of management, partnership organizations; complaints management etc. This work requires a skill set, knowledge base and professional expertise that is wide ranging and generalist in nature in order to effectively operate non-profit charitable corporations. The Core funding pays for a portion of these costs.
		Resource Development Reporting Compliance	A funder/grant/donor CRA report is completed (Provide Findings)	<b>995</b> reports are completed annually to ensure reporting compliance with funder requirements	100 % of AOCC are delivering this activity; 100% of AOCC remain in good standing with funders; <b>181</b> funders	Funding Agreement / Management (Level 1, 4)	City of Toronto Relationship Framework ; Canadian Revenue Agency (CRA)	Article 2.3 (g)	Service Standards are being consistently achieved (Level 1)	In order to comply with various funder requirements AOCC must complete numerous grants, foundation, corporate reports to both request and justify the use of donated funds. As a condition of funding from these various sources, the AOCC must remain in good standing each funder has a variety of reporting requirements/obligations including monthly, quarterly, semi-annually, and annual detailed service, program delivery and financial reports. The Core funding pays for a portion of these costs.
		Communications/ Outreach/Promotions/Fundraising/Community Engagement/	A communication / promotion material is produced (Provide Matches, Referrals, Linkages)	A total of <b>25,362</b> communication materials are developed and produced including website information and they reach <b>approximately 1,268,214</b> households via print and web traffic	100 % of AOCC are delivering this activity; regularly scheduled communications are produced every month to info the community of events/activities and promote to donors/ volunteers, etc. The cost per promotion is <b>\$0.018 cents</b> of the overall operating budget or <b>\$0.018</b> per person/ household.	Management (Level 4)	City of Toronto Relationship Framework	Article 2 Mandate	Service Standards are being consistently achieved (Level 1)	Each AOCC has general organizational communication requirements in order to effectively and efficiently respond to our obligations The Core funding pays for these costs.



# 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”**



## **Executive Director's Report June 10, 2011**

With the intense discussion of the Admin budget at the May meeting, the Board had to defer several issues. I have repeated the relevant sections from my May report and ask you to please bring the reports from the May package (we are saving paper by not mailing them). If you have already recycled the package, let me know by June 17 so we can reprint.

### **Edgewood**

We had a dream – and now Edgewood has a new home! The Dream Committee's last meeting was on June 9. Louise and I happily reported that with 3 donations on June 8 totalling over \$1,000, we have surpassed the \$5,000 goal, can pay rent to Corpus Christi Church, and will re-open the program in its new home in September.

We discussed opening dates and suggested a “soft” opening on September 13 with the grand opening on September 20 or 21, subject to the availability of special guests.

Also on June 8, Louise, Estelle, Catherine and I met with the Monsignor regarding a rental agreement. The complexity of Applegrove's structure (the contract will be with Applegrove but the insurance certificate says the City of Toronto) and the difficulty of explaining it to the Diocese legal staff will delay signing the contract. However, the church and the Monsignor are committed to our program.

Over the last few weeks, the former Corpus Christi school has been demolished. It is such a shock to see an empty space on Edgewood Avenue.

### **Budgets**

As you might have guessed, I put significant time into the Admin budget between May 31 and its submission June 3. However, in addition, May, Franki and I had to work on the “allocation table” that was distributed at the meeting. We had to divide the Admin and Program budgets among 15 activity categories. I have included the spreadsheet for your reference. For admin, that meant each of us assigning our time (and categories of the budget) into activities, e.g., 2 hours per month or 20% of an individual's time over the year. For the Program budget, May and I analysed each program, assigning its main focus to Social/Rec/Cultural, Counselling, Education, or Community Support (free food, meals, etc.), then assigning amounts of staff time and expense lines to relevant other activities, and putting the remainder of the time and budget into the main focus. On the spreadsheet, for each program area or individual, the top line includes the logic and the second line is the calculated amount.

