



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 – Wednesday, May 20, 2009

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.

Note: There is no committee meeting this month.

530 to 7:00 Optional Volunteer Recognition and Supper (family members welcome!)

7:15

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

7:20

5. Minutes of the April 22 Board of Directors Meeting (*White*)
6. Business Arising from the Minutes (not elsewhere on the agenda)
7. Strategic Planning (*Grey Report 3.0 and Issues*):
 - 7.1. Funding and demonstrating the impact of Applegrove's services
 - 7.2. Report: for amendment and adoption

8:20

8. Birthday Planning
 - 8.1. Apple Recipe Book: update
 - 8.2. Neighbours Night Out: Tuesday, June 16

8:30

9. Finance and Fundraising
 - 9.1. Year-to-Date (March) Quarterly Financial Report (*Green*)

8:35

- 9.2. Fundraising: SPA: discussion and suggestions

8:45

10. Directors' Concerns
11. Adjournment



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Board of Management Meeting AGENDA -- Wednesday, May 20, 2009

8:47

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of April 22 Board of Management Meeting (*White*)

8:50

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

8:55

- E. Correspondence/Information ***to be distributed at the meeting***
 - E.1. Correspondence List

8:59

- F. Adjournment

Next Meetings

Tuesday, June 16 – Neighbours Night Out!

Wednesday, June 17 – Board meetings?



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Minutes of the Board of Directors Meeting Wednesday, April 22, 2009

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

Present: Claudia Filici-McMullan, Estelle Halbach (Chair), Alana Honsch, Tricia Reid, Pierre Trudel, Donald Yuen.
Regrets: Sandra Bussin, Elena Nielsen, Lynn Wyminga.
Staff: Susan Fletcher, May Seto (Recorder).

Date of Next Meetings

Monday, May 4 – SPA Planning Meeting

Wednesday, May 20 – Board meetings

1. Call to Order/Adoption of Agenda/Introductions

At 7:00, Estelle called the meeting to order. Quorum of 5 Directors was achieved. The agenda was accepted as circulated.

2. Declaration of Conflicts of Interest

None were declared.

3. Volunteer Hours

Members provided their volunteer hours.

4. Donation Envelope

Donation envelope circulated.

5. Minutes of the March 4 Board of Directors Meeting

MOTION (Reid/Trudel)

To accept the minutes of the March 4 Board of Directors Meeting.

Carried.

6. Business arising from the Minutes

None

7. Strategic Planning

Susan provided an overview of meeting with Sandra Bussin. Sandra informed Applegrove that we could use her mailing list to distribute outreach materials. Applegrove will start promoting the SPA event.

The Board discussed priorities from Strategic Planning and Susan will revise report to reflect decisions made.

8. Officer and Committee Selection

Elena and Lynn have agreed to stay on the Board in their current positions to finish their terms. Pierre Trudel was nominated as Board Chair and Tricia Reid was nominated as Board Vice Chair.

MOTION (Yuen/Filici-McMullan)

To confirm the officers, for any 2 of the Chair, Treasurer, Secretary and Executive Director to act as signing officers, and to approve necessary banking motions.

Carried.

Applicios committee members were selected as follows:

Chair: Susan
Recorder: Event Planner
Members: Donald, Claudia, Alana

MOTION (Yuen/Filici-McMullan)

To confirm committee membership and chairs as proposed.

Carried.

9. Birthday Planning

9.1 Beaches Lions Easter Parade

Pierre provided an overview of the event. There were approximately 20 people who walked in the parade. The chocolate that was distributed ran out early. The members felt it would be worthwhile to do again next year and hand out something about our programs. A follow-up meeting will be organized to discuss plans for next year.

9.2 Apple Recipe Book

Reporting deferred to next meeting. Alana has a publishing opportunity for the Applegrove Recipe Book and will follow-up with contact.

9.3 "Twinning" with Applegrove Primary School (northwest of Aberdeen, Scotland)

9.4 "Twinning" with Apple Grove Elementary School (south of Washington, DC)

Susan has made contact via email with the school in Scotland and will be initiating pen pals with our Afterschool Program. She is still trying to contact the school in Washington.

9.5 Neighbours Night Out

It was decided that we would serve birthday cake at Neighbours Night Out to celebrate with the community. Pierre and Claudia volunteered to help with the event.

10 Finance and Fundraising

10.1 Draft 2008 Audited Report

Susan provided an overview of the draft 2008 audited report and answered any questions that Board members had.

Board of Directors Minutes

April 22, 2009

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MOTION (Trudel/Honsch)

To accept the 2008 audited financial statements.

Carried.

10.2 Year to Date Monthly Financial Report

MOTION (Reid/Yuen)

To accept the monthly financial report.

Carried.

10.3 Admin Budget Update

Susan provided an update that City Council approved the overall City budget, including Applegrove's admin budget.

10.4 Fundraising

Last SPA meeting: May 4th at Edgewood 7 pm

Applicious Planning Meeting: May 25th at 6 pm

11 Directors' Concerns

None

12 Adjournment

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

Chair

Secretary



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Minutes of the Board of Management Meeting April 22, 2009

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

Present: Claudia Filici-McMullan, Estelle Halbach (Chair), Alana Honsch, Tricia Reid, Pierre Trudel, Donald Yuen
Regrets: Sandra Bussin, Sheila Cary-Meagher, Elena Nielsen, Lynn Wyminga.
Staff: Susan Fletcher, May Seto (Recorder).

A. Call to Order/Adoption of Agenda

As Chairperson, Estelle called the meeting to order. Quorum of 5 members was achieved. The agenda was adopted as circulated.

B. Declaration of Conflicts of Interest

No conflicts of interest were declared.

C. Minutes of the March 4 Board of Management Meeting

MOTION (Trudel/Reid)

To accept the minutes of the March 4 Board of Management Meeting.

Carried.

D. Collective Agreement: for information

Susan provided an update regarding collective agreements.

E. Executive Director's Report

MOTION (Reid/Yuen)

To accept the Executive Director's Report.

Carried.

F. Correspondence/Information

Susan highlighted correspondence/information.

MOTION (Trudel/Yuen)

To accept the suggested actions in the Correspondence List.

Carried.

G. Adjournment

The meeting was adjourned on a motion by Tricia Reid, seconded by Donald Yuen.

Chair

Secretary



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Strategic Planning – Issues for May Board Meeting

May 8, 2009

1. This version of the report simplifies the table of priorities from the participants and incorporates the action plan discussed at the April Board meeting.
2. The May and June Board meetings will focus on demonstrating the value of our services, enhancing agency identity and fundraising.
3. The discussion at the May Board should include the items below, some of which were noted in a prior report. Relevant staff have been invited and will receive a copy of this summary.
 - a) re-naming our category of services for families and young children to "Early Development and Support Services" or a similar name. This will help with the recognition that a primary function of our family resource programs' is enhancing children's development; these are not simply "stay and play" or "moms and tots" sessions.
 - b) if the above change is made, and if we then consider our pre- and post-natal, therapeutic play and family resource programs as one integrated strategy for early development, what other changes will result? What gaps exist?
 - c) considering whether the current staffing models for PC, EW and HAIG provide effective and appropriate capacity, given current program usage (both the numbers of participants and their demographic characteristics).
 - d) identifying revenue generation strategies. This is a broader issue than fundraising; revenue can include
 - earned income: is there anything we can do to earn money?
 - other AOCC's are able to rent their facilities to organizations and private individuals, but Applegrove's lease and permit situation prevent this.
 - advertising in newsletter?
 - ?
 - generating donations from members. As discussed at the April Board meeting and in the planning sessions, some of our members are able to make substantial donations, and others may be able to make smaller donations on a monthly basis. We must be clearer about the value of the service and our cost to provide them, while not inhibiting anyone from participating if they are unable to donate. The attached pieces demonstrate a piece that could go to every member and a sign inside program areas; something similar could form one piece of a communications strategy. However, do we also need to take action to help members feel greater involvement?

