



# 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, May 30, 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. Minutes of the April 18 Board of Directors Meeting (*White*)

#### **7:10**

7. 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.

7.1. Admin Budget (*Green*): for discussion and decisions  
Motion needed to return to the public meeting.

#### **7:50**

- 7.2. Year-to-Date (April) Financial Report (*Small Green*): for information
- 7.3. Fundraising Analysis (*Goldenrod*): for information
- 7.4. Appointment of Auditor (see Executive Director's Report)

#### **8:05**

8. Membership (*Lavender*): for discussion and possible decision or referral

#### **8:20**

9. Programming Issues:
  - 9.1. After-School Registration (*Yellow*): for information and discussion

#### **8:25**

- 9.2. Edgewood (*Salmon*): endorse plans for September

#### **8:30**

- 9.3. DINE (*Grey*): for information and decision

#### **8:40**

10. Directors' Concerns
  - 10.1. Communications: Neil Sinclair

11. Adjournment



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## **Board of Management Meeting AGENDA -- Monday, May 30, 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*)
- D. Hiring Reports (*Blue*): for information
  - D.1. Replacement for Parental Leave
  - D.2. Outreach and Involvement staff

**8:50**

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

**8:55**

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

**8:59**

- G. Adjournment

### **Next Meetings**

Monday, June 20 – Board meetings (Program Presentation on Day Camp, Board issues include Risk Management and Board Liability)

Summer Meeting



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## **Minutes of the Board of Directors Meeting April 18, 2011**

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

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

### **Dates of Next Meeting**

Board Meeting - Monday, May 30 at 7 p.m.

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

At 7:00, Pierre called the meeting to order. Quorum of 5 Directors was achieved. By consensus, the agenda was adopted as amended with the addition of Easter Parade discussion.

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

None were declared.

#### **3. Timekeeper**

Assigned timekeeper for meeting – Carmi

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

Members provided their volunteer hours.

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

The donation envelope circulated.

#### **6. Minutes of the March 21 Board of Directors Meeting**

**MOTION** (McKechnie/Schultz)

*To accept the minutes of March 21.*

**Carried.**

#### **7. Summer Leadership Presentation**

May provided an overview of the summer leadership program to the Board Members and answered all questions.

#### **8. Finance and Fundraising**

##### **8.1 Draft 2010 Audited Report**

Susan provided an overview and answered any questions.

**MOTION** (Sinclair/Chong)

*To accept the draft financial statement prepared by Grant Thornton as Auditors for the Applegrove Community Complex year ending December 31, 2010 be approved subject to this report being additionally compliant to all charitable financial reporting.*

**Carried.**

**Charitable Number: 10671 8943 RR0001**

8.2 Year-to-Date Financial Report

Susan provided an overview of the report and answered any questions.

**9. Officer and Committee Selection**

**MOTION** (Sinclair/Magnaye)

*To confirm the officers as follows: Sydney Schultz – Board Chair; Neil Sinclair – Vice Chair; Ann McKechnie – Treasurer; Alana Honsch – Secretary; and for any 2 of the Chair, Treasurer, Secretary, and Executive Director to act as signing officers.*

**Carried.**

**MOTION** (Sinclair/Chong)

*To confirm the Personnel committee members as follows: Pierre Trudel – Chair, Alana Honsch, Sydney Schultz*

**Carried**

**MOTION** (Sinclair/Schultz)

*To confirm the Applicable committee members as follows: Carmita Magnaye – Chair, Anthony Dionigi, Claudia Filici-McMullan, Martha Siddeley, and Applegrove's Outreach and Involvement Workers.*

**Carried**

**10. Membership Survey Results**

Susan provided an overview of the results from the survey. The Board deferred the discussion to the next meeting and requested that prior information be circulated.

**11. Edgewood**

Susan reported on the Parish Council meeting on April 13 and decisions from the April 14 committee meeting.

**MOTION** (Sinclair/Magnaye)

*To endorse the Edgewood Dream recommendations made on April 14, 2011.*

**Carried**

**12. Easter Parade**

Pierre provided an overview of the event and invited all members to join him in the parade.

**13. Directors' Concerns**

Neil expressed how impressed he was with Applegrove as an agency and wanted to thank Susan Fletcher, Executive Director for putting together a comprehensive Board package. He also had two suggestions which included marketing and communications for Applegrove and to better understand our target population.

**14. Adjournment**

The meeting was adjourned on a motion by Sydney Schultz, seconded by Neil Sinclair.

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Chair

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Secretary



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## **Minutes of the Board of Management Meeting April 18, 2011**

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

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

### **A. Call to Order/Adoption of Agenda**

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

### **B. Declaration of Conflicts of Interest**

None.

### **C. Minutes of the February 28 Board of Management Meeting**

**MOTION** (Magnaye/Schultz)

To accept the minutes of February 28.

**Carried with 1 abstention.**

### **D. Officer and Committee Selection**

**MOTION** (Sinclair/Magnaye)

To confirm the officers as follows: Sydney Schultz – Board Chair; Neil Sinclair – Vice Chair; Ann McKechnie – Treasurer; Alana Honsch – Secretary; and for any 2 of the Chair, Treasurer, Secretary, and Executive Director to act as signing officers.

**Carried.**

### **E. Executive Director's Report**

**MOTION** (Sinclair/Chong)

To accept the Executive Director's Report.

**Carried.**

### **F. Correspondence/Information**

**MOTION** (Sinclair/Honsch)

To accept the suggested actions.

**Carried.**

### **G. Adjournment**

The meeting was adjourned on a motion by Neil Sinclair, seconded by Carmita Magnaye

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Chair

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Secretary

Board of Management Minutes

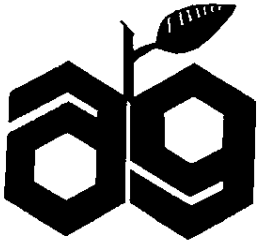
April 18, 2011

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Next Meetings:

Monday, May 30 – Board Meeting at 7:00 p.m.

Monday, June 20 – Board Meeting at 7:00 p.m.



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Hiring Report  
April, 2011

Submitted by May Seto – Program Director

## Background Information:

Applicants from within the issuing Community Centre will be given first consideration and, if no selection is made, consideration will be given to applicants from other Community Centres and finally, if no selection is made, the Community Centre may then consider external applicants.

### 1. Goal

- To fill Program Worker (parental leave) position at HAIG
- To fill Parent Resource Worker (parental leave) position in Parent Child
- To backfill Parent Child Program Assistant position in Parent Child

### 2. Advertising

- Job posting for HAIG Program Worker and Parent Resource Worker advertised to all AOCCs and posted on our office bulletin board.
- Upon filling the Parent Resource Worker Position, the PC Program Assistant position was posted in all AOCCs and on our office job posting board.