For reference, the summary for the 10 AOCC's<sup>1</sup> is also included (the information for Cecil Community Centre is incorrect). It became clear that there were significant differences among centres in how we counted and assigned different activities. When Applegrove and the other AOCC's have time, we will discuss these allocations as well as the earlier service report.

---

<sup>1</sup> AOCC = Association Of Community Centres, the 10 centres like Applegrove with Boards of Management appointed by City Council

The Board package also includes a confidential summary of the Admin budget as submitted.

The May 30 Board meeting briefly discussed the issue of revenue as part of the Admin budget discussion. This package includes the summary version of the Program budget, showing the expenses and projected revenues for each different program.

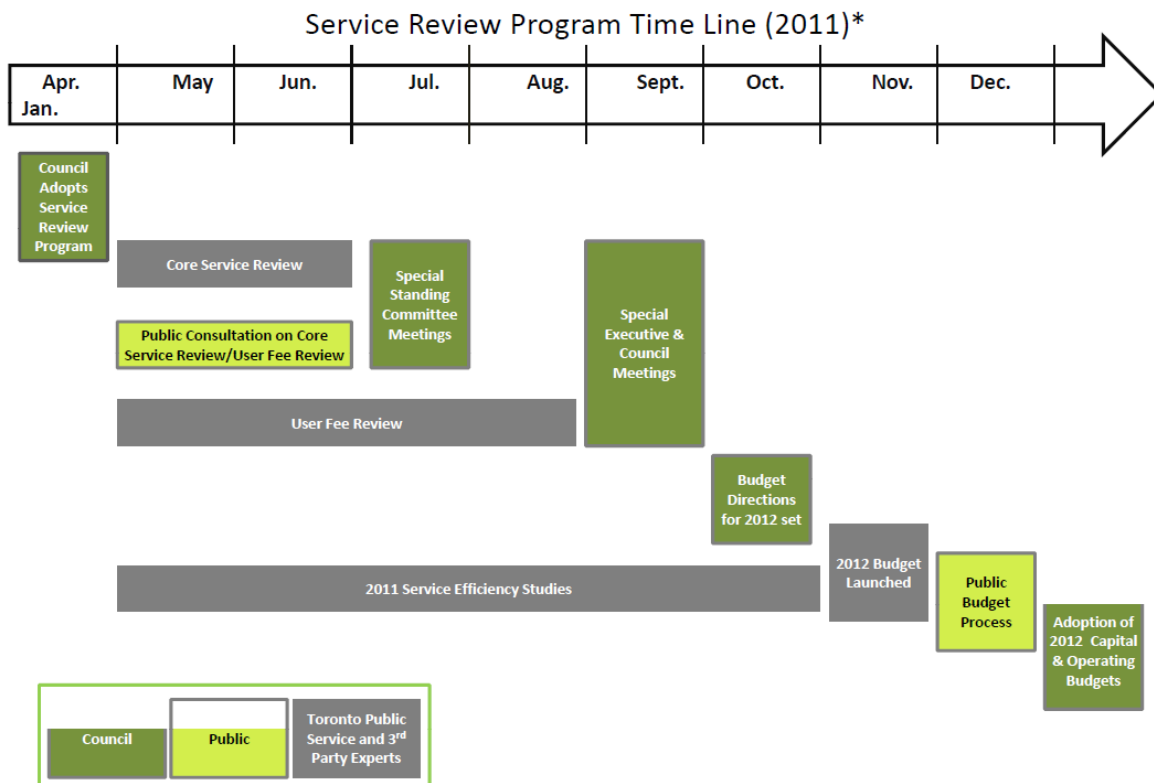
### City Reviews and the Budget Process

(from relevant City documents)

The Toronto Service Review Program will help the City Manager and Council to identify what services the City should deliver, how they can be more efficient and cost effective, and how we should pay for them.