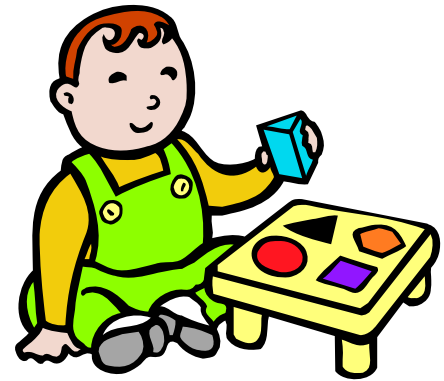
(continues on page 4)

Charitable Number: 10671 8943 RR0001

Cup of coffee: \$1.50



Baby toys: \$10



Not having glue and paint all over your house: valuable

Supporting children's development: Priceless!



Cost of family resource program:

about \$160,000 each year for Applegrove's family resource programs. Government funding covers about 80% of this. Fundraising within the programs adds about 2%. Applegrove's other fundraising and donations must make up the other 18%. Pasta Fest, SPA Night, Applicious, other events, donations from businesses and foundations only get part way there. We rely on your donations to preserve these essential services.



Cup of coffee: \$1.50



Baby toys: \$10



Not having glue and paint all over your house: valuable

Supporting children's development: Priceless!



Cost of family resource program: your donation.

- corporate donations: these often come through connections but visits by volunteers with staff can be effective. What connections do Board members have? What Board members are willing to work with staff to generate a list of potential businesses and set up a schedule to visit them? (preliminary letter, phone call to set appointment, visit, follow-up)
 - donations from foundations: May and Susan have identified a funder for a potential position as Outreach and Involvement Associate. This person could do some of the volunteer coordination and special events tasks, freeing up May and Susan to work on foundation proposals. Applying for such a position will require union support and job evaluation by the City.
 - ?
- e) revising the website to reflect a new outlook. Lynn and I recently met to discuss some website issues, such as a “terms of service” page, updating the list of funders, etc. We reviewed accessibility criteria (which we meet) and tips for generating donations. One of the latter suggested ensuring the “donate now” button was visible on the home page without scrolling. We discussing how to achieve this, how to incorporate testimonials, where to put “what’s new”, and more, realizing that a re-design would help. The attachments show the current and a possible home page. We agreed that the discussions at the May and June Board meetings would probably suggest additional changes. Consequently, the re-design will not happen until the summer.
- f) ?
- g) changing the catchment area. When Applegrove considered this issue in 1991, we felt we were not adequately serving all of the existing catchment area. Since then
- Edgewood received permanent funding;
 - Helping Our Babies Grow was initiated and serves an area from Greenwood to Victoria Park, Lake Ontario to Danforth;
 - The HAIG opened near Coxwell and Danforth.
- consider changing the current northern boundary from the railway tracks north of Gerrard to Danforth?
 - would not recommend changing the eastern boundary (Woodbine) because Community Centre 55’s catchment area is from Victoria Park to Coxwell.
 - advantages:
 - increasing the number of members living in the catchment area (currently, a high proportion of HAIG and HOBG participants are associate members who live outside the catchment area)
 - more accurately reflecting service area
 - allowing a greater geographic area from which to draw Board members living in the catchment area, so it might be easier to maintain the required majority of catchment area residents on the Board.
 -
 -
 - disadvantages:
 - Applegrove could put in the work to change the catchment area and Council not approve it.
 - might dilute our focus on the existing catchment area
 -
 -

- the Relationship Framework with the City includes the following:
 - 4.1.5 For membership purposes of the community centre, the Board will establish a catchment area that is geographically defined and locally based. The membership defined by the catchment area is eligible to elect candidates to be recommended to Community Council and Council for appointment to the Board; and may be subject to additional membership requirements set by the Board.
 - 4.1.6 The Board may establish other types of membership including criteria and voting eligibility but only residents in the catchment area are eligible to elect candidates to be recommended to Community Council and Council for appointment to the Board.
 - 4.1.7 The catchment area must be contained in the community centre's governing documents and be on file with the City Manager's Office. The catchment area for community centres does not preclude community centres from delivering specific programs and services that may be Citywide or outside the catchment area.
 - 4.1.8 Changes to a community centre's catchment area must be based on a review of community needs and include a financial analysis identifying any financial impacts on the administrative funding of the community centre. Changes to the catchment area require approval by the community centre's membership and approval of the City Manager.
 - 4.1.9 The City Manager is required to report on major proposed changes to the catchment area or changes to the catchment area that will have material financial impacts on the administrative funding of the community centre to Council. A change in catchment area resulting in a 10 percent increase or decrease in the catchment population will require Council approval.
- consequently, to change the catchment area by more than 10%, we would have to do a financial analysis and present the proposal to a general meeting (either the AGM in March 2010 or a Special Meeting).



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Report on Strategic Planning Draft 3.0

April 24, 2009

1. Summary

Over 2 evenings in mid-February, 28 of Applegrove's stakeholders (members, partners, volunteers, board and staff) invested over 135 hours to consider the centre's strengths and challenges, and develop priorities and action steps. The center's core competencies included:

- Developing and managing a range of programs and events that welcome, support, and meet the needs of the neighbourhood as a whole and of the individuals within it, particularly families with young children, school age children, and teens.
- Recruiting, developing, retaining and valuing volunteers, staff and Board members.
- Understanding, supporting and working with the community to reduce isolation, meet needs, build connections and engage individuals, all of which contribute to a healthy neighbourhood.

The participants identified priorities for the agency including:

- * dealing with facility issues and opportunities;
- * enhancing Applegrove's identity;
- * working with partners whether these are on-site, partners in service delivery, or businesses;
- * addressing understaffing by targeted volunteer recruitment, advocacy, and funding; and,
- * making the case for funding by demonstrating the value of our services and by enhancing the center's visibility and image.

Applegrove's Board then developed an action plan for the agency, taking into account the recommended priorities, the funding climate and the agency's financial situation among other factors. Consequently, the Action Plan will:

- preserve key existing services by increasing revenues via fundraising and strengthening the agency's image,
- secure appropriate space within the Duke of Connaught School,
- ensure services are effective, and
- work to increase volunteers and update technology.

(The detailed Action Plan begins on page 8.)

2. Plan

Based on Applegrove’s 2006 planning retreat, the process included a research/data gathering phase and 2 evenings of analysis and priorities, to result in an action plan developed with the Board. Principles included:

- building momentum through a quick process;
- enhancing information through a wide range of participants; and
- promoting involvement through fun and informative activities.

3. Participants at Planning Meetings

We invited about 38 participants, including on-site partners (WoodGreen, Duke of Connaught and S.H. Armstrong), local political representatives, program partners, program participants, Board members and staff.

	Invited	Anticipated	Actual
Board	6+1	6+1	6+1
Staff	10	10	10
Members	3	1	1
On-site	4	4	2
Funders, partners and political reps	13	7	5
Facilitator	1	1	1
Total	38	30	26

*The “+1” was a prospective Board member.

Twenty-three participants attended on February 11. Of the 24 people who attended the second session, several had been unable to attend the first week; some of those from the first week had not returned due to illness or competing priorities. Overall, 28 different individuals invested more than about 135 hours in the planning meetings.

4. Research/Data Collection

- a) Information about the local service network
Although social work students collected data about several local agencies, their results did not provide effective information. Consequently, this did not form part of the planning process
- b) Information about the neighbourhood
Staff analysed census data and provided a range of statistics to the Board for information. Key items were extracted and presented to the planning meetings. They included:
 - most of the census tracts in the catchment area have average household incomes below the City average of \$64,000. Overall, this area’s average household income of \$57,000 is about 11% below the City average. However, one census tract has an average household income more than twice the City average. When this census tract is excluded, the average household income of the rest of the catchment area is more than 20% below the City.
 - data analysis staff of the OEYC¹ identified Applegrove’s neighbourhood in the “Greenwood-Coxwell Corridor” as an area of higher than average “social

¹ Ontario Early Years Centers

risk". Similarly, in early 2009, the Toronto District School Board's Learning Opportunities Index (LOI) identified the Duke of Connaught within the 100 highest LOI scores of all its elementary schools. Together, these analyses suggest that many of the children in this neighbourhood are at risk for difficulties in school, and consequently, in their later lives. However, the OEYC analysis also found that kindergarten children's scores on the Early Development Instrument (EDI) in the Greenwood-Coxwell Corridor were higher than would be expected, i.e., children scored better than predicted on the test in senior kindergarten. Applegrove believes that these results show the positive impact of our integrated programs for families with young children.