### 3. Resumes

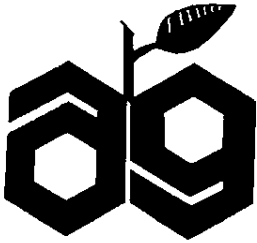
- Parent Resource Worker position – received 1 internal candidate who had previously experience working in the position.
- HAIG Parent Worker position - received 1 external and 3 internal resumes.
- PC Program Assistant position – received 2 internal and no external resumes.

### Selection

- Parent Resource Worker – position was awarded to Jennifer Arima, who worked in the position previously for over 15 years.
- HAIG Program Worker – 2 interviews were conducted and 1 candidate declined. After the interviews were conducted for the 2 internal candidates, they were also both assessed in a short practical session in the program. The position was awarded to Anna Durante.
- PC Program Assistant – 2 interviews were given but both candidates were not suitable for the position.

### Other hiring information:

- For the PC Program Assistant, Applegrove fulfilled all the steps to find a suitable candidate. When we did not find a candidate, we put in a request to the Union for approval to split the position among a number of union staff. They approved our request and the following staff, share the PC Program Assistant: Qing Tian, Anna Durante, and Julie Hoang.



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## **Hiring Report – Outreach and Involvement Workers**

May, 2011

Submitted by May Seto – Program Director

Under the Collective Agreement, these positions are considered special projects as the program is 1 year or less and 80% funded by a single funder.

### 1. Goal

- To hire two Outreach and Involvement Workers through funding received from the Investing in Neighbourhoods Program. This program's goal is to help individuals learn new skills and transition back into the work environment.
- These individuals will replace the original Outreach and Involvement Workers who started in summer 2010 and resigned before their terms were completed.

### 2. Advertising

- Job posting for Outreach and Involvement Workers posted at Toronto Employment and Social Services located at Queen Street and Coxwell Avenue.

### 3. Resumes

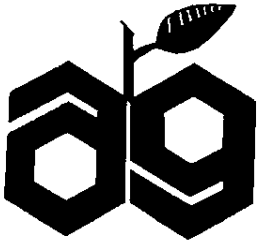
- Received 19 resumes referred from the funder.

### 4. Interviews

- Interviews were conducted by May Seto and Susan Fletcher
- 4 candidates were selected for interviews
- 3 accepted, 1 declined

### 5. Selection

- Gulmira Myrzakmat Kyzy and Aida Badillo were chosen as the successful candidates and began employment on May 4, 2011.



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## **Afterschool Program Discussion May, 2011**

### **Current Afterschool Information:**

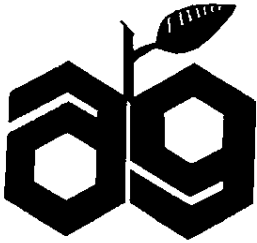
- 20 registered spots – both full-time and part-time available
- Participants committed on a monthly basis
- Current enrolment: 14 Full-time and 6 part-time; half of the part-time would want full-time if we had space
- Last year: advance registration for summer camp and afterschool participants in August 2010
- Fee: \$5/day

### **Other Information:**

- Daycare decreasing upper age limit to 10 years, therefore increasing demand for full-time places in Applegrove After-school
- Demand for spaces also increasing with addition of French Immersion classes.

### **Proposed Changes:**

- Advance Registration for current afterschool participants in June 2011
- 20 registered spots – full-time only
- Participants committed on a monthly basis by paying monthly deposit (non-refundable)
- May increase spots if we get additional funding and space
- Fees: \$5/day can stay the same



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Program: Association of Community Centres (AOCCs)						
(Some descriptive columns have been hidden)						
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	Notes
Community Neighbourhood and Civic Engagement	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	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	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	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	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;	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	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;	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.

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	Notes
	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;	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.
		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	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	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	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;	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	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.

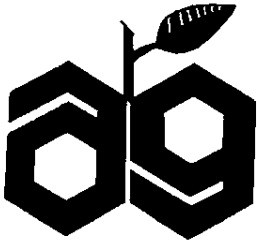
Service <sup>1</sup>	Activity (if applicable) <sup>2</sup> (from Program Map)	Type <sup>4</sup>	Unit Delivered <sup>6</sup>	Typical / Estimated Demand <sup>7</sup>	Service Standard	Notes
	Educational and Training	Workshops/ Training sessions	A person is trained or receives an educational session (An 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	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>26,998</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	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 resources during scheduled hours of operation	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)	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.
<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	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	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.

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	Notes
		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>	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	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 and they raise on average <b>16.19%</b> of additional revenue for programs/services	90% of AOCC are delivering this activity; depending on the AOCC the range is 11%-33.57% of funding	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 <b>2.33%</b> of overall revenue	100 % of AOCC are delivering this activity; depending on the AOCC the range is .72% -6.08%	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.
		Public / Private Foundation	A "funding request" is submitted seeking funds from a Private Foundation (Provide Funds)	<b>63</b> submissions are made annually and raise on average <b>3.12%</b> of overall program revenue	100 % of AOCC are delivering this activity; depending on the AOCC the range is .50%-10.3%	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.

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	Notes
		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 <b>1.63%</b> of overall program revenue	60% of AOCC are delivering this activity; depending on the AOCC the range is 1.15%-4.75% of funding	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 <b>2.05%</b> of funding for programs	80% of AOCC are delivering this activity; depending on the AOCC the range is 1%-8.05 %	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 <b>1.98%</b> of the overall program operating costs are funded through productive / social purpose enterprises	50 % of AOCC undertake this activity; depending on the Centre range is <b>.50-16%</b> of program operating revenue is raised through productive enterprises (when applicable)	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 <b>15.6%</b> of the overall program budget is funded from program fees/rentals	90% of AOCC undertake this activity; depending on the AOCC the range is 3.44%-43%	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.
Community Centre Public/Private Strategic Partnerships		Community Based	A community partner provides an hour of community program or service (Provide Resources)	Community partners contribute <b>17,597</b> hours of community program encounters for <b>34,474</b> individuals	100 % of AOCC are delivering this activity; community partners contribute to the community service production	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	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	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	A number of AOCC also have formed partnerships with various divisions with 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.
Community Centre Volunteer Engagement		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>	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>	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;	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.

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	Notes
Community Centre Administration and Management		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>	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.
		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; 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	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	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 into the community of events/activities and promote to donors/ volunteers, etc. The cost per promotion is <b>\$.0018 cents</b> of the overall operating budget or <b>\$.018</b> per person/ household.	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

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## DINE: Dinner In the Neighbourhood Evening

### Program Review – May 2011

#### 1. Background and Purpose of Report

In January 2011, Applegrove began offering DINE, a monthly community dinner plus family activities. It was intended to:

- address strategic plan priorities of
  - strengthening Applegrove’s identity,
  - strengthening partnerships and
  - extending programming for families (both those with young children and those with school age children).
- be staffed mainly by the Outreach and Involvement workers with one additional key staff at each session.
- operate in partnership with the school.
- offer a free or affordable family activity.
- be self-sustaining, perhaps with a small net profit.
- engage people not currently involved with the centre.