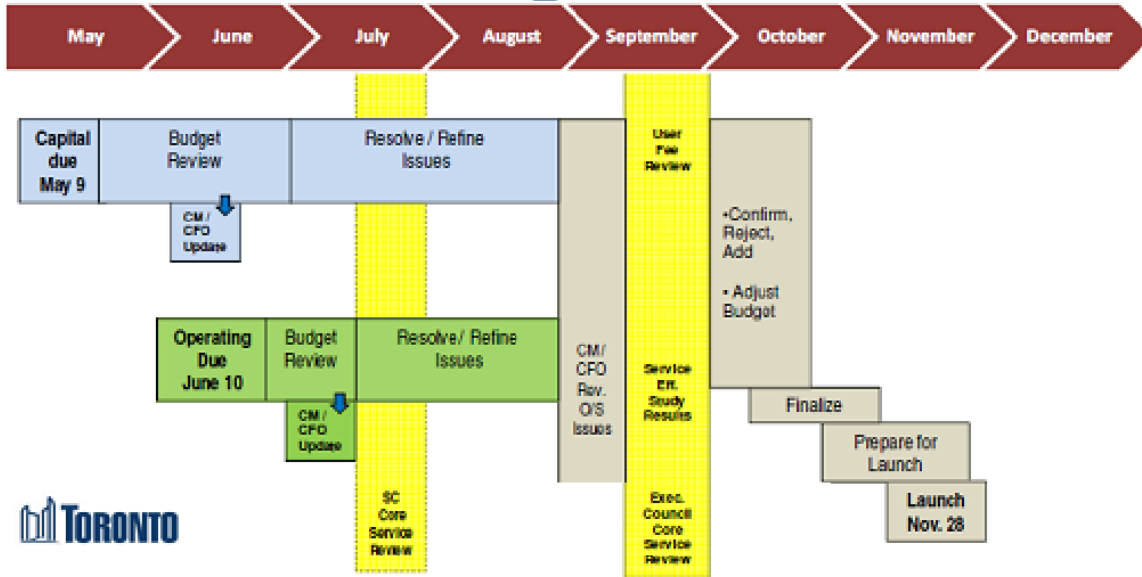
The Service Review Program has three parts:

- **The Core Service Review** will identify what services the City should be delivering. These include services the City must legally provide and those the City should provide as a government. The review will consider what it takes to meet the needs of Torontonians, what is important to people on a day-to-day basis, and what it takes to run the largest city government in Canada.
- **The User Fee Review** will examine how we pay for the City's services. Most services for the general public are paid for through property taxes. Individuals, businesses or organizations that choose to use other services pay for them through user fees. The User Fee Review will develop guidelines on how user fee prices are set.
- **The Service Efficiency Studies** will make sure that services do not cost more than they should. The studies will take a closer look at how certain services are delivered to identify new and more efficient ways to deliver them at a lower cost



\*For details see Council Report [Service Review Program, 2012 Budget Process and Multi-year Financial Planning Process](#)

# 2012 Budget Process



## New Nomination Procedures

In the past, new members of the Board of Management have been nominated at the Annual Meeting. Then, after the new officers are selected at the April Board meeting, I provide a letter or report to the Community Council, listing the nominees and the Board member they replaced.

The April 2011 City Council meeting endorsed new processes for appointments. These include providing résumés or nomination/application forms for nominees. I only learned about this new requirement after submitting information in the prior manner. Consequently, I sent copies of the nomination forms that this year's nominees completed and requested the information from Board members elected for a second or subsequent term.

Applegrove's Nominee Questionnaire already notes that the information will be shared with other Board members, City staff, provincial and federal regulators, and possibly included in funding applications.

## Duke of Connaught 100<sup>th</sup> Anniversary

I am working with a committee of parents and former students planning this celebration for 2012. Plans include

- "ground-breaking" on November 30, 2011 to commemorate the sod-turning on November 30, 1911.
- "homecoming and celebration" on October 20, 2012.

They are using a site called MyEvent to organize registration. If you attended the school or your children attend (or will attend), feel free to visit <http://duke100th.myevent.com>. Or visit the main Duke of Connaught page [http://www.facebook.com/#!/home.php?sk=group\\_2221300691](http://www.facebook.com/#!/home.php?sk=group_2221300691) on Facebook. They are also scanning photos and other memorabilia!

