



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, 2016

If you cannot attend, please call the office with your regrets.

Applegrove's mission is to be a neighbourhood partnership fostering community through social and informative programs for individuals and families.

6:45 Optional Light Supper

7:00

1. Call to Order/Adoption of Agenda
2. Welcome and Introductions
3. Declaration of Conflicts of Interest
4. Timekeeper

5. 2015 Draft Audited Statements (*attached*): for discussion
Guests: Virginia Lackey and Kathy Steffan

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

6. EHT Issue

Motion needed to return to the public meeting.

7:30

7. Board Development: Program Presentation: Child and Youth Programs (for information; decision will probably be made later in the meeting)
8. Volunteer Hours
9. Donation Envelope

10. Minutes of the April 25 Board Meeting (*attached*): to be accepted

8:05

11. Finance
 - 11.1. 2016 Year-to-Date Statistics (*attached*): for information
 - 11.2. 2016 Year-To-Date Financial Report (*attached*): to be accepted

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

12. Budget

Motion needed to return to the public meeting.

Applegrove Board Meeting Agenda

May 30, 2016

2

8:20

13. Revenue Generation Committee Report (*May 12 Notes attached*): for information

14. Community Integration Committee Report (*May 17 Notes to follow*): for information

15. Directors' Concerns

8:30

16. Adjournment



APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

“TOGETHER, BUILDING OUR COMMUNITY”



Board of Management Meeting AGENDA -- Monday, May 30, 2016

8:35

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of the April 25 Board of Management Meeting (*attached*): to be accepted
- D. Next steps on vacation liability

8:40

- E. Personnel Committee Report (*Notes of May 2 meeting attached*): for information and decision
 - E.1. Program Assistant Position

8:50

- F. Executive Director's Report (*attached*): to be accepted
 - F.1. Time/Process for Strategic Plan meeting
- G. Correspondence List (*to be distributed at the meeting*): for information and decisions

8:59

- H. Adjournment

Next Meetings and Events

Special Board meeting: Strategic Plan Review and Update: Wednesday, June 8

Next regular Board meeting: June 20 at 7 p.m.

February 9, 2016

Board of Management
Board of Management for Applegrove Community Complex
60 Woodfield Road
Toronto, Ontario
M4L 2W6

Dear Board of Management:

As auditors of the Board of Management for Applegrove Community Complex we are required to communicate important matters concerning our audit to those charged with governance of the organization. Canadian generally accepted auditing standards define “those charged with governance” as the person or persons with responsibility for overseeing the strategic direction of the entity and obligations related to the accountability of the entity. In the case of the Board of Management for Applegrove Community Complex this responsibility rests with the organization’s Board of Management.

As a result, in accordance with Canadian generally accepted auditing standards, we will communicate such matters to the Board of Management.

Responsibilities in Relation to the Financial Statement Audit

We will conduct our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

In making our risk assessments, we consider internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. However, we will communicate to the board of management in writing concerning any significant deficiencies in internal control relevant to the audit of the financial statements that we have identified during the audit.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

In performing our audit, we will require the Board of Management for Applegrove Community Complex’s management to provide us with:

- unrestricted access to individuals within the organization from whom we determine it necessary to obtain audit evidence;
- access to all the information relevant to the preparation of the Board of Management for Applegrove Community Complex’s financial statements; and
- any additional information that we may request from management for purposes of the audit.

Risk Based Approach

At Welch LLP, we use a risk based audit approach. In applying our approach, we focus our efforts on account balances and transaction flows that we feel are more likely to result in a material misstatement to the financial statements. Specific areas we intend to focus on and our related approach are outlined in the table below:

Area of focus/significant risks	Audit approach/response
Grant funding and related deferred contributions	We will examine funding letters and/or agreements for relevant terms and conditions. We will confirm City of Toronto balances. We will also perform substantive procedures to ensure the funding is properly classified.
Program and membership fees	We will perform analytical procedures to establish occurrence, classification and accuracy of program fees. We will also review subsequent receipts to verify completeness of fees.
Donations and fundraising revenues	We will review cash receipts on a sample basis to establish occurrence, classification and accuracy of revenues.
Salaries, wages, and benefits	We will reconcile salaries, wages and benefits to T4s and to approved salary lists and timesheets (where applicable) to establish occurrence, accuracy and completeness of payroll expenses.
Recognition of expenditures	We will substantively test expenditures through sampling to establish occurrence, accuracy, completeness, and classification of amounts. We will also analyze variations and discuss with management. We will also review subsequent payments to verify completeness of expenditures.
Investments and investment income	We will confirm investment balances and income earned directly with investment managers.
Post-employment benefits payable	We will obtain supporting schedules from the actuary.