No specific objectives were defined.

The Board should determine whether to continue the program.

#### 2. DINE Data

To date, we have held DINE one Friday night per month in January, February, March and April. The May DINE was planned for May 13 but had to be postponed due to renovations to the school cafeteria. Advertising noted the event was “Pay what you can; \$5 suggested for adults”.

We chose Friday evenings in the middle of the month for several reasons including:

- no school the next day which minimizes issues of children staying out until 8 p.m.
- minimizes conflict with other agency activities
- school movie nights are at end of the month

Although all events requested RSVP’s, about half the participants each session had not reserved. This created challenges in purchasing and preparing food.

Participants completed evaluation forms on 2 sessions (attached at the end.) The following table summarizes the sessions, including evaluation.

	January	February	March	April
Menu	Pasta	Chili	Wraps	Tacos
Activities	Family Games	Puzzles	Crafts and games in the gym	Family games and crafts

	January	February	March	April
Participants	50	50	25	46
Staff	May, Susan, Monica	May, Monica	Susan, Monica	Susan
Volunteers	6 including Ann McK and Monica's family	6 including Ann and Monica's family	7 including Ann and Monica's family	7 including Ann, Monica's family and Jen Young (facepainting!)
Evaluation	3.5 out of 4			3.5

### 3. Financial

With food costs of \$242 and donations of \$344, DINE's net proceeds total \$102. Staff time is not included in the financial report.

### 4. Discussion

#### a. Issues

Does this program address its goals and the centre's priorities and does it do so effectively? Is it reaching the intended participants? Strengthening Applegrove's identity and the partnership with the school?

#### b. Participants

The evaluations and informal comments suggest that participants enjoy the food and companionship. To date, most participants are already involved with the organization, although some have children who are now too old for family resource programs but do not attend the after-school program.

#### c. Partnership

The school partnership is more virtual than actual. Ann McKechnie, in her role as school nutrition coordinator, arranged to permit the cafeteria (except for March) at no charge. Without the partnership, this would cost \$10 to \$20 per hour; at 3 hours per session, the cost would total \$30 to \$60. Ann also supervises the menu planning and food preparation.

The school principal has suggested that this partnership may not be among the school's priorities. If the school discontinues the partnership, the additional permitting costs would wipe out the small surplus.

#### d. Staffing

The anticipated staffing by Outreach and Involvement (O/I) workers did not work out as planned. Of the 2 original O/I staff, one did not attend the January event, then resigned before the February event. The other worked at the first 3 events, resigned before the 4<sup>th</sup>, but volunteered at it anyway.

The 2 new O/I staff can work at DINE but have not yet been trained in food handling.

As the Board was discussing the expected Edgewood re-allocation in March, one of the ideas for the PC "late afternoon/evening" option was a dinner program, possibly not on Friday evenings. With EW's move to Corpus Christi Church, PC late afternoon programming is no longer possible from Edgewood funding.

e. Promotion and Advertising

At the beginning, DINE was advertised around the building and within Applegrove programs. Later, the former O/I staff began to advertise DINE in local newspapers but this stopped when the second worker resigned. With the new O/I staff, DINE can be advertised more widely, promoting the centre and reaching additional potential participants.

f. Planning

Each session was planned after the prior one was completed; there was little advance planning both because of lack of staffing and because we wanted to meet participants requests. While this kept DINE informal, it presneted challenges in a number of ways:

- reduced opportunities to request food donations
- limited advertising; experience showed that the type of food brought in some additional participants.

Although all events requested RSVP's, about half the participants each session had not reserved. This created challenges in purchasing and preparing food.

Sample Flyer

# DINE

## Dinner In the Neighbourhood Evening

Duke of Connaught  
School and

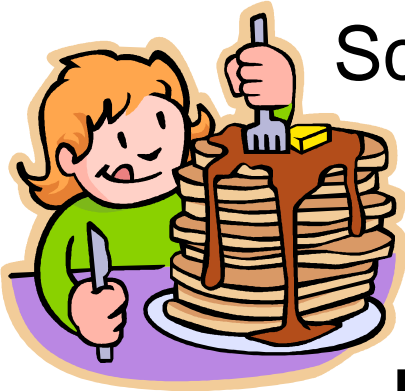
Applegrove

invite you to

DINE with us on

**Friday, May 13**

from 5:30 to 8 p.m.



**Bingo prizes**

Meet your neighbours  
in the school cafeteria,  
enjoy “breakfast for dinner”  
with a vegetarian option, and  
join us for a game or two of B-I-N-G-O.

Pay What You Can  
\$5 suggested for adults  
Any amount is appreciated!

Volunteers welcome to help cook, serve, supervise, clean-up!

RSVP by noon on Thursday, May 12  
with the number of adults and children  
and vegetarian meals, so we know how much to cook!



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P.S. DINE had left-overs last month. Bring a container and you might get to take some food home!

**D.I.N.E Evaluation – January 2011**

6 forms were completed.

How many people came with you to D.I.N.E? 4 3 3 4 2 3

Total of 19, average of 3 per form/family

About half of the total attendance.

Would you like more info about Applegrove? One yes

Overall rating for the event from 4 (Very good) to 1 (Very poor):

									
✓✓✓				✓✓✓					

Total score = 21

Average score = 3.5

a) The best thing about D.I.N.E was . . .

- food and games
- kids playing games
- not cooking
- games and healthy food
- running into friends & acquaintances
- 1 opportunity to support program important to us, 2 healthy meal away from home

b) D.I.N.E would be better if . . .

- dessert
- more people come
- there was some music and if there was an alfredo-type pasta (I'm being picky) among the others

c) Other comments:

- had fun do it again
- thanks!
- thanks for a great event!
- good idea to encourage family "game" night

**D.I.N.E Evaluation April 2011**











2 forms

How many people came with you to D.I.N.E? 2,3

Total of 5, average of 2.5

Would you like more info about Applegrove? (none)

Overall rating for the event from 4 (Very good) to 1 (Very poor):

   	  	 	
✓	✓		

Average rating = 3.5

d) The best thing about D.I.N.E was . . .

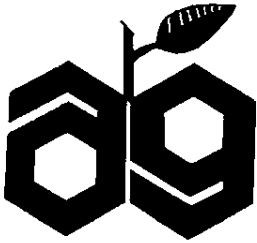
- good food
- the food

e) D.I.N.E would be better if . . .