## Art Project

The wonderful "freelance joymonger" Jim Dalling who did the Theatre Nights at Applegrove and HAIG proposed an artist in the community project through Toronto Arts Council. Jim and I have met twice to brainstorm ideas and begin the work on a proposal (deadline August 2) for activities in 2012. More info to come . . . !

### **Applicious**

Changes in staffing and the budget-related work have delayed starting on Applicious, but we are gearing up now. I will circulate a list of businesses we will be approaching for sponsorship, in-kind support, and donations for the silent auction and prizes. If you have a contact at any of them, please let Gulmira or me know ASAP. If you have a contact at a business that is not listed, also please let us know. We have a standard letter and proposal that can be personalized – and will be far more effective coming from a customer, friend or relative!

### **Risk Management**

Other priorities keep pushing back the discussion of Risk Management. However, Applegrove's on-going risk management, health and safety and other procedures are in place. On May 20, Applegrove staff discovered a fire in the kitchen attached to our Lounge. There was minimal damage, all participants and staff vacated the building safely, and no one was injured.

While we have had fire drills and other emergency procedures drills run by the school, there has not been an actual incident for some time. Consequently, on June 7, I used that experience as a training exercise at an all-staff meeting. I broke the incident down into about 15 separate activities. First in pairs, and then together, we discussed the various actions and whether they were correct, could be improved, incorrect, etc. We then reviewed the incident and reporting policies/procedures and identified areas for improvements.

### ***From May Report***

#### **DINE (Dinner In the Neighbourhood Evening)**

I had targeted the May Board meeting for a review of Applegrove's monthly community supper program. Started in January 2011, DINE was intended to build community as well as provide a low cost meal. The Board should determine whether to continue it over the summer and in the new school year and/or what changes it needs. This discussion can be deferred to the June Board meeting should other business take more time than estimated.

#### **Membership**

Following up on the April Board meeting, I have compiled a report that includes information about Applegrove's and other AOCC's membership structures as well as the results of the survey. If the Board chooses to implement membership fees, and wants them to start this fall, the decision should be made at the May meeting. However, if fees will start in 2012, the decision can be deferred for a month.

#### **2010 Audit**

Following up on the questions and motion at the April Board meeting, I spoke with a representative of Grant Thornton, the auditor, and also asked her to speak directly with the Board member who raised the issues. The auditor confirmed with me that the notes will be revised to reflect the organization's charitable status and confirmed with me that Applegrove completes and submits an annual charitable return to the Canada Revenue Agency.



Jeffrey Griffiths, C.A.  
Auditor General

Auditor General's Office  
9<sup>th</sup> Floor, Metro Hall  
55 John Street  
Toronto ON M5V 3C6

Tel: 416 392-8461  
Fax: 416 392-3754

July 16, 2008

**Private and Confidential**

Susan Fletcher  
Executive Director  
Applegrove Community Complex  
60 Woodfield Road  
Toronto ON M4L 2W6

Dear Ms. Fletcher:

**Re: Applegrove Community Complex – Audit Fees**

On February 8, 2008, our office issued a request for proposal for the provision of external audit services for City of Toronto Arenas, Community Centres and other Miscellaneous Entities. Council, at its May 2008 meeting, approved the recommendation of the Audit Committee to appoint Grant Thornton LLP as the external auditor for each of these entities. The contract is for the fiscal years ending December 31, 2008 through to December 31, 2012.

Fees will be invoiced directly to you for approval and payment. Your audit fees, excluding GST, for the next five years are as follows:

If you have any questions or concerns, please do not hesitate to contact either my office or Grant Thornton directly. The Grant Thornton contact for all the audit requirements will be Allister Byrne who can be reached by telephone at 416-777-7217 or by email at [AByrne@GrantThornton.ca](mailto:AByrne@GrantThornton.ca).