- c) Information about Applegrove:
An outline of programs, their usage, funding, staffing, etc, and the results of user satisfaction surveys (where available) were circulated to participants or presented at the planning meetings.
- d) Information from participants
Although the proposal included a small survey or focus group meetings in programs to ask members how Applegrove benefits them and what else they would like the agency to do, time constraints prevented implementing this.

5. Process

- a) February 11
Several different activities helped participants to
 - meet each other;
 - learn about Applegrove and its catchment area;
 - identify the centre's core competencies (what we do well); and
 - generate ideas about changes and directions for the agency.
- b) February 18
The second evening began with a review of the core competencies and ideas, changes and directions. Participants then identified the agency's weaknesses, constraints and barriers, as well as ways to address these. The evening ended with a limited-resource, priority-setting exercise (dot-mocracy), a description of the next steps, and an evaluation of the sessions.

6. Results

- a) Core competencies
Participants identified more than 100 "things Applegrove does well", listed in an appendix. They can be summarized as:
 - Developing and managing a range of programs and events that welcome, support, and meet the needs of the neighbourhood as a whole and of the individuals within it, particularly families with young children, school age children, and teens.
 - Recruiting, developing, retaining and valuing volunteers, staff and Board members.
 - Understanding, supporting and working with the community to reduce isolation, meet needs, build connections and engage individuals, all of which contribute to a healthy neighbourhood.

Analyzing these three key competencies shows that they fulfil the agency's mission, "a neighbourhood partnership fostering community through social and informative programs for individuals and families".

b) Constraints, barriers and ways to address them

Groups of 3 or 4 discussed "what we don't do well" (internal weaknesses), "barriers and constraints" (external limits) and ways to address them. Many of the internal and external factors were then discussed by the whole group, and became part of dot-mocracy. Please see the appendix for a complete listing of the weaknesses, barriers and constraints, and ways to address them.

Key issues included:

- i) working with partners whether these are on-site, partners in service delivery, or businesses;
- ii) dealing with facility issues and opportunities.
- iii) addressing understaffing by targeted volunteer recruitment, advocacy, and funding; and
- iv) making the case for funding by demonstrating the value of our services and by enhancing the center's visibility and image.

Specific ideas have been incorporated into action steps within priorities.

c) Priorities for changes and directions

Participants used a limited-resource priority setting process to recommend priorities. Stickers of apples were used for short-term priorities and dots indicated long-term priorities. Each participant received 1 large apple worth 5 points, 4 red apples worth 2 points each, and 1 red/white apple worth 1 point (all for short-term priorities) plus 1 blue dot worth 5 points and 2 green dots worth 2 points for long-term priorities. Participants then attached their apples and dots to items of their choice.

The table consolidates the results, listing them in priority order.

Planning Participants' Recommend Directions

Category	Description Items in bold summarize and consolidate a number of individual ideas and qualities. Yellow -highlighted items are the top priorities. Green -highlighted items are the very highest	Scores		Possible Action Steps
		Total score	Total Apples/ Dots	
<u>Facility</u>	<ul style="list-style-type: none"> secure a new location/space that has better access, a healthier environment, is more attractive and includes space for teens. This should be all in one area within the Duke of Connaught School. The space should be safe, functional, accessible, adaptable, visible and barrier-free. 	108	29	<p>Ask the school and daycare to meet to dream about an "early learning wing" (e.g., the main floor of the Woodfield wing) for the long term, and additional partnership opportunities in the short term.</p> <p>Continue to work with City Facilities and Real Estate to improve existing space (new kitchen for lounge, new kitchen and floor for PC) and finalize the lease.</p> <p>Work with the school and F&RE as needed to improve signage</p> <p>Hold a design workshop for PC participants to have input into the kitchen re-design</p>
<u>Community and Communication</u>	<ul style="list-style-type: none"> increase community engagement and enhance Applegrove's identity as connected, visible, clear and distinct through <ol style="list-style-type: none"> outreach to diverse segments of the catchment area (ethno-cultural and socio-economic, both low and high-income); stronger connections between programs; improved partnerships with the City; more partnering with TCHC, East End CHC and other local agencies especially on-site partners Duke of Connaught school, Woodfield Daycare and S.H. Armstrong; visible support in local crises; and more involvement of participants in decision?making. 	74	28	<p>Participate on Councillor Fletcher's Community Crisis Response Network</p> <p>Identify and use additional opportunities with local media</p> <p>Consider opportunities for a "virtual hub" involving the on-site partners, East End CHC, social services office, etc.</p> <p>Invite on-site partners and local agencies to a meeting to learn about each other and exchange ideas</p> <p>Add testimonials page to website and its SPA page</p> <p>Share results (including EDI results) with representatives at all levels of governments</p>
	<ul style="list-style-type: none"> liaising with and educating regular stakeholders 	14	6	
	<ul style="list-style-type: none"> political will (on all 3 levels) 	17	7	Share results (including EDI results) with representatives at all levels of governments

Strategic Planning Report Draft 3.0

April 2009

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Category	Description Items in bold summarize and consolidate a number of individual ideas and qualities. Yellow-highlighted items are the top priorities. Green-highlighted items are the very highest	Scores		Possible Action Steps
		Total score	Total Apples/Dots	
<u>Services</u>	Ensure services continue to be impactful, collaborative, unique (within the neighbourhood), responsive and adaptable. Outreach to and partnership with TCHC, East End Community Health Centre, and other local and on-site agencies.	18	10	Consider opportunities for a "virtual hub" involving the on-site partners, East End CHC, social services office, etc.
	<u>Children and teens</u>			
	• expand programming for children and teens and have these coordinated by a full-time Child and Youth Worker	46	19	Implement March Break camp for school age in 2009 Plan and advocate for Leadership (teen) program for summer 2009
	<u>Families with young children</u>			
	• extend current range of services for families with young children by	22	10	Consider offering school readiness program via Over the R;
	a) expanding Helping Our Babies Grow	2	1	
	b) increasing hours in the family resource programs including weekends	4	3	
	c) offering parent relief outside as well as inside program hours	0	0	
	d) accommodating children and families with special needs	0	0	
	e) offering a school readiness program	0	0	
<u>Funds and Resources</u>				
	• identify and secure new sources of funding that are sustainable, creative, innovative and adequate to meet the agency's needs, including corporate/business donations and partnerships, considering current and new relationships.	39	12	Discuss potential methods at the May Board meeting, including consideration of agency restructuring Ask Councillor Bussin to help with introductions to relevant businesses, etc.
	• demonstrate the value of Applegrove's services ? to clientele ? to funders ? to donors ? to governments	29	12	Invite Chris Irwin to discuss potential methods at a Board meeting before the end of June. Use the EDI data in funding proposals and in newsletter. Consider changing "services for parents and children" to Early Development and Support
	• utilize post-secondary interns and student placements, for example from George Brown (ECE, social work) and Ryerson (social work, ECE, nursing)	10	2	Program Director will contact post-secondary institutions to understand what placement students they can offer and, as appropriate, offer placements at Applegrove

Strategic Planning Report Draft 3.0

April 2009

7

Category	Description Items in bold summarize and consolidate a number of individual ideas and qualities. Yellow -highlighted items are the top priorities. Green -highlighted items are the very highest	Scores		Possible Action Steps
		Total score	Total Applies/Dots	
<u>Services</u>				
	<u>Older adults</u>			
	<ul style="list-style-type: none"> offer more programs for seniors, especially inter-generational programming, with a range of activities that provide ways for healthy, active seniors to be involved with the community (including volunteer opportunities) 	9	5	Submit proposal for EPC (Elderly Persons Centre) funding Program Director will identify suitable volunteer opportunities and appropriate places to post them.
	<ul style="list-style-type: none"> more individualized programs, e.g., therapy, counselling 	4	2	
	<ul style="list-style-type: none"> breakfast/lunch programs 	2	1	
<u>Administration and Organization</u>				
	<ul style="list-style-type: none"> voicemail!!! 	8	5	Put voice mail into 2010 admin budget (Sept. 2009) Check whether the City can provide appropriate technology
	<ul style="list-style-type: none"> new/upgraded equipment 	8	4	Ensure Applegrove's computers are on City's replacement list
	<ul style="list-style-type: none"> "Yes we can!" attitude missing 	8	5	Senior staff model positive attitude!
	<ul style="list-style-type: none"> internal education on all programs 	10	6	Use time at staff meetings to highlight programs starting in April/May
	<ul style="list-style-type: none"> understaffed 	10	6	Put a 1/2 time volunteer coordinator into the 2010 admin budget (Sept. 2009)
	<ul style="list-style-type: none"> keep up with technology 	10	2	Ensure Applegrove's computers are on City's replacement list