- more games.
- taco's were way too spicy, especially for kids
- people I knew here

f) Other comments:

- activities for older kids not for Parent child drop in Early Years
- I like coming for a good meal and to play games



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## Edgewood Dream / Fundraising Committee

### Notes

May 12, 2011

**Present:** Louise, Carmi, Alana, Susan.

**Regrets:** Ann, Sydney, Estelle

### 1. Church Update

Susan reported on discussions with the church staff and circulated a report of a parishioner's concerns and Applegrove's responses.

### 2. Funds received/pledged to date

Just over \$4,000 received.

### 3. Follow-up on Fundraising

#### a. EdgeWalk

##### i. Targets:

- participants: target was 25 including us. Event had 25 walkers plus at least 10 more volunteers and friends.
- money: target was \$1,000. Actually brought in \$1,797!
- publicity: was in SNAP calendar and photographer was there.

##### ii. Follow-up

- about 80 sponsors, all of whom will receive a thank you card.
- many sponsors were new donors.
- walkers will also receive thank you.

##### iii. Comments/suggestions

- repeat the event next year! With more notice, people could collect more money!
- the after-dinner timing works.
- early May is good time

#### b. Feet Campaign

- Estelle has placed cans in about 7 stores and will collect them after the weekend.
- shoppers and staff of the local businesses will see the feet and cans which will publicize EW and the need for money.
- participating stores will receive a certificate of thanks.
- this can also be repeated annual for 2 weeks.

#### c. Price Choppers BBQ

- Louise reported on her negotiations with the manager. The store had not done barbecues for some years but is interested in doing them with us, especially as Louise has her Food Handler and Health and Safety certification.



- we would buy product from Price Choppers but the manager will work with their suppliers to obtain donations.
- the store would supply a barbecue and the first container of propane.
- we would probably just offer hotdogs and sausages plus pop
- the first event is on Saturday, May 28 from 11 to 2:30; Louise has volunteered and recruited additional volunteers.
- the store will advertise the BBQ and we can hand out information about the organization.
- pricing will probably be
  - hotdogs \$2 each, 2 for \$3
  - sausages \$3 each, 2 for \$5
- Louise will ensure unused items can be returned and that condiments can be re-used.
- target: minimum net of \$200 (we need more than the value of 4 volunteers for 4 hours @ \$10)
- after we know how this event goes, we can make a decision about future events, i.e. monthly.

d. Donation Letters

- although we have not heard from any of the businesses, 2 Edgewoodians have donated a total of \$325.
- Susan and Louise will send follow up letters to other Edgewoodians on May 16.
- will look at other local developers.

**4. Other Issues / Concerns**

- Susan will include the rent in the 2012 Children's Services budget
- program plans:
  - 10 to 2 on Tuesdays and Wednesdays from September to June.
  - no snack! many participants will probably bring their own lunches
  - Louise plans to offer a more structure program, partly because of space issues and partly due to lack of storage
  - expect morning kindergarten kids to come in the afternoon and afternoon kindergarten to come in the morning.
  - probably craft from 10 to 11 and 1 to 2, circle from 11 to 11:30 and lunch from 11:30 to 12:30
  - just as we did in Corpus Christi school, we will have to respect Catholic values within the church.

**5. Next Steps / Next Meeting**

Thursday, June 9

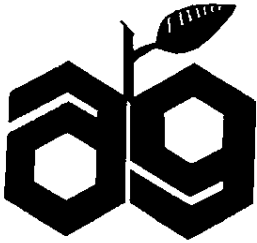
Issue	Response
<p>1. The church hall is not designed to be child proof and I understand that the children involved will be between 3 to 5 years old. There are a number of areas where a child could be seriously injured in the hall namely:</p>	<p>Applegrove places a high priority on health and safety of our participants and staff. The Applegrove staff person has successfully completed Food Handler, First Aid and CPR training. She is not only Applegrove's Health and Safety representative but is certified as a Health and Safety representative by the City of Toronto and WSIB. As a workplace with fewer than 20 staff, Applegrove is not required to have a certified H&amp;S rep but has invested in this area because it is a priority.</p>
<ul style="list-style-type: none"> <li>• there are multiple electric outlets throughout the hall where a child could insert a toy and get a shock</li> </ul>	<p>This was identified by the Edgewood staff person when she met with the Hall Manager. Applegrove will provide outlet covers to prevent children inserting toys (or fingers) into outlets.</p>
<ul style="list-style-type: none"> <li>• the staircase to the basement has steep steps and a handrail not designed for small children and they may fall on them</li> </ul>	<p>All children will be accompanied by parents or caregivers. In Applegrove's main location, participants must descend stairs to get to the program room; the program's funder, Children's Services has never expressed concern.</p>
<ul style="list-style-type: none"> <li>• the kitchen contains many hazards such as the stove, coffee makers, cutlery including knives, which could be reached by children</li> </ul>	<p>Only adults will go into the kitchen.</p>
<ul style="list-style-type: none"> <li>• the men's bathroom has a storage area attached to it which contains cleaning supplies which are both poisonous and caustic.</li> </ul>	<p>The supply area is locked. Also, adults accompany children to the washroom.</p>
<ul style="list-style-type: none"> <li>• the men's bathroom has a sump pit room attached to it which would pose an electrical threat to a child</li> </ul>	<p>This area is locked. Again, children are accompanied to the washroom.</p>
<ul style="list-style-type: none"> <li>• the furnace room contains many hazards such as the boiler, hot water heater, numerous supplies and chemicals, sump pit, and numerous tools</li> </ul>	<p>This area is beyond the space required by Applegrove. It is also locked.</p>
<ul style="list-style-type: none"> <li>• the handicapped bathrooms have radiators without covers which could result in burns if touched during the winter heating season</li> </ul>	<p>If this is a significant concern, these washrooms can be locked. Again, children are accompanied to the washroom.</p>
<ul style="list-style-type: none"> <li>• there is little control over access to the basement by outsiders and it is possible that someone could enter the building with the intent of doing harm to the children. There is no Chubb access security in this part of the building.</li> </ul>	<p>Although Applegrove's main location is in a school, there is little control over access. The doors nearest the family resource program are open all day. In general, we see this as an advantage – the program is open and welcoming to new participants. Because children come with parents or caregivers, and because Applegrove staff are always on site, anyone entering without children would be noticed and spoken to.</p>
<ul style="list-style-type: none"> <li>• the storage room where the chairs and tables are stacked could injure a child if they climb on them or if these should fall on them</li> </ul>	<p>Applegrove does not require access to this area. Also this room is locked.</p>
<p>2. The church bathrooms are not designed for young children and this will pose several problems namely:</p>	