**Appointment of the Auditor**

As requested by a Board member, I have included this item on the agenda. Please note that the City of Toronto engages the auditor for the AOCC's. This was done in 2008 for a term of five years with the fees set. The excerpt below has confidential information removed. The Annual Meeting in March 2007 passed a motion to appoint the City-selected auditor to audit the books of both the City agency and the corporation.

**Audit Update**

We received the revised audited financial statements this week. Based on the motion at the April Board meeting, they do not have to come back to the Board for further review and the relevant officers can sign them.

**Questions?**

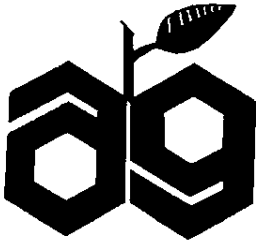
As you read the Board package, please let me know of any questions you have or additional information you may need. Other Board members may share your needs and it is easier for me to gather other information before the meeting.

Respectfully submitted,

Susan Fletcher.

**Revised Board Workplan for 2011**

<b>Meeting</b>	<b>Main Issue</b>	<b>Additional Issues</b>	<b>Program Presentation</b>	<b>Results</b>
May 30	Admin Budget			Passed the Admin budget
June 20	Membership	Edgewood Review DINE	Day Camp	
August Board meeting (date to be determined)	Review Risk Management			
September 26	Review Applicable		Edgewood	
October 24 (1 week early due to Halloween)	Program Budgets Results of City Service Review			
November 28		Review Pasta Fest	Helping Our Babies Grow	
December 19?				



# 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”**



## CORRESPONDENCE/INFORMATION

June 2011

<b>From (Date Received)</b>	<b>Regarding</b>	<b>Action</b>
1. City Clerk (April 21)	Public meeting May 10 regarding repeal of the Zoning By-law	R&F
2. City of Toronto (April 27)	Environmental Study report on Toronto Island Water supply route on display at City Hall and Sanderson Library until May 27	R&F
3. City Clerk (May 2)	Changes to Council and Committee meeting schedule to accommodate the Service Review and Budget. Includes special committee meetings July 18 to 21	Note dates for possible deputations
4. City Clerk (May 2)	Council action amending several by-laws to amend the zoning by-law	R&F
5. City Clerk (May 3)	Council action on 66 Kippendavie Re-zoning application	R&F
6. Parks, Forestry and Recreation (May 9)	Inviting stakeholders to consultations from May 10 to June 15	Susan to attend June 2
7. More Digital (May 11)	Inviting us to have a text-based ad on our website in exchange for a fee. (see information on reverse)	? (Applegrove has no policy regarding advertising on our website)
8. City Clerk (June 2)	City Council adopted AOCC 2009 operating results and “reaffirmed the need for AOCC’s to seek approval from the Financial Planning Division of all over-expenditures before the are incurred”	R&F, take necessary action should over-expenditure be expected
9. City Planning (June 6)	Community Consultation meeting June 13 at Beaches Rec regarding proposal for 6 storey condo at 1960 and 1962 Queen Street East	R&F

R&F = Receive and File

Applegrove Community Complex  
Summarized Financial Report  
as at 31/05/2011

		YTD Budget		YTD Actual		<u>Difference from budget</u>		Common Issues (see below)	Special Notes
						* Favour variance			
						* Unfavour variance			
Admin	Expense	168,140		129,802		(38,338)	(23%)	C,H	Budgeted expenses includes rent, performance bonus & COLA
	Income		173,532		170,767	(2,764)	(2%)	A	
PC	Expense	56,565		46,798		(9,767)	(17%)	C,H	Saving from staff parental leave
	Income		45,915		58,637	12,722	28%	D	
EW	Expense	11,016		8,713		(2,303)	(21%)	C,H,I	
	Income		9,943		13,259	3,316	33%	D	
HAIG	Expense	6,335		5,541		(794)	(13%)	C,H	Saving from staff parental leave Donation increase
	Income		1,975		2,501	526	27%		
HOBG	Expense	12,051		13,244		1,193	10%		Expenses use 2010/11 budget
	Income		11,789		11,857	67	1%	B	
Teen	Expense	6,072		4,660		(1,412)	(23%)	C,H	
	Income		4,381		143	(4,238)	(97%)	D	
After-school	Expense	14,200		8,909		(5,291)	(37%)	C,H	Donation from George Weston Ltd
	Income		9,479		22,693	13,214	139%	D	
Senior	Expense	17,498		12,683		(4,815)	(28%)	C,H	Use of volunteer lower workshop cost Low in fundraising & donation
	Income		17,498		14,148	(3,350)	(19%)	B	
Therapeutic Play	Expense	16,893		8,714		(8,179)	(48%)	C,H,I	
	Income		13,375		13,375	0	0%		