Summarized April 24, 2009

7. Action Plan

- A. Preserve key existing services by increasing revenues via
- i) identifying and securing new sources of funding that are sustainable, creative, innovative and adequate to meet the agency's needs, including corporate/business donations and partnerships, considering both existing and new relationships. This will require demonstrating the value of Applegrove's services
 - o to clientele
 - o to funders
 - o to donors
 - o to governments.Action steps include:
 - a) Discuss potential methods at the May Board meeting, including consideration of agency restructuring
 - b) Work with Councillor Bussin and other representatives to meet with relevant businesses, etc.
 - c) Invite Chris Irwin to discuss potential methods at a Board meeting before the end of June.
 - d) Use the EDI data in funding proposals and in newsletter.
 - e) Consider changing "services for parents and children" to Early Development and Support
 - ii) strengthening Applegrove's identity and enhancing community engagement via
 - o outreach to diverse segments of the catchment area (ethno-cultural and socio-economic, both low and high-income);
 - o stronger connections between programs;
 - o improved partnerships with the City;
 - o more partnering with TCHC, East End CHC and other local agencies especially on-site partners Duke of Connaught school, Woodfield Daycare and S.H. Armstrong;
 - o visible support in local crises; and
 - o more involvement of participants in decision-making.Specific actions include:
 - a) Participate on Councillor Fletcher's Community Crisis Response Network
 - b) Identify and make use of additional opportunities with local media
 - c) Consider opportunities for a "virtual hub" involving the on-site partners, East End CHC, social services office, etc.
 - d) Invite on-site partners and local agencies to a meeting to learn about each other and exchange ideas.
 - e) Add testimonials pages to the website and its SPA page.
- B. Secure appropriate space within the Duke of Connaught School that has better access, a healthier environment, is more attractive and includes space for teens. This should be all in one area, as well as safe, functional, accessible, adaptable, visible and barrier-free. Actions to achieve such space include:
- i) Ask the school and daycare to meet to dream about an "early learning wing" (e.g., the main floor of the Woodfield wing) for the long term, and additional partnership opportunities in the short term.

- ii) Continue to work with City Facilities and Real Estate (F&RE) to improve existing space (new kitchen for lounge, new kitchen and floor for PC) and finalize the lease, and work with City Councillors to ensure funding for these.
- iii) Work with the school and F&RE as needed to improve signage
- iv) Hold a design workshop for PC participants to have input into the kitchen re-design, to be included in the 2010 F&RE Capital Budget.
- v) Meet with local councillors and trustees to discuss space in the school.

C. Ensure services continue to be impactful, collaborative, unique (within the neighbourhood), responsive and adaptable. Outreach to and partnership with TCHC, East End Community Health Centre, and other local and on-site agencies. Specific service recommendations involve:

- expanding programming for children and teens and have these coordinated by a full-time Child and Youth Worker
- extending the current range of services for families with young children by, for example, increasing hours in the family resource programs including weekends, expanding Helping Our Babies Grow, offering a school readiness program, etc.

Initial actions include:

- i) Implement March Break camp for school age in 2009
- ii) Plan and advocate for Leadership (teen) program for summer 2009
- iii) Consider implementing a school readiness program using Therapeutic Play funding.

D. Take relevant other actions to support the above priorities and strengthen the organization:

- i) request a Volunteer Coordinator and voice mail in the 2010 admin. budget.
- ii) identify additional opportunities for post-secondary placement students.
- iii) identify and recruit for suitable volunteer opportunities for healthy, active seniors.
- iv) ensure Applegrove technology is updated through appropriate City processes.

8. Evaluation

Participants completed an evaluation form at the end of the second session. Several participants had already left by then, and some of those at the first session did not return, so there are fewer forms than participants.

The 16 completed forms produced an overall satisfaction rate of 3.5 on a 4-point scale, indicating that they enjoyed the process. Particular strengths included:

- the range of participants;
- participants/ willingness and effectiveness in generating ideas;
- an engaging and helpful facilitator;
- delicious food.

Several respondents noted their interest in the next steps.

What Applegrove Does Well

Results of Planning Session on February 11, 2009

Grouped into categories (some have been put into more than one group)

Welcome and connections

- create a welcoming environment in their programs
- enable families to establish connections with others in their community
- creates a place for community members to connect (a physical place for people's psyches to connect)
- connecting people: creating a meeting point for children, parents/caregivers that establishes a network outside the program
- provides a place of support for parents and caregivers
- connecting people

Volunteers

- keep loyal volunteers
- recruit volunteers
- participants grow up in the centre program to program, then work here too
- nurturing future volunteers (Raptors 50/50, summer camp)
- help volunteers develop skills
- develop voluntary leadership
- helps teens gain their community hours for high school

Effective, high quality programs

- effective programs
- quality programs
- delivering program to the community that are needed and wanted
- meeting the needs of the community
- free or affordable programs
- quality effective programs provide safe, helpful social educational place to go with neighbours
- programs for different ages
- variety of programs offered
- teach life skills
- field trips
- family programs and events (drop-in, summer camp, festival, pasta fest . . .) help building families
- foster child development
- provides the expertise to have healthy babies and moms
- provide information on a huge variety of things (i.e., health services, education, entertainment, etc., etc.) as needed
- support for lower income families
- support families in need, e.g., "meals on wheels" (informal), "Helping our Babies Grow", "Over the Rainbow", "summer camp" for working parents
- programs as connection point
- assist healthy parenting and caregiving: courses in nutrition, growing children emotionally and craft building
- parent-child programs
- provides a place for children to be safe, grow socially and make a mess
- run fabulous parent child centers

- ☑ great workshops for the parents. Applegrove provides many resources for parents wanting to improve their parenting skills
- ☑ parent relief program
- ☑ parent/child seminars/classes
- ☑ staff helping the caregivers with the children
- ☑ runs fantastic family resource centres
- ☑ children's development (children learn to meet each other, get ready to socialize so ready for school)
- ☑ helping families (parents) by providing advice, skills and guidance
- ☑ Edgewood drop-in offers a healthy atmosphere for child development and parental community
- ☑ parent/child drop-in program provides a fine and safe social and learning environment for young children
- ☑ break isolation of parents/caregivers and their children at home
- ☑ parent and child drop-in centres provide a way for parents to get to know other parents (and child caregivers) in their neighbourhood with kids of similar age, leading to friendships of both parents and children
- ☑ excellent choice of toys, games and activities for the children
- ☑ circle time
- ☑ drop-in programs provide a great place for parents to go, especially during winter months when getting out and playing can be more difficult
- ☑ preparing children for entering school (gr 1)
- ☑ children and youth programming
- ☑ after-school program
- ☑ low-cost, quality summer program (day camp)
- ☑ day camp provides a fun, social and reasonably priced program for children
- ☑ value the need/importance of teen/youth programming in the neighbourhood
- ☑ provides a place for teens
- ☑ teen program provides a place for teens to go (safe and social) keeping them off the street and out of trouble
- ☑ after school programs for teenagers
- ☑ provides helpful workshops for teens to learn and to talk about
- ☑ provides a place for teens to have a safe and active place to be
- ☑ value teaching community, socialize children and youth to create a healthy community re neighbourhood "in group"

Develop community

- ☑ understand the neighbourhood
- ☑ work with the community as a team
- ☑ support, understand and work with community
- ☑ support the community
- ☑ affect positively the surrounding neighbourhood within stroller/walking distance
- ☑ meet community needs
- ☑ support a cooperative and collaborative approach
- ☑ Applegrove does an excellent job of involving the parents in decisions that affect its programs
- ☑ create an environment of inclusivity
- ☑ reduce isolation among people in the neighbourhood

Board

- Applegrove Board is strong, committed, caring and directed as well as involved
- very committee board members contributing more than 100 hours per month
- committed board x2
- innovative strategies for Board recruitment
- Applegrove has a good Board of Directors and it functions

Staff

- quality and caring staff
- quality committed staff
- fosters/recognizes growth, strengths, skills of employees
- provides a strong administrative staff
- staff is committed, cooperative, caring, devoted and innovative, creative, welcoming, very socially aware
- recruit and retain excellent staff
- Applegrove has good devoted staff from top to bottom
- seems to recruit energized (and energetic?) staff
- excellent staff, both in the office and in the drop-in centres; knowledgeable, patient and very good at what they do

Administration

- provides a strong administrative staff
- very responsible with finances. Try to the best with what we get, try to get more, etc.