Issue	Response
<ul style="list-style-type: none"> <li>the toilets would require booster seats for younger children to use them</li> </ul>	<p>Current thinking in facility design for small children is to use regular equipment – just as exists in most of their homes. The program has steps and an adapted seat for children to use sinks and toilets.</p>
<ul style="list-style-type: none"> <li>the urinals are too high for young children and may require a box/step for them to stand on</li> </ul>	
<ul style="list-style-type: none"> <li>the sinks and taps are too high for young children and some box/step will be required to provide access</li> </ul>	
<ul style="list-style-type: none"> <li>there are no changing tables in the bathrooms for children diapers and no disposal facility for soiled diapers</li> </ul>	<p>The program will provide a change table for women's washroom as well as a "Diaper Genie" for disposal.</p>
<p>3. The church basement will require much more cleaning if we rent to this group. I believe it will take the custodian 1 to 2 hours to clean up after this group each time they use the facility to make it presentable for other groups. I suggest this because the following types of cleanup will likely be required. If he requires an additional 5 or more hours a week for basement cleaning that is time not available for the church itself or the church grounds. I believe we should be considering the effect this added work on our custodian and how he will cope with this group. There is much more work for him with this group than the current one. Will he have sufficient time to perform his regular duties as well as handle this added work? It is possible that he may find this new work upsetting and may quit.</p>	<p>The Hall Manager has met with the Edgewood staff person, walked through the spaces, and agreed to cleaning and storage protocols.</p>
<ul style="list-style-type: none"> <li>The children and adults will have up to 65 to 70 pairs of boots which will need to be removed and placed on boot trays in the hallway. Children's snowsuits/coats will also require a place in the hallway for storage. The floor in the hallway will have to be cleaned each time they use the facility.</li> </ul>	<p>The Hall Manager has met with the Edgewood staff person, walked through the spaces, and agreed to cleaning and storage protocols.</p>
<ul style="list-style-type: none"> <li>I presume the children will be provided food and drinks which will result in spills on the hall floor and the stage area rug. These will have to be swept or vacuumed and main floor probably washed after each use.</li> </ul>	<p>With programming from 10 to 2, we do not plan to provide snacks and drinks for the children. However, parents and caregivers will probably bring lunches. As is done in our other programs, Applegrove staff will maintain an <b>eating area</b> and will clean up spills in order to maintain a safe environment.</p>
<ul style="list-style-type: none"> <li>The bathrooms will have to be cleaned after each session</li> </ul>	<p>The Hall Manager has met with the Edgewood staff person, walked through the spaces, and agreed to cleaning and storage protocols.</p>
<ul style="list-style-type: none"> <li>There will be need for more cleaning of the rugs of the northeast stairwell as there will be a significant increase in traffic with this group. This will be particularly true in the winter months.</li> </ul>	<p>The Hall Manager has met with the Edgewood staff person, walked through the spaces, and agreed to cleaning and storage protocols.</p>
<ul style="list-style-type: none"> <li>There must be toys/games for the children. Will the custodian be required to store them as well as put them out before each session?</li> </ul>	<p>Applegrove staff and volunteers will put these out and put them away. The custodian will have no responsibility in this regard.</p>

Issue	Response
<p>4. I am curious as to Corpus Christi's liability in renting to this group. How are we covered for injuries to the children? Is it covered by our current policies? Do we need additional coverage?</p>	<p>Applegrove is an agency of the City of Toronto. Consequently, the attached sample insurance certificate is for the City; it names the Toronto Catholic District School Board and TDSB as additional insured. The City's insurance year starts on June 1 so after that date, we could arrange for a certificate for 2011/12 showing Corpus Christi Church and/or the Archdiocese of Toronto as appropriate, as additional insured.</p>
<p>5. Are there any government regulations related to such use of our facilities by this group? Is there an inspection required by a government agency before such use is allowable? If there are changes required to our infrastructure to allow use by this group who will pay for it?</p>	<p>As a family resource program, Edgewood is not required to follow the Day Nurseries Act that regulates child care centres. Nonetheless, the program's funder, Toronto Children's Services, inspects Applegrove's family resource programs, including Edgewood, annually. Children's Services also inspects child care centres. Edgewood consistently receives praise from the funder with occasional small issues (such as needing a thermometer for the refrigerator) that need attention.</p> <p>The annual review focuses on draft criteria that family resource programs must meet (attached for reference). Many of these refer to administration, policy and programming; however, the sections on physical environment and health and safety have more relevance. No infrastructure changes are required.</p>

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\* not attached for Board but available upon request



# APPLEGROVE COMMUNITY COMPLEX

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www.ApplegroveCC.ca

**“TOGETHER, BUILDING OUR COMMUNITY”**



## Membership Report – May 2011

### A. Summary

Applegrove has more than 5,000 members. About 60% participate in programs, and about 40% are adults. In 2010, Applegrove began to consider increasing membership fees after many years with a fee of \$0.

### B. Applegrove Membership

#### 1) Joining

When new people attend the family resource and seniors' programs, they are asked to complete a membership form (sample attached). Membership information is incorporated into the Over the Rainbow, Helping Our Babies Grow, After-school and summer registration forms.

#### 2) Renewing and Resigning

Because the constitution defines the AGM notice to members “in good standing”, each year in January, Applegrove sends out a “save the date” notice for the Annual General Meeting (AGM) at the end of March, together with a request to update membership information. Any returned mail is deemed not in good standing. Some members take this opportunity to resign. During year, members resign due to moving out of the area, no longer attending programs or other reasons.

Applegrove has a renewal rate better than 80%.

#### 3) Numbers

As of the AGM in March 2011, there were about 2,000 voting members (in good standing and 18 years or older). As of the beginning of May, there were 5,600 members, many of whom were under 18 years old so they would not be voting members for the AGM. When we mail newsletters, we mail to about 1200 households. The difference is because some members have requested no mail and because there are multiple members at one address.

There were about 3,150 different participants in 2010. The difference between the number of participants and number of members is that some people remain as members after their children no longer attend programs.

### C. Initial Background Information, August 2010

Applegrove has had a membership structure for many years. The current version of the Constitution says the following:

#### 6. Membership

##### 6.1. Membership Categories

##### i) Community Membership

Any person residing within the Catchment Area may become a Community Member.

## Membership Report – May 2011

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

### 6.2. Dues

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

### 6.3. Responsibilities of Membership

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

### 6.4. Privileges of Membership

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

## Membership Report – May 2011

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- b) vote in the election of individuals as Applegrove's Directors and members of the Board of Management subject to the processes and limitations set forth in the Constitution; and
- c) vote on any and all matters brought before the members at the Annual Meeting, and any Special Meeting, subject to the processes and limitations set forth in the Constitution.

When membership started in the 90's, fees were about \$3 for Community Members and \$5 for Associate Members. Within a few years, the Board set the annual fees at \$0 due to the work involved in collecting these small amounts; waiving fees; and maintaining information about program participants separately from members.

It makes sense to look at membership fees again and consider:

- whether there should be fees.
- what benefits members would receive.
- what is the appropriate fee level for this community and the identified benefits.
- under what circumstances would fees be waived.
- when the fees would start.