A: year beginning funding is still at 2010 level and will be adjusted in later part of the year

B: on special year-end

C: a week of 1st pay period expenses were accrued to 2010

D: funding received quarterly/semi-annually/annually but budgeted on monthly basis

H: Under-spent in most areas in beginning of year

I: Down time between session/closing of program reduce expenses

\* Variance in BLACK is GOOD for Applegrove : Favourable variance

\* Variance in RED is BAD for Applegrove : UN-favourable variance



Applegrove Parent/Child Drop-In as of April 2011		Budget total	Confirm	Variance \$ Confirm/ Budget *	YTD	Budget Variance YTD	Explanation Notes
--	--	-----------------	---------	-------------------------------------	-----	---------------------------	-------------------

Income	Grants	City						
		Children's Services	98,462	98,462	0	50,628	4%	Fund received quarterly at beginning of quarter
		EYET	9,000	9,000	0	3,000	(3%)	Fund received quarterly
		Federal *						
		Provincial						
	Program	Fundraising, fees, etc.	1,200	743	(457)	954	16%	
		Donations			0		100%	
		Foundation		4,055	4,055	4,055	100%	
Total Income			108,662	112,260	3,598	58,637	5%	

Expenses	Salaries and Benefits	124,901	124,901	0	43,719	(3%)	
	Program Expense	9,320	9,320	0	1,822	(9%)	
Total Expense		134,221	134,221	0	45,540	(3%)	
Projected 2010 funding demand from Board		(25,560)	(21,961)	3,598			

Prior Surplus (Deficit)	(5,275)	(5,275)					largely comprised of accrued sick and vacation leave for relevant staff
Projected Accrued Surplus(Deficit) for the year	(30,835)	(27,237)					

\* Variance in **BLACK** is **GOOD** for Applegrove : **Favourable variance**

\* Variance in **RED** is **BAD** for Applegrove : **UN-favourable variance**

Edgewood Parent/Child Drop-In		Budget total	Confirm	Variance \$ Confirm/ Budget *	YTD	Variance % YTD *	Explanation Notes
-------------------------------	--	--------------	---------	-------------------------------	-----	------------------	-------------------

Income	Grants	City					
		Children's Services	18,686	18,686	0	9,340	3%
		Federal *					
		Provincial					
	Program	Fundraising, fees, etc.	1,000		(1,000)	0	(17%)
		Donations	5,000	3,919	(1,081)	3,919	15% Additional budget item
	Total Income		24,686	22,605	(2,081)	13,259	5%

Expenses	Salaries and Benefits		22,015	22,015	0	8,030	(2%)
	Maintenance & Utilities		5,000	5,000			(17%) Additional budget item
	Program Expense		3,487	3,487	0	683	(9%)
	Total Expense		30,502	30,502	0	8,713	(5%)
Projected 2010 funding demand from Board			(5,816)	(7,897)	(2,081)		

Prior Years' Surplus (Deficit)			0	0			largely comprised of accrued sick and vacation leave for relevant staff
Projected Accrued Surplus(Deficit)			(5,816)	(7,897)			

\* Variance in **BLACK** is **GOOD** for Applegrove : **Favourable variance**

\* Variance in **RED** is **BAD** for Applegrove : **UN-favourable variance**