Materiality

With respect to materiality, we follow the guidance provided by Canadian Auditing Standard 320 - "Materiality in Planning and Performing an Audit" (CAS 320). Accordingly, when we establish our overall audit strategy, we are required to establish an overall materiality figure for the financial statements as a whole and, if specific circumstances dictate, establish a separate materiality for a particular account balance, class of transaction or disclosure.

Based on our understanding of the entity, the users of the financial statements and the guidance outlined in CAS 320 we have established overall materiality at two percent of revenues. This level of materiality will apply to all account balances, classes of transaction and disclosures.

Timing of the Audit

Based on our discussions to date with management we anticipate the following schedule for completion of the 2015 audit:

Stage of the audit/deliverable	Date
Year-end fieldwork	Week of February 22, 2016
Draft financial statements	March 31, 2016
Final financial statements due	April 30, 2016

Note: The City of Toronto has set March 31, 2016 as the deadline for draft financial statements. We are to provide the City representatives with draft financial statements directly. To meet this deadline the statements may be provided prior to review by management.

Audit Team

The key members of the audit team for 2015 are shown in the table below:

Name	Responsibility
Bryan Haralovich Engagement Partner bharalovich@welchllp.com (647) 288-9200	Responsible for the overall delivery of the audit including the quality of outputs, signing the auditors' report, and communicating with the Chief Executive Officer, the Director of Finance and the Audit Committee.
Christa Casey Reviewing Partner ccasey@welchllp.com (647) 288-9200	Responsible for reviewing the work completed by our engagement team to check that we are meeting both our professional and our firm standards.
Virginia Lackey Audit Manager vlackey@welchllp.com (647) 288-9200	Kathy Steffan Partner ksteffan@welchllp.com (647) 464-6015
	Responsible for co-coordinating and delivering the different elements of the audit work. Main point of contact for the organization's finance team.

We welcome all feedback on the work of the team on an ongoing basis and ask that you identify to us any areas in which you would like to see the quality of our service improved.

Independence

We have assessed our independence and are not aware of any relationships between the organization and us that may reasonably be thought to bear on our independence. As a result, as of the date of this audit planning communication, we confirm that in our professional judgment, we are independent with respect to the organization, within the meaning of the rules of professional conduct of our provincial institute.

Reporting matters to those charged with governance

Canadian Auditing Standard (CAS) 260 requires auditors to report audit matters to those charged with governance which as explained earlier, will be the organization's board of management in the Board of Management for Applegrove Community Complex's case. This information should be considered by the Committee reviewing and approving the accounts. We will provide this information to the organization's board of management upon substantial completion of our audit and the information communicated will include the following matters if any were identified:

- details of any unadjusted misstatements in the organizations accounts, along with reasons why the adjustments have not been made;
- details of any significant deficiencies in the accounting and internal control system
- details with respect to any significant difficulties encountered during the audit

Fees

Our fee for the audit of the organization's financial statements for the year-ended December 31, 2015 will be \$5,563 (plus applicable taxes). Fees for any additional services will be agreed upon at that time.

Should you wish to discuss the contents of this letter please feel free to contact us.

Yours truly,
Welch LLP



Kathy Steffan, CPA, CA
Partner



Bryan Haralovich, CPA, CA, CPA (Illinois)
Partner

FINANCIAL STATEMENTS
For
BOARD OF MANAGEMENT FOR APLEGROVE COMMUNITY COMPLEX
For the year ended
DECEMBER 31, 2015

DRAFT
For Discussion Purposes Only

INDEPENDENT AUDITOR'S REPORT

To the Council of the Corporation of the

CITY OF TORONTO AND THE BOARD OF MANAGEMENT FOR APPLEGROVE COMMUNITY COMPLEX

We have audited the accompanying financial statements of the Board of Management for Applegrove Community Complex, which comprise the statement of financial position as at December 31, 2015, the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

.../2

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with many not-for-profit organizations, the Complex derives revenue from donations and fundraising revenue, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of this revenue was limited to the amounts recorded in the records of the Complex and we were not able to determine whether any adjustments might be necessary to donations and fundraising revenue, net revenue over expenses, and cash flow from operations for the year ended December 31, 2015 and 2014, assets as at December 31, 2015 and 2014 and net assets as at January 1 and December 31 for both the 2014 and 2015 years. Our audit opinion on the financial statements for the year ended December 31, 2014 was modified accordingly because of the possible effects of this limitation in scope.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Board of Management for Applegrove Community Complex as at December 31, 2015 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

Chartered Professional Accountants
Licensed Public Accountants

Toronto, Ontario
To be determined.