Diversity

- welcome participants from a variety of backgrounds, social/economic groups, etc.
- celebrating cultural diversity
 - o holidays and traditions highlighted in each program
 - o theme fundraisers, e.g., spring rolls for lunar new year

Events

- run great community events
- plan terrific family fundraising events

Other

- having fun every day
- meet individual as well as group needs, i.e. parents within a group of parents
- support
- community
- volunteer/staff
- allow users to experience community centre structure
- provide opportunity for experiences (trips, activities, employment)
- Applegrove has a great reputation in the neighbourhood in our programs
- Applegrove is very aware of the importance of fundraising and involving the community in order to achieve that goal
- Applegrove operating model is great, decentralize and deliver program to needed area, City funds admin expense
- Applegrove can develop programs according to need under financial constraints

Summarizing Applegrove’s Core Competencies

Developing and managing a range of programs and events that welcome, support, and meet the needs of the neighbourhood as a whole and of the individuals within it, particularly families with young children, school age children, and teens.

Recruiting, developing, retaining and valuing volunteers, staff and Board members.

Understanding, supporting and working with the community to reduce isolation, meet needs, build connections and engage individuals, all of which contribute to a healthy neighbourhood.

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

“TOGETHER, BUILDING COMMUNITY”

Weaknesses, Constraints and Barriers and Ways to Address Them

February 18, 2009

Groups of 3 or 4 discussed “what we don’t do well” (internal), “barriers and constraints” (external) and ways to address them. Many of the internal and external factors were then discussed by the whole group, and became part of dot-mocracy.

The items below are numbered for identification only. Notes from the various small groups have been randomized.

1. What we don’t do well (internal)

- a) advertise
- b) barriers to our collaboration – we do not network very well within the broader facility
- c) corporate funders
- d) deep level understanding of long-term organizational priorities
- e) engaging the community in the Annual General Meeting
- f) failure or reluctance to dream / loss of hope
- g) fundraising: specific resources
- h) identity differentiation (lack of)
- i) keep up with technology, e.g., voice mail, computer programs
- j) lack of teen programs in the summer
- k) marketing – image, professional look
- l) meeting needs of distressed families (on an individual basis) could be better
- m) no relief staffing to cover vacations
- n) not concentrated
- o) not visible / accessible
- p) offer more program hours
- q) outreach for specific programs
- r) outreach: community residents don’t know about the programs
- s) partner with businesses, e.g., for funds, other resources
- t) partnering
- u) perception of value of services by
 - participants
 - donors
 - funders
 - governments
- v) receive funds from families who frequently visit our programs (money or support)
- w) recruit new, specially skilled retirees to participate as volunteers (in programs and administration)
- x) utilize space

2. Barriers and constraints (external)

- a) bureaucracy
- b) City won’t fund a full-time volunteer coordinator until we have 15,000 hours of volunteer time annually
- c) competition between sectors, e.g., child care, family support, priority neighbourhoods, school boards
- d) diversity, e.g., lack of translation; language specific programs; inclusiveness of the environment, staff and participants
- e) finances

- f) funding (x 2)
- g) funding challenges, e.g., lack of subsidy
- h) lack of staffing, i.e., child/youth worker, grant officer, 9 program director (covering “9” other positions)
- i) no funding for relief staff
- j) not allowed to charge even nominal fee for participation in family resource programs and create sense of value
- k) political will and collaboration at the 3 levels
- l) prioritization of need vs available funding
- m) time for funding vs event planning vs program funding vs planning
- n) unavailable space

3. Ways to avoid and address them

- a) 3 full time (Franki, Susan, May) plus part time program staff and volunteers
- b) apply in 2010 budget for half-time volunteer co-ordinator – City policy is that need will be demonstrated when the documented number of active volunteers exceeds 50 and the annual number of volunteer hours exceeds 5,000
- c) being willing to give up ownership
- d) bring in the “expertise”, e.g., marketing, program guest speakers
- e) create a “seamless” service delivery model for families – this involves the partnership component
- f) create a committee that deals with specific issues such as “space” or “funding”
- g) good facility planning process
- h) identify clearer priorities
- i) improved signage
- j) increase participant awareness and valuing of services via communication, newsletters, signage, etc. clarifying impact of programs (both measurable/quantitative and qualitative)
- k) meetings across the agency for support agency-wide
- l) more human resources so that staff can focus on one or two areas rather than having to do multiple tasks.
- m) partner with others and build on each other’s strengths
- n) re-organize funding with professional and dedicated resources
- o) restructure program director role with extra responsibilities delegated to volunteers or Board members
- p) staff with many languages reflective of community
- q) top down support of positive idea generation – create priorities and outline parameters of “hope”

Planning Retreat Evaluation – February 11 and February 18, 2009

Participants completed an evaluation form at the end of the second session. Several participants had already left by then, and some of those at the first session did not return, so there are fewer forms than participants.

The 16 completed forms produced an overall satisfaction rate of 3.5 on a 4-point scale. Particular strengths included:





- the range of participants and their willingness and effectiveness in generating ideas;
- an engaging and helpful facilitator;
- delicious food.

Several respondents noted their interest in the next steps.

1. The best thing about the sessions was
 - to learn/discuss about the strengths and areas of improvements that Applegrove has.
 - having ideas, thoughts, meeting new faces
 - discussing the issues that we really need to focus on
 - getting together and brainstorming
 - having the leader to move the session along and keep on track. Great opportunity to brainstorm
 - opportunity to share, brainstorm. Having an external facilitator so that staff could participate.
 - brainstorming, opportunity to discuss how we can collaborate more. We are all in the same position
 - having full engagement/participation among members and other agency/organization/group discussion
 - exchanging ideas – finding common ground to move forward
 - the input of Chris to help brainstorm. The “working but casual but serious” spirit.
 - learning that many of the participants care, and knowing more about Applegrove
 - Chris – having an outside facilitator made things easier for staff and partners. Also very good at his job
 - dotmocracy, partner & stakeholder involvement
 - dotmocracy
 - meeting others connected with Applegrove who I did not know before
 - good communication and learning plus getting to know people.
2. What I liked least about the sessions was
 - nothing – except there are barriers need to be addressed positively, not looking at the negative
 - the length of the meeting
 - lack of good technology – the overheads were ineffective
 - overheads: very confusing due to the sizing; could have taken a minute to adjust to be more effective
 - technology for presentation
 - listening to things that don't apply to me because I'm only a teen
 - repetition/overlap during discussion
 - no concrete tie-in. finances? can we do it?
 - hallway exercise
 - comments by [one individual]
 - feedback by [one individual]
 - a third session “to do” what we decide for Applegrove

- time of day (night)
- having been around for a long time, many issues are the same and many roadblocks are the same