Factors in this discussion include:

- there are over 1500 active members from a thousand different addresses.
- the work involved in collecting fees.
- the potential loss of members who do not pay.
- the financial results of membership fees.

### D. **Notes from August 2010 Board/Staff Meeting**

Issues and questions raised in discussion included the following:

- If people have to pay, they may pick and choose more of their activities in the community.
- \*\*membership = ownership!!
- Hard to collect fees; new participants may not feel welcome after being told about the fee; will it deter people from coming to programs. Can fee be voluntary?
- Challenge of tracking membership
- Fees will be very helpful financially but will fees impact donations?
- Should our message about donations be more clear; currently a bit subtle
- Might be hard to collect initially but may get easier through the years
- Proposal of an evening meeting to explain our situation
- Membership needs to outline what you're entitled to (i.e., discounts, early registration, etc.)
- Applegrove's family resource programs are all Early Years satellites so cannot charge a fee for participation. Should fees apply only to programs other than Early Years?
- Keep in mind that not all can afford it
- Details of membership at other AOCCs – further investigation and decision at a future meeting

### E. **Other Centres**

Includes information requested at the August 2010 meeting.

**AOCC Membership Summary**      September 2010

Where 2 fees are shown, the first is for those living in the catchment, the second is for those outside the catchment area

Centre	Categories	Fee	Notes	# of members	approximate membership income	If membership provides a decreased fee for programs (any programs), do you issue membership cards and require them before people register? If not,	What program do you use to track membership? If it is Access, who designed the membership database and who maintains it (not the data entry, but the updates, new reports, etc.)?
Eastview	children and youth	\$5	Eastview members have access, free of charge to all of our programs and activities with the exception of our Day Camp programs and 3 specific Newcomer Service's programs	400 adults	\$5,000 (inc. Youth/children)	don't use membership cards anymore--we used to, but it was a nightmare keeping track, and re-issuing lost ones. We believe what people tell us, and if compelled to check we look at our database (computer or hard copy)	Access software. We have self -designed it several times now--used KidTrax for a while to try to monitor usage stats with our children/youth database and there are membership cards to that system--but whatever we try its really problematic for record-keeping. On the surface it is simple enough, but there is a ongoing challenge updating regularly and correctly, as well as having program staff submit paper forms.
	adults and seniors	\$8					
	families	\$20					
Cecil	single	\$5		600	not enough to cover mailing costs	N/A	Access. Have made no significant changes to the structure since we did this years ago. Receptionists are responsible for entering membership data, generating reports, etc.
	family	\$8					
Swansea		\$2		40 (in the separate associaton)			Excel
Central Eglinton	Family	\$35	CECC memberships are available, renewable annually (and please note, memberships are non-refundable). Family members can attend all drop-ins for free. CECC Family membership is required for registration in FRC and day camp programs. Membership entitles members to a discount in the 50+ and Community programs.	742 (families and individuals)	\$15,000 +	Use membership cards. People need the card OR their membership number to register.	Income Manager (membership, registration, mailing and donation database)
	Individual	\$25					
	Older Adult (50+)	\$25 single, \$30 couple					
	Groups	\$75					
Centre 55		no fee	Membership is open to everyone.			Membership card	
519	Member or Community Member	\$10	You will receive a charitable tax receipt for your fee. If you are currently not able to pay the \$10 fee, our front desk staff would be happy to assist you in making other arrangements.				
Harbour-front	Family	\$11 / \$15	Avoid paying the 10% surcharge on all programs for non-members.				
	Adult	\$7 / \$10					
	Youth	\$5 / \$7					
	Child	\$4 / \$5					
	Senior	\$5 / \$7					
Scadding	Family	\$8 / \$15	May join adult athletic program for a low seasonal fee May join all our free activities May participate in early morning swim for a low seasonal fee				
	Adult	\$5 / \$10					
	Youth(13-17)	\$2 / \$4					
	Senior	\$1 / \$2					
	Child	\$1 / \$2					
Thornton							

**F. Fall 2010**

The September Board meeting set up a sub-committee to consider membership. At the November meeting, that committee proposed a survey to be completed by the end of 2010. Due to competing priorities, Applegrove was unable to implement the proposed survey.

**G. 2011**

The January Board meeting requested that a survey be undertaken at the Annual General Meeting at the end of March. The results of the survey were circulated at the April Board meeting and are copied below.

**H. Membership Survey Results**

The Annual Meeting agenda included some information about membership and a short survey. This report summarizes the results.

Most questions used a 4-point forced-choice rating system. Unlike Applegrove’s prior use of this model, for this survey, positive responses received +1 or +2 points, negative responses -1 or -2. If half the responses were positive and half negative, the total would be 0. More positives than negatives would return a positive total. With 20 responses altogether, if all responses were positive, the maximum result would total 40.

**Results Summary**

Question	Total	Average
1. How do you feel about membership fees?	13	0.65
2. How would you react to an annual family fee of \$25?	5	0.26
3. How do you feel about the following possible benefits of membership?		
a) First chance to register for After-school program	16	1.33
b) First chance to register for Day Camp and Leadership	23	1.9
c) Discount when registering for After-school program	14	1.55
d) Discount when registering for Day Camp and Leadership	16	1.45
e) Discount when registering for Seniors programs	15	1.5
4. Do you think you would ask for the fee to be waived?	-2	-0.4
5. If you currently donate to Applegrove, do you think you would continue?	Yes = 13	No = 2

Another possible benefit suggested by one respondent was a monthly draw for members only.

**Analysis**

The people who attend the AGM are some of the most involved and enthusiastic Applegrove members. Their responses must be viewed through this filter.

Overall, the respondents were somewhat positive about membership fees, less so about a fee level of \$25 for families. Except for early registration for summer programs, the relative responses for other benefits were about the same, slightly more than twice the average for membership fees in general. Respondents were significantly more positive about early registration for summer programs.

## Membership Report – May 2011

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There was a slight negative response to requesting a fee waiver. This may reflect the income level of AGM participants. Alternatively it may result from misunderstanding the intent of this question. The intent was that a positive response would mean the respondent would likely ask for a waiver.

### Background Information on Survey Form

Applegrove is considering membership fees. Many other community organizations have fees for membership. Similar community centres charge \$8 to \$10 for adults, \$15 to \$25 for families, \$5 to \$8 for seniors.

The constitution allows the Board to set the membership fee, and back in the 1990's, Applegrove charged a small fee for membership. However, for many years, the fee has been \$0. But costs are increasing and we need to increase income for programming.

If we have membership fees, we will have a way to waive them under certain circumstances. And we want offer some benefits for membership as well.

Please answer a few questions and become eligible for a prize.