BOARD OF MANAGEMENT FOR APPLINGROVE COMMUNITY COMPLEX

STATEMENT OF FINANCIAL POSITION

DECEMBER 31, 2015

	<u>2015</u>	<u>2014</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash and short-term investments	\$ 311,192	\$ 264,999
Accounts receivable - City of Toronto (note 7)	48,484	49,536
Accounts receivable - Other	8,366	24,801
Prepaid expenses	<u>4,142</u>	<u>2,714</u>
	372,184	342,050
ACCOUNTS RECEIVABLE - CITY OF TORONTO (note 6)	<u>255,549</u>	<u>255,025</u>
	<u>\$ 627,733</u>	<u>\$ 597,075</u>
<u>LIABILITIES AND NET ASSETS</u>		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities - City of Toronto	\$ 1,101	\$ -
Accounts payable and accrued liabilities - Other	121,395	115,050
Deferred revenue	-	1,335
Deferred contributions (note 5)	25,001	47,230
Advance payable to the City of Toronto	<u>10,871</u>	<u>10,871</u>
	158,368	174,486
POST-EMPLOYMENT BENEFITS PAYABLE (note 6)	<u>255,549</u>	<u>255,025</u>
	<u>413,917</u>	<u>429,511</u>
NET ASSETS		
Restricted program funds	182,485	134,720
Unrestricted	<u>31,331</u>	<u>32,844</u>
	<u>213,816</u>	<u>167,564</u>
	<u>\$ 627,733</u>	<u>\$ 597,075</u>

Approved by the Board:

..... Chair

..... Secretary

(See accompanying notes)

BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX

STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED DECEMBER 31, 2015

	<u>Restricted program fund</u>	<u>Unrestricted</u>	<u>Total 2015</u>	<u>Total 2014</u>
Net assets, beginning of year	\$ 134,720	\$ 32,844	\$ 167,564	\$ 118,061
Net revenue over expenses	34,182	12,070	46,252	49,503
Transfer between funds	<u>13,583</u>	<u>(13,583)</u>	<u>-</u>	<u>-</u>
Net assets, end of year	<u>\$ 182,485</u>	<u>\$ 31,331</u>	<u>\$ 213,816</u>	<u>\$ 167,564</u>

DRAFT
 For Discussion Purposes Only

(See accompanying notes)

BOARD OF MANAGEMENT FOR APPLINGROVE COMMUNITY COMPLEX

STATEMENT OF OPERATIONS

YEAR ENDED DECEMBER 31, 2015

	<u>Program Schedule A</u>	<u>Administration</u>	<u>2015</u>	<u>2014</u>
Revenue				
Grants				
City of Toronto	\$ 150,152	\$ 369,258	\$ 519,410	\$ 513,832
Government of Canada	50,565	-	50,565	51,613
Province of Ontario	44,696	-	44,696	36,347
Other grants	<u>39,531</u>	<u>-</u>	<u>39,531</u>	<u>49,892</u>
	284,944	369,258	654,202	651,684
Program and membership fees	245,831	-	245,831	209,672
Donations and fundraising	19,139	-	19,139	29,021
Interest revenue	<u>-</u>	<u>61</u>	<u>61</u>	<u>279</u>
	<u>549,914</u>	<u>369,319</u>	<u>919,233</u>	<u>890,656</u>
Expenses				
Salaries and wages	361,061	262,297	623,358	583,546
Employee benefits	58,786	68,265	127,051	134,752
Materials and supplies	50,310	6,666	56,976	60,491
Purchase of services	<u>33,504</u>	<u>32,091</u>	<u>65,595</u>	<u>62,364</u>
	<u>503,661</u>	<u>369,319</u>	<u>872,980</u>	<u>841,153</u>
Net revenue over expenses	<u>\$ 46,253</u>	<u>\$ -</u>	<u>\$ 46,253</u>	<u>\$ 49,503</u>