3. Overall, how satisfied are you? (please tick one box)

					Total
✓✓✓✓✓	✓✓✓✓✓	✓			16 responses
8 x 4 = 32	7 x 3 = 21	1 x 2.5 = 2.5			3.5

4. Why?

- (4) feeling of a real working time, learning more about Applegrove
- (4) input by all stakeholders to assess needs
- (4) creative use of time and ideas
- (4) Chris made this process easier than last time
- (4) good to touch base with all members of agency
- (4) because it was nice to know more about the program
- (4) great people, good food and facilitate results
- (4) able to share/exchange valuable information and agree with one another
- (3) I would like to see what was written into some action
- (3) it was frustrating having people not come both nights
- (3) though we would do more financial tie-in
- (3) Feel confident staff and Board will move forward with ideas
- (3) partnerships, willingness to be open. Food was great!
- (3) variety in activities. Practical approach
- (between 2 and 3) some was enjoyable but sometimes seems like the same priorities and conclusions as in the past

5. When Applegrove does this again, we should

- involve immediate stakeholders, political politicians from area => all levels
- have 2 nights in a row; not use hallway
- decrease the length of meeting/session
- have some conclusions and possible directions short-term/long-term
- provide breaks
- have even more people
- have it during the day for partners and 1 evening for staff and others who can't make it during the day
- work with a facilitator (Chris) again
- have Chris (or another facilitator if he is not available) facilitate it
- have it facilitated again
- explain the history of Applegrove, its programs so that everyone is informed.
- report back on results of actual action steps resulting from these 2 sessions
- have more fun
- in a few years

6. Other comments or concerns about the meeting, the process or the organization

- The food was fabulous! Facilitator was excellent and led the planning effectively.

- I liked the process of the meeting making everyone feel welcomed, warm and relaxed, not too serious.
- would have been more productive if all members were present, i.e., Parks and Rec rep, school principal, government reps at both meetings
- invite different business people to give different points of view, professional advice and give input
- DAYCARE on site would be great.
- onsite daycare please



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

May 8, 2009

I am writing this on the Friday before SPA Night, and the day before a full day of bargaining! (and just over 2 weeks since the Board meeting). Louise, May and I have been busy updating the SPA database, designing SPA name tags, assigning SPA practitioners to rooms, producing SPA sign-up sheets, developing a grocery list.

However, I have accomplished some other work this month!

Since about April 27, the City of Toronto has produced daily updates about H1N1 flu. I have monitored these and posted them for staff. In addition, at an “all-staff” meeting on May 5, we discussed the current situation and Applegrove’s response. Please note that:

- staff in all the family resource programs will more strongly ask participants to go home when they are coughing, sneezing, etc.
- staff will check and re-fill hand sanitizers.
- we will bring hand sanitizers to SPA Night.

Applegrove and the other AOCC's¹ are part of the City's Pandemic Planning. Last year, we identified our needs for masks, hand sanitizers, tissues, etc. in the event of a pandemic; the City purchased and stockpiled these with its other supplies to deliver to us when needed according to their criteria. Additionally, our discussion last year of Pandemic Planning confirmed that we would plan to deliver services as long as the schools are open; when schools close, Applegrove will also close.

Your Board package includes a new draft of the strategic plan/action plan that I also presented to the staff meeting on May 5. This draft revised the action plan as discussed at the April Board meeting and simplifies the coloured chart. Once approved at the May Board meeting, I will send the report out to all the participants. At the staff meeting, I noted the discussion planned for this Board meeting and invited relevant staff.

I have not had much time to follow up on any of the action plan items. However, at an on-site meeting (the school, daycare, recreation centre and Applegrove) on April 30, I presented the proposals for both a meeting of the school, daycare and Applegrove to “dream” about an early learning wing, and a meeting of agencies regarding a “virtual hub”. Both were received positively.

In other work, I participated in a webinar (web-seminar) on risk management.² This is not just about insurance – it is about considering all the things that could go wrong, what are the chances that they will go wrong, and what we can do to prevent that. Applegrove has many policies and procedures in place; from checking references and requiring police checks for new staff, to ensuring there are 2 staff with each day camp group, to our signing authority.

¹ AOCC = Association Of Community Centres, the 10 City of Toronto-funded, board-managed community centers.

² Info attached for your reference. This is useful background that you might want to put into your Board binders.

However, there are areas for improvement. One of these involves food handling. At least 3 staff have their Safe Food Handler certificate. And I have no concerns that the other staff are handling food incorrectly. Nevertheless, I informed staff that at least one staff in each program must have the certificate, that I would like all staff to be certified, and that, at a minimum, they should complete the home study manual from Public Health. As the supervisor of the program staff, May will follow up.

Finally, I also managed to complete on-line training in accessibility standards for people with disabilities. In 2008, the province passed the Accessibility for Ontarians with Disabilities Act (AODA). Among other provisions, AODA requires that all staff and volunteers involved in customer service (in public and private organizations with more than 20 employees) must complete this training by January 1, 2010. Our staff meeting explained the requirement and set up a training schedule for staff.

The training includes a special section for owners and those with decision-making power, i.e., Board members. Go to <http://www.mcass.gov.on.ca/mcass/serve-ability/splash.html>. You can do it in Flash or HTML, French or English, via video or close captioned. It takes about 45 minutes. And provides a nifty certificate of completion!

Your completing it would benefit Applegrove:

- if you occasionally answer the phone in the family resource programs, you are customer service volunteers who are required to complete it.
- it raises issues for the agency as a whole that the Board might address.
- the City's new Human Rights and Anti-Harassment Policy (the AOCC version is expected in June) also requires at least annual reporting on progress; reporting that 100% of staff and Board members had completed accessibility training would show strong commitment.

On another issue, the June Board meeting is scheduled for Wednesday, June 17, the night after Neighbours Night Out. Does this make sense or should we change the date?

Respectfully submitted,

Susan Fletcher.



Applegrove Events and Board / Committee Meetings –May 14, 2009
Office Phone 416-461-8143

www.ApplegroveCC.ca

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

May Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
17	18 Applegrove Closed for Victoria Day	19	20 7:00 Board	21	22	23
24 31	25 Applicious Planning Committee	26 [Duke of Connaught School Council]	27	28	29	30

June Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 7:30 SPA Planning Committee	2	3	4	5	6
7	8	9	10 (pick up Board package)	11	12	13
14	15 Wear purple for World Elder Abuse Awareness Day	16 Neighbours Night Out	17 Board	18	19	20
21	22	23	24 Camp Staff Start	25	26	27
28	29	30				

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

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

Applegrove Events and Board / Committee Meetings –May 14, 2009
Office Phone 416-461-8143

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

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

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

Bold = community event. *Italics* = an important change. Underline = an Applegrove special event.
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Applegrove Events and Board / Committee Meetings –May 14, 2009
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November Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11 Applegrove Closed for Remembrance Day	12	13	14
16	16	17	18 Board	19	20	21
22	26	24	25	26	27	28
29	30					

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

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

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

Applegrove Events and Board / Committee Meetings –May 14, 2009
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February Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15 Applegrove Closed for Family Day	16	17 Board	18	19	20
21	22	23	24	25	26	27
28						

March 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
	March Break					
21	22	23	24	25	26	27
28	29	30	31 Annual General Meeting?			

April Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2 Applegrove Closed for Good Friday	3
4	5 Applegrove Closed for Easter Monday	6	7	8	9	10

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

Applegrove Events and Board / Committee Meetings –May 14, 2009
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11	12	13	14	15	16	17
18	19	20	21 Board	22	23	24
25	26	27	28	29	30	

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

Risk Management: Buying Into It

All life is the
management
of risk, not its
elimination

– Frederick Wilcox

We took risks,
we knew we took them;
things have come out against us,
and therefore we have no cause for complaint.

*Robert Falcon Scott 1868-1912,
English polar explorer
in Scotts last Expedition (1913)*

The Greatest Risk

The greatest risk is that organizations like yours and people like you stop taking risks. Nonprofits anchor communities. Our communities, especially their most vulnerable members, need nonprofit organizations to take smart risks on their behalf.

Our goal today is to increase (not diminish) courage among the leaders in this room by helping you create an eyes-wide-open risk plan for the major risks your organization faces.

Leading a nonprofit is not for the faint of heart. It is hard work that often goes unnoticed and unrewarded, at least externally. It requires people who are willing to take risks. Today is not about stopping activities that have the possibility of causing harm or other problems. It is about being smart and disciplined.