✓✓ = very positive    ✓ = positive    ✕ = negative    ✕✕ = very negative  
N/A = not applicable

### Detailed Results

	Rating (choose one)	Scores
1. How do you feel about membership fees?	✓✓   ✓   ✕   ✕✕   N/A	1,1,-1,-1,1,1,1,2,1,2, 1,1,1,1,2,-1,-1,-2,1,2 =13 Average = 0.65
2. How would you react to an annual family fee of \$25?	✓✓   ✓   ✕   ✕✕   N/A	2,1,-1,-1,-1,-1,1,2,2,2, na, -2,2,1,2,-1,-1,-2,-2,2 =5 Average = 0.26
3. How do you feel about the following possible benefits of membership?		na, 2,na,1,-1,na,2,2,2,2 -2,2,2,na,2,na,na,na,na,2 =16 Average = 1.33
f) First chance to register for After-school program	✓✓   ✓   ✕   ✕✕   N/A	na,2,2,1,2,na,2,2,2,2, na,2,2,na,2,na,na,na,na,2 =23 Average = 1.9
g) First chance to register for Day Camp and Leadership	✓✓   ✓   ✕   ✕✕   N/A	na,2,na,1,-1,na,2,2,na,2 na,2,na,na,2,na,na,na,na,2 =14 Average = 1.55
h) Discount when registering for After-school program	✓✓   ✓   ✕   ✕✕   N/A	na,2,-2,1,2,na,2,2,na,2 na,2,na,1,2,na,na,na,na,2 =16 Average = 1.45
i) Discount when registering for Day Camp and Leadership	✓✓   ✓   ✕   ✕✕   N/A	

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	Rating (choose one)	Scores
j) Discount when registering for Seniors programs	✓✓    ✓    x    xx    N/A	na,na,na,1,-2,na,2,2,na,2 na,2,na,na,2,2,2,na,2,na =15 Average = 1.5
4. Do you think you would ask for the fee to be waived?	✓✓    ✓    x    xx    N/A	-2,-2,-2,-1,-1,na,2,2,-2,na na,na,na,na,na,-1,1,2,2 =-2 Average = -0.04
5. If you currently donate to Applegrove, do you think you would continue?	Yes: 1,1,1,1,1,1,1, 1,1,1,1,1, 1 = 13	No: 1,1,na,na,na =2
6. What other benefits can you suggest?	<p>A. Great value for the price. Outstanding opportunities for adults &amp; children to be involved. Thank you.</p> <p>B. What about a monthly draw for all members for a basket made of items you get from donations of businesses?</p> <p>C. More fundraising opportunities</p> <p>D. Better snacks @ camp &amp; afterschool.</p> <p>E. Special membership letter.</p>	

### Other Comments (from different/various clients)

Q#1 & 2: One of the best things now is that membership is free for everyone. Charging a fee changes the dynamics.

Q#1: Fees: Just thinking about low income families.

Q#1: Membership fees must be sliding scale

Q#2 (annual fee): If there are provisions for large families.

Q#2: Annual fee: Who cannot afford fee!

Q#3: Membership should not be first come, first served. A better way is needed (equal way)

Q#3: Day Camp & Leadership are so busy, membership could be a benefit. Re discounts, what is the point of giving \$25 to get \$5 off?

Q#4: There is a problem with asking for fees to be waived. If you are organized, you should be able to afford. And then people don't and show up with high-priced clothes & gadgets but tell you they got the fee waived. I would rather write a cheque for \$100 than pay a \$25 fee.

Q#7: Other comments

I used a drop in often last minute & with much gratitude. Paying money when I was organized. I know lots of mums & nannies who had trouble when money

## Membership Report – May 2011

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was asked. Things are awkward & losing people may be the result. This year, we spent \$200 extra on prizes at the fundraiser. That is what we like to do.

GR8 job Applegrove. Love you

Since most attendees are caregivers, I feel that charging may end up making some feel that they can't come.



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## **Executive Director's Report May 20, 2011**

The Board agenda has one big issue (the Admin budget) and several smaller ones. Some of the smaller ones are time-sensitive and others can be deferred for a month. My report discusses some these, as well as provides follow-up information on other issues.

### **Edgewood**

Edgewoodians are wonderfully committed to their program! In about a month, they raised \$5,000!

The EdgeWalk on May 5 had about 25 walkers (and strollers and scooters) including at least one dog. These folks raised \$1700 with more than \$500 of that raised by Louise and her niece Sarah! A few additional passers-by donated, had their faces painted or just visited.

The Edgewood Fundraising notes will provide additional information. The agenda includes time to confirm the program proposed for September. The church will want to confirm terms and conditions within the next few weeks, probably before the June Board meeting.

### **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<sup>1</sup> 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.

### **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.

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



Jeffrey Griffiths, C.A.  
Auditor General

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Toronto ON M5V 3C6

Tel: 416 392-8461  
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☞

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).

**Leslieville Farmers Market**

I met with Janaki Hadida, the manager for the new market opening June 5 in Jonathon Ashbridge Park, across from McDonalds. She has offered us a table for outreach, activities and possible sales one Sunday per month. We agreed on the following dates, chosen, I hope, to avoid holiday weekends and weekend events. Probably Applegrove's Outreach and Involvement Workers will staff them, but a Board volunteer (with or without children) would be very welcome.

- June 19
- July 17
- Aug 21
- Sept 11
- Oct 16

**Core Service Review and Service Plan**

The 10 AOCC's compiled a massive "Service Plan" with statistics covering the centres' wide range of services and functions. I have included a copy of the final version for your information. Franki and May spent most of 2 days compiling Applegrove's numbers, while I spent most of 3 days on the data and analysis. Staff from another centre drafted the words, identified the data needed, and compiled the data from the 10 centres.

Please note that the descriptions are based on the GSRM (Government of Canada Strategic Reference Model). It uses the term “encounter” that we call a visit, phone call, etc.

The Service Plan becomes part of the City's Core Service Review. As described in the budget manual:

The Core Service Review will assist City Council in its 2012 budget deliberations by:

- Developing an inventory of all services, service levels and standards;
- Defining which services are legislated, core and discretionary, and identifying the role the City plays in each service (delivery, funder, regulator, etc.);
- Benchmarking services and service levels against a range of comparable jurisdictions;
- Confirming services and service levels including public interest and public policy considerations;
- Ranking services for potential reductions and discontinuation;
- Implementing a public engagement strategy to elicit input into the Core Service Review process; and
- Identifying service, policy, human resource, and financial impacts of recommended service changes including budget adjustments that will generate cost savings in 2012 and beyond.

City Council will consider the outcomes and recommendations from the Core Service Review and provide budget directions for the 2012 budget process.