(See accompanying notes)

BOARD OF MANAGEMENT FOR APPLEROVE COMMUNITY COMPLEX

STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2015

	<u>2015</u>	<u>2014</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Net revenue over expenses	\$ 46,253	\$ 49,503
Increase (decrease) resulting from changes in:		
Accounts receivable - City of Toronto	1,052	49,902
Accounts receivable - Other	16,435	(12,491)
Prepaid expenses	(1,428)	3,045
Long-term account receivable - City of Toronto	(524)	(1,843)
Accounts payable and accrued liabilities - City of Toronto	1,101	-
Accounts payable and accrued liabilities - Other	6,344	(52,651)
Deferred revenue	(1,335)	(16,630)
Deferred contributions	(22,229)	(21,356)
Advance payable to the City of Toronto	-	(59,129)
Post-employment benefits payable	524	1,843
	<u>46,193</u>	<u>(59,807)</u>
INCREASE (DECREASE) IN CASH AND SHORT-TERM INVESTMENTS	46,193	(59,807)
CASH AND SHORT-TERM INVESTMENTS AT BEGINNING OF YEAR	<u>264,999</u>	<u>324,806</u>
CASH AND SHORT-TERM INVESTMENTS AT END OF YEAR	\$ <u>311,192</u>	\$ <u>264,999</u>

(See accompanying notes)

BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2015

1. NATURE OF OPERATIONS

Applegrove Community Complex (the "Complex") was incorporated in 1979 as a corporation without share capital and registered as corporation #417388 under the Ontario Corporations Act. Applegrove Community Complex is also registered as a charity authorized with the Canada Revenue Agency, charitable number: 10671 8943 RR0001, as such is exempt from income tax.

The City of Toronto Act, 1997 continued the provisions of By-law No. 1995-0448 dated June 26, 1995 to reflect Chapter 25, Community and Recreation Centres of the Corporation of the City of Toronto Municipal Code. Chapter 25 amended all previous by-laws and established the addition to S.H. Armstrong Recreation Centre together with certain classrooms of the Duke of Connaught Public School and the office of the Woodfield Road Public School as a Community Recreation Centre under the Municipal Act, known as Applegrove Community Complex (the "Complex").

The Municipal Code provides for a Council appointed Board of Management which, among other matters, shall:

(a) endeavour to manage and control the premises in a reasonable and efficient manner, in accordance with standard good business practices; and

(b) pay to the City of Toronto (the "City") any excess of administration expenditure funds provided by the City in accordance with its approved annual budget, but may retain any surplus from program activities.

Board of Management

At the Annual Meeting on March 31, 2005, the Complex amended its constitution to specify that the Board of Management would function as a Standing Committee of the Board of Directors for the non-profit corporation.

At the Annual Meeting on March 28, 2007 and in accordance with the City of Toronto's Relationship Framework with the City-funded Community Centres, the Complex amended its constitution so that it had separate constitutions for the incorporated body and the City Agency continuing the structure of the Board of Management as a Standing Committee of the non-profit corporation.

2. FINANCIAL STATEMENTS

The Municipal Code requires that audited annual financial statements be submitted by the Board of Management for the Complex to the City covering the management and control of the premises by the Committee. Because the Board of Management is a Standing Committee of the Board of Directors for the Corporation as a whole, separate financial statements have not been prepared. Accordingly, the financial statements reflect the operations of the Applegrove Community Complex as a whole, including the operations of the Board of Management.

3. SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards for government not-for-profits ("PSA-GNPO") as issued by the Public Sector Accounting Board (PSAB).

BOARD OF MANAGEMENT FOR APPLEROVE COMMUNITY COMPLEX

NOTES TO THE FINANCIAL STATEMENTS - Cont'd.

YEAR ENDED DECEMBER 31, 2015

3. SIGNIFICANT ACCOUNTING POLICIES - Cont'd.

Fund Accounting

The accounts of the Complex are maintained in accordance with the principles of fund accounting. Resources are classified for accounting and reporting purposes into funds according to the activity or object specified. The funds are as follows:

(a) Applegrove Drop-in

The fund includes revenues and expenses for the Applegrove Parent/Child Drop-in including trips, special needs, wage enhancement grant, fundraising and charitable donations designated to this program.