Much of what nonprofits do, by their very nature, and given their resources, is risky. Once we start talking about common risks faced by Canadian nonprofits, the “fear factor” can make people start thinking about an exit strategy. That’s not the answer. The answer is to manage the risk, to be diligent about it, and then to relax.

Your community needs you to keep doing what you do. It’s simply a question of doing what you do even smarter. Risk management can without doubt increase your confidence and give you even more courage to lead your nonprofit.

What is Risk?

Risk is anything that threatens the ability of a nonprofit to accomplish its mission.

One way to categorize different risks is to look at the four assets an organization has at risk:

1. People (board members, volunteers, employees, clients/participants, donors, public)
2. Property (buildings, facilities, equipment, contents, important papers)
3. Income (Grants, contributions, contracts, investment earnings)
4. Goodwill (Reputation, ability to raise funds, stature in the community, appeal to prospective volunteers/board members/staff)

A risk for a board member could be a lawsuit flowing from a board decision. A risk for a volunteer could be an accident while driving for a nonprofit. A risk a building could be fire. A risk to office supplies could be theft. A risk of a fundraising activity could be harm to a participant.

What is Risk Management?

Risk management is the ongoing process of:

- identifying risks
- prioritizing risks – which risks require attention now
- responding with a written action plan
- communicating and training the plan
- monitoring its success, making changes where necessary

Risk management must be a group effort, not a top-down “here’s what we think you should do” memo. The reasons: 1) so it doesn’t miss important risks or solutions; 2) buy-in...people are more likely to follow the plan if they helped create it.

The risk management process provides a framework for identifying risks and deciding what to do about them. Of course, just making a laundry list of all possible risks is not enough. It is easy to quickly become overwhelmed by the huge list of risks the organization faces.

But not all risks are created equal. Risk management is not just about identifying risks; it is about learning to weigh various risks and making decisions about which risks deserve immediate attention.

It’s a process. Risk management is not a task to be completed and shelved. It is a process that, once understood, should be integrated into all aspects of your organization's management.

Another great definition is printed below. “Active” means it is not a one-time thing. Risk management at its best becomes a part of your every-day decision-making.

Toxic Worry vs. Adaptive Worry

Risk management helps deal with uncertainty. It helps dig and find out the risks you are facing and this information helps to reduce uncertainty and move towards a risk plan. Risk management cannot eliminate (negative) risk, but it can help greatly in managing it.

- Good risk management does not create TOXIC WORRY which is worry that paralyzes you, worry that goes off when it doesn’t need to.
- Good risk management DOES create ADAPTIVE WORRY which is like a good fire detector alarm that goes off when it needs to. Adaptive worry is an ally.

Obstacles to Starting Risk Management

At first glance, it doesn’t seem fair to load another burden (learn and practice risk management) on nonprofit leaders when they are already working so hard, often without remuneration. But it is crucial that nonprofits understand the *very real* benefits of creating an effective risk management plan.

Nonprofit leaders need to really believe in the benefit of risk management if it is ever to be successful, especially in the long-term as risk management ideas and written policies can take some time to blanket an organization's key risks.

Averaging recent studies, only about 40% of Canadian nonprofit organizations engage in risk reduction activities. And even these 40% have a long way to go in creating and communicating written plans for all of their key risks.

What is keeping most nonprofits from starting? Here are our top 4 obstacles to risk management. Like the Dave Letterman show, let's start with the last one and build from there.

Obstacle #4: "We don't have the skill or knowledge to do this, and we can't afford help"

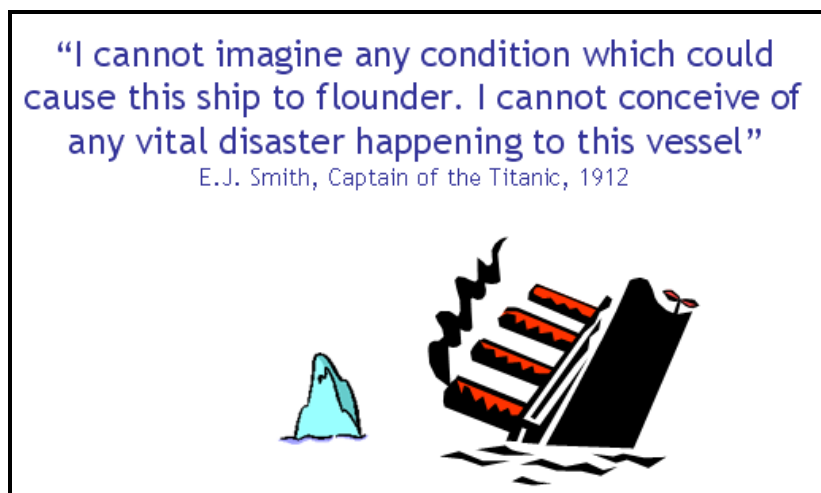
This is an easy fix. You are going to leave here today with the knowledge and resources you need to start or continue successfully. Our Centre is here to help going forward by email or phone (free of charge thanks to the Ontario Ministry of Citizenship and Immigration).

Obstacle #3: "We're fine"

This barrier is decreasing in the face of better communication about the risks nonprofits face and the need to attract board members and staff, who are becoming increasingly more aware of their personal liability. However, it is still the largest barrier for tens of thousands of small and medium nonprofits across Ontario.

Here are examples of the kinds of statements that prevent nonprofits from doing the work of risk management:

- "We're too busy to think about risk management."
- "We're a very small organization. Nobody would ever sue us."
- "Our volunteers have been with us for years. They would never get into trouble!"
- "We've been doing this for 27 years and nothing really bad has occurred yet."
- "We have insurance so we're fine."



There are many problems with these types of statements. One of them is simply that this they create an environment that is ripe for crisis-driven decision-making.

The fact is that accidents happen and misunderstandings occur. Hidden behaviours and dangers are a part of human existence. The failure to recognize this needlessly exposes nonprofit organizations to loss.

Nonprofits need to start by acknowledging that risks exist. They are **not** safe little cocoons. Not-for-profit does not mean not-as-risky!

Obstacle #2: “That’s what we have insurance for”

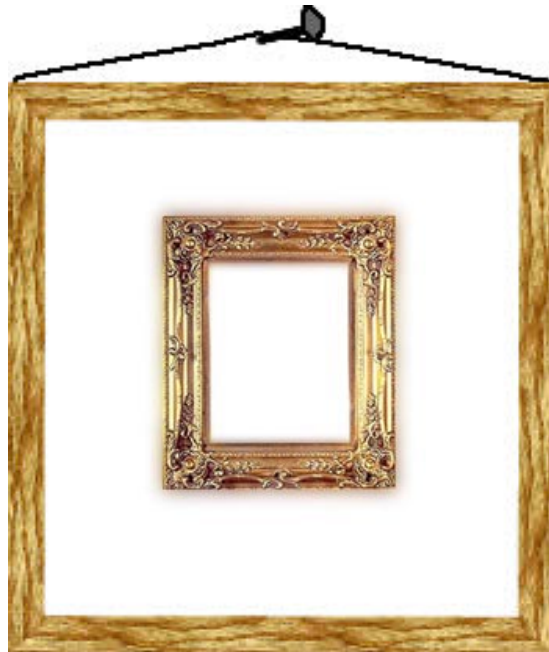
Insurance ALONE will never be able to PREVENT losses (or “bad things” in general) from happening. It’s there after the fact.

Risk management, however, *can* prevent a claim from happening in the first place. Any organization that focuses on insurance alone as their risk management plan is missing the big picture. Insurance is the important small picture. Risk management is the big picture.

Risk management goes far beyond just paying for property damage or injuries. It is a commitment to do the hard work to try and prevent the damage or harm in the first place.

Risk management also addresses many risks that are not insurable, including keeping your organization’s name in good standing with the public, your funders and, if you are a registered charity, the Canada Revenue Agency.

Bottom line: Insurance is an important but small part of risk management. Insurance is the small picture; risk management is the big picture.



Obstacle #1: “We don’t have the time or resources”

Nonprofit leaders have more obstacles to overcome to implement risk management than for-profit leaders. They have limited resources. They are busy. Their time is stretched between all kinds of competing priorities and their most important job is to deliver on their mission.