The public consultations on the Core Service Review are now under way. The following are public meetings. Members of the public can also complete an online survey by visiting [www.torontoservicereview.ca](http://www.torontoservicereview.ca)

[North York Civic Centre - Memorial Hall](#)

Tuesday May 24, 2011 North York Civic Centre, Memorial Hall (lower level) 5100 Yonge Street 7:00 pm - 9:00 pm

[Danforth Collegiate & Technical Institute](#)

Thursday May 26, 2011 Danforth Collegiate & Technical Institute, cafeteria 800 Greenwood Ave., just north of Danforth 7:00 pm - 9:00 pm

[Etobicoke Collegiate Institute](#)

Saturday May 28, 2011 Etobicoke Collegiate Institute, cafeteria 86 Montgomery Road 2:00 pm - 4:00 pm

[West Humber Collegiate Institute](#)

Tuesday May 31, 2011 West Humber Collegiate Institute, cafeteria 1675 Martin Grove Road 7:00 pm - 9:00 pm

[Sir John A. MacDonald Collegiate Institute](#)

Wednesday June 1, 2011 Sir John A. MacDonald Collegiate Institute, cafeteria 2300 Pharmacy Avenue 7:00 pm - 9:00 pm

[Toronto Reference Library](#)

Thursday June 2, 2011 Toronto Reference Library, main floor atrium 789 Yonge Street 7:00 pm - 9:00 pm

[City Hall](#)

Saturday June 4, 2011 City Hall, main floor rotunda 100 Queen Street West 2:00 pm - 4:00 pm

[Scarborough Civic Centre](#)

Tuesday June 7, 2011 Scarborough Civic Centre, main floor foyer and Council Chambers 150 Borough Drive 7:00 pm - 9:00 pm

[Ward Meeting - East York Civic Centre](#)

June 8, 2011 East York Civic Centre 7pm Join Councillors Janet Davis (Ward 31) and Mary Fragedakis (Ward 29) for a town hall meeting on the Toronto Service Review.

### Admin Budget

With a 10% reduction proposal required, as well as the very early start date, this year's budget was extremely challenging. Because the draft budget deals with identifiable individuals and confidential information, both the document in your package and the Board discussion will be confidential. Applegrove's Procedural Bylaw states:

2.7 Before holding a meeting or part of a meeting that will be closed to the public, the Board must adopt a resolution approving a closed meeting and the general nature of the business to be considered at the closed meeting.

2.8 When the meeting resumes in public, any proposed motions must be moved and voted on in public.

Consequently, the agenda notes the relevant motions before and after the budget discussion.

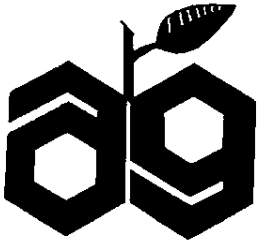
As you read the budget and the rest of the Board package, please let me know of any questions you have or additional information you may need. Other Board members may share your needs and it is easier for me to gather other information before the meeting.

Respectfully submitted,

Susan Fletcher.

### Revised Board Workplan for 2011

Meeting	Main Issue	Additional Issues	Program Presentation	Results
March 21	Edgewood			Decision
Wednesday, March 30	AGM			
April 18	Membership Edgewood	Select Officers and Committees	Summer Leadership Adventure	
May 30	Admin Budget	Edgewood Review DINE Membership		
June 20	Review Risk Management		Day Camp	
Summer Board meeting or social Date to be determined, likely in August.				
September 26			Edgewood	
October 24 (1 week early due to Halloween)				
November 28			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

May 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)

R&F = Receive and File

Applegrove Community Complex  
Summarized Financial Report  
as at 30/04/2011

		YTD Budget		YTD Actual		<u>Difference from budget</u>		Common Issues (see below)	Special Notes
						* Favour variance			
						* Unfavour variance			
Admin	Expense Income	134,595 138,825	102,447 136,604	(32,148) (2,221)	(24%) (2%)	C,H A	Budgeted expenses includes rent, performance bonus & COLA		
PC	Expense Income	45,252 36,732	35,864 58,426	(9,388) 21,693	(21%) 59%	C,H D	Saving from staff parental leave		
EW	Expense Income	8,813 7,954	6,951 10,840	(1,862) 2,886	(21%) 36%	C,H,I D			
HAIG	Expense Income	5,068 1,580	4,026 2,273	(1,043) 693	(21%) 44%	C,H	Saving from staff parental leave Donation increase		
HOBG	Expense Income	9,641 9,431	12,442 11,815	2,801 2,384	29% 25%	B	Expenses from 2010/11 budget		
Teen	Expense Income	4,858 3,505	3,740 27	(1,118) (3,478)	(23%) (99%)	C,H D			
After-school	Expense Income	11,360 7,583	6,719 20,803	(4,641) 13,220	(41%) 174%	C,H D	Donation from George Weston Ltd		
Senior	Expense Income	13,998 13,998	9,698 11,153	(4,301) (2,845)	(31%) (20%)	C,H B	Use of volunteer lower workshop cost Low in fundraising & donation		
Therapeutic Play	Expense Income	13,514 13,375	6,662 13,375	(6,852) 0	(51%) 0%	C,H,I			

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
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Income	Grants	City					
		Children's Services	98,462	98,462	0	50,628	6%
		EYET	9,000	9,000	0	3,000	0%
		Federal *					
		Provincial					
	Program	Fundraising, fees, etc.	1,200	743	(457)	743	10%
		Donations			0		100%
					0		100%
Total Income			108,662	108,205	(457)	54,371	6%

Expenses	Salaries and Benefits	124,901	124,901	0	33,968	(2%)
	Program Expense	9,320	9,320	0	818	(8%)
Total Expense		134,221	134,221	0	34,786	(2%)
Projected 2010 funding demand from Board		(25,560)	(26,016)	(457)		

Prior Surplus (Deficit)	(5,275)	(5,275)			
Projected Accrued Surplus(Deficit) for the year	(30,835)	(31,292)			

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

Explanation Notes

Fund received quarterly at beginning of quarter

largely comprised of accrued sick and vacation leave for relevant staff

Edgewood Parent/Child Drop-In		Budget total	Confirm	Variance \$ Confirm/ Budget *	YTD	Variance % YTD *	Explanation Notes
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Income	Grants	City					
		Children's Services	18,686	18,686	0	9,340	6%
		Federal *					
		Provincial					
	Program	Fundraising, fees, etc.	1,000		(1,000)	0	(11%)
		Donations	5,000	1,500	(3,500)	1,500	(1%) Additional budget item
	Total Income		24,686	20,186	(4,500)	10,840	4%

Expenses	Salaries and Benefits		22,015	22,015	0	6,288	(2%)
	Maintenance & Utilities		5,000	5,000			(11%) Additional budget item
	Program Expense		3,487	3,487	0	663	(5%)
	Total Expense		30,502	30,502	0	6,951	(4%)
Projected 2010 funding demand from Board			(5,816)	(10,316)	(4,500)		

Prior Years' Surplus (Deficit)	0	0					largely comprised of accrued sick and vacation leave for relevant staff
Projected Accrued Surplus(Deficit)	(5,816)	(10,316)					

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

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