The answer to this is to see the value of risk management. If the value is clearly seen, then you will somehow find a way to start the process.

At the Insurance & Liability Resource Centre for Nonprofits, we believe that every nonprofit organization, no matter how small or large, whether it runs one event a year or several events a day, whether it has one staff member or a thousand, **should have as its first priority to protect its people**. No matter how wonderful the mission of an organization, if it does not protect its people, it cannot fulfill its mission.

The Benefits of Risk Management: 14 Motivators

One of the biggest challenges to effective risk management in a nonprofit is buy-in from the board and senior staff (e.g., executive director) due to the roadblocks mentioned above.

The most effective way to break through these roadblocks is to provide a clear list of benefits. Here is our list. We hope it will motivate you as you work to motivate others!

We’ll be spending much of today looking at the common risks facing Canadian nonprofits today. Assuming that various important risks exist that can cause harm or damage to people and the nonprofit itself, what can risk management really accomplish? It will never eliminate all risk, but it can do the following.

1. **Prevent or reduce harm to your people or damage to their property.** For this reason alone, nonprofits have a moral, if not legal, responsibility to manage risk.

Nonprofits often have unstable and inadequate funding. This leads to overworked staff and volunteers, who are more prone to mistake. If this is true in for your nonprofit, then you have extra reason to be motivated to manage your risks.

Risk management reduces the potential for unintentional or unplanned incidents. And if an incident does occur, risk management can reduce its impact.

2. **Prevent or reduce damage to your nonprofits’ reputation and public image.** One negative event, even one in which the nonprofit is innocent of any wrongdoing, can destroy decades of good work. Image is often more important than the truth.

The media has begun to have a greater informal watchdog role.

3. **Help you attract and maintain the confidence of your stakeholders.** This includes board members, volunteers, donors, participants or clients, funders, parent organizations, and the community in which you operate.

Nonprofit organizations need competent, committed board members, volunteers, and staff. Increasingly, such people are aware that their activities on behalf of a nonprofit could leave them open to personal liability. Good risk management practices can help alleviate these fears.

Donors and funders want to invest in nonprofits that are smart about risk. They want to protect their own reputations – and not have their names tied to an organization that attracts negative attention. They also want to protect their hard-earned money – or the public's.

4. **Increase peace of mind.** This happens when a nonprofit organization implements risk management strategies in areas that cause worry or stress to their people (board members, other volunteers, staff, activity participants or clients). Someone (I have not yet found who) said “the greatest leaders deal with their people’s greatest fears.”
5. **Keep regulators happy.** This is especially important for charities. The Canada Revenue Agency and the Public Guardian & Trustee of Ontario have formal supervisory roles.
6. **Reduce the chance of a lawsuit.** Here are some reasons to be concerned about a lawsuit:
 - Canadians are now more likely to sue if they are harmed or experience property damage. People expect a higher level of service and know what course they can take if they have been wronged.
 - Courts are often sympathetic to injured claimants and give them the benefit of the doubt.
 - Organizations and their leaders are held to very high standards of care.
 - Organizations are being held liable for the actions of their employees/volunteers. This principle is called “vicarious liability.”
 - Organizations (yes, even charities and nonprofits) are often perceived as having a lot of assets and/or high insurance policy limits.
7. **Help obtain (or keep) strong insurance coverage at a competitive price.** This is especially true during insurance “hard markets” when nonprofits without clear risk management strategies may find it difficult to find or keep coverage. It stands to reason that insurers are more likely to renew policies and provide strong coverage during hard markets for nonprofits that are deliberate about managing their risks.

Although it is difficult to find data to back up this statement, the April 30, 2007 *Progress Report of the Atlantic Task Force on Insurance Availability and Affordability* noted that in the last year almost 40% of insurers in the four Atlantic provinces had provided more favourable policy terms for nonprofits that implemented risk management plans.

The complaint from insurers is that the nonprofit sector often does not take risk management seriously. We have to change this reputation!

8. **Assist in clearly defining insurance needs,** especially as needs and activities change. The ongoing risk management process helps organizations keep their risks front and centre and forces them to think about what would happen if a loss occurred.

- 9. Save nonprofit resources.** Time, assets, income, property and people are all valuable resources that can be saved if fewer and less severe losses occur. Mopping up after a loss can be, and often is, a lot of work.
- 10. Lessen chance of disruptive investigation.** By preventing a claim in the first place, nonprofit organizations are not disrupted by insurance or police investigations or attorney interviews, and donors and volunteers will continue to believe that scarce resources are put to good use. Nonprofits that have been through this talk about how difficult those days were.
- 11. Inform decision-making.** Risk management provides a clear and structured approach to identifying risks. Having a clear understanding of key risks allows an organization to measure and prioritize them and take the appropriate action to reduce losses and look for ways to move forward.
- 12. Reduce uncertainty.** Knowing what might happen increases the stability of the nonprofit and the confidence of its decision-makers. Reduced psychological uncertainty among leaders makes them more confident in moving forward. Having a risk plan means simply that the nonprofit is far less in danger of shutting its doors or closing down an important activity because of a surprise loss.
- 13. Risk management may be a valid defence in a lawsuit.** See box on next page.
- 14. Risk management may be a valid defence in a lawsuit EVEN if your volunteer or employee did NOT follow your policy.** Risk management policies that are regularly adhered to may even assist in a situation where staff or volunteers don't follow the policy and cause harm or damage. See box on next page.

Slip and Fall Lawsuit Against Ontario Grocery Store

The August 2007 edition of *Canadian Underwriter* includes an article entitled “Careful not to slip.” The article notes that a recent Ontario Court of Appeal ruling suggests that an established risk management practice, *even if it is not perfectly followed*, can help protect against litigation related to slip-and-fall injuries.

An 80-year old customer had slipped on a grape in a Zehrs grocery store in Barrie, breaking her ankle in three places and straining her knee. Loblaw's (which owns Zehrs) denied liability on the basis that it had taken reasonable steps to see that its customers were reasonably safe on store premises. They also argued that the customer had pre-existing and deteriorating medical conditions and events.

Working against them were two facts: (1) the store did not have its regular floor mat in front of the grape display the day of the accident; and (2) the store manager had not reviewed the store's floor care policy manual.

The Court of Appeal ruled in favour of Loblaw's, upholding the original ruling. It gave three reasons for its decision: **1)** there was evidence that Zehrs had a detailed floor maintenance program in place; **2)** there was evidence that Zehrs' produce employees regularly checked the floors and removed any fallen items; **3)** there was no evidence that accidents from fallen grapes were a recurring issue at this store or that employees took their maintenance and inspection duties casually.

The lawyer, David Lauder, observed that although documentation is the best way to show that steps were taken to minimize risk, the Court of Appeal made it clear the verbal testimony of employees can also be used as evidence. Grocery stores aren't guarantors of people's safety, Mr. Lauder stated. Their obligation is to take reasonable steps to make sure that people are reasonably safe. He calls this “the double reasonableness standard.”

“The standard of care that most jurors expect when they apply their common sense is “far from perfection,” said another lawyer Todd McCarthy. “What is important . . . is to show the jury a system, if not a perfect system, a system that is carried out and that demonstrates reasonable care. Perhaps not perfect care, but reasonable care.”

Although we cannot assume that this slip-and-fall lawsuit is a perfect example for how a court would look at any liability case, it certainly gives an excellent example of the value of a risk management plan, even one that isn't followed perfectly!

What is your “slippery grape”?

The “slippery grape” (customers falling on slippery floors) is one of the biggest risks faced by grocery stores. They certainly face other risks, but slip and falls have been determined to be their most significant risk. In response, they engage in significant risk management in this area.

Two factors – frequency and severity – help determine how risky each of your risks are:

1. **Frequency:** Is there a good chance of this risk happening?
2. **Severity:** Is there a good chance of having severe consequences for people (client falling), reputation and income (because of lawsuit)?

Question: What is your nonprofit’s “slippery grape”? Is it board issues, volunteer management, transportation, special events, alcohol, partnerships with other nonprofits, vulnerable clients?

That’s where we’re going next: risks that are common to many nonprofits. We’ll look at the risks and a few SmartTips we believe will assist you in meeting these successfully.