(b) Applegrove Connection Drop-in

The fund includes revenues and expenses for the Applegrove Connection family resource program including special needs, fundraising and charitable donations designated to this program.

(c) Teen Program

The fund includes revenues and expenses for the school year program for youth ages 13 to 18 including charitable donations designated to this program.

(d) Perinatal Program

The fund includes revenues and expenses for the Helping Our Babies Grow program including charitable donations designated to this program.

(e) Therapeutic Play

The fund includes revenues and expenses for the Over the Rainbow therapeutic play program including charitable donations designated to this program.

(f) Summer Camp and Leadership

The fund consolidates revenues and expenses for the Applegrove Summer Adventure Day Camp and the Applegrove Leadership Adventure including fundraising and charitable donations designated to this program.

(g) After-School Program

The fund includes revenues and expenses for the school year program for children ages 6 to 12 including March Break and PA day programming, trips, fundraising and charitable donations designated to this program.

(h) Seniors Program

The fund includes revenues and expenses for the Older Adults program including trips, New Horizons funding, OACAO funding, EPC funding and charitable donations designated to this program.

(i) Other

The fund accounts for all of the organization's activities other than those listed above. It includes individual charitable donations not designated for specific programs, agency fundraising, gaming, etc.

Cash and short-term investments

Cash and short-term investments include cash on hand, demand deposits, amounts in trust and short-term investments with maturities of less than three months at acquisition.

BOARD OF MANAGEMENT FOR APPLINGROVE COMMUNITY COMPLEX

NOTES TO THE FINANCIAL STATEMENTS - Cont'd.

YEAR ENDED DECEMBER 31, 2015

3. SIGNIFICANT ACCOUNTING POLICIES - Cont'd.

Revenue recognition

The Complex follows the deferral method of accounting for contributions. Contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted contributions are deferred and recognized as revenue in the year in which the related expenses are recognized and are recorded as deferred contributions on the statement of financial position. Externally restricted contributions for depreciable capital assets are deferred and amortized over the life of the related capital assets. Externally restricted contributions for capital assets that have not been expended are recorded as part of deferred capital contribution on the statement of financial position.

Program and membership fees and other similar revenues are recognized on the date the services are performed. Amounts received in advance of services being provided are classified as deferred revenue on the statement of financial position.

Financial instruments

The Complex initially measures its financial assets and financial liabilities at fair value.

The Complex subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, short-term investments, and accounts receivable. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and advances payable to the City of Toronto.

Contributed materials and services

Because of the difficulty of determining their fair value, contributed materials and services are not recognized in the financial statements. Monetary donations are recorded as received.

Employee related costs

The Complex has adopted the following policies with respect to employee benefit plans:

- (a) The City of Toronto offers a Multi-employer defined benefit pension plan to the Complex's employees. Due to the nature of the plan, the Complex does not have sufficient information to account for the plan as a defined benefit plan; therefore, the Multi-employer defined benefit pension plan is accounted for in the same manner as a defined contribution plan. An expense is recorded in the period in which contributions are made.
- (b) The Complex also offers its employees a defined benefit sick leave plan, a post-retirement life, health and dental plan, a long-term disability plan and continuation of health, dental and life insurance benefits to disabled employees. The accrued benefit obligations are determined using an actuarial valuation based on the projected benefit method prorated on service, incorporating management's best estimate of future salary levels, inflation, sick day usage estimates, ages of employees and other actuarial factors.

Net actuarial gains and losses that arise are amortized over the expected average remaining service life of the employee group.

The Complex recognizes an accrued benefit liability on the statement of financial position, which is the net of the amount of the accrued benefit obligations and the unamortized actuarial gains / losses.

BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX

NOTES TO THE FINANCIAL STATEMENTS - Cont'd.

YEAR ENDED DECEMBER 31, 2015

3. SIGNIFICANT ACCOUNTING POLICIES - Cont'd.

Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards for government not-for-profits requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Management makes accounting estimates when determining significant accrued liabilities, the post-employment benefits liabilities and the related costs charged to the statement of operations. Actual results could differ from those estimates, the impact of which would be recorded in future periods.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

4. FINANCIAL INSTRUMENTS

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The following disclosures provide information to assist users of the financial statements in assessing the extent of risk related to the Complex's financial instruments.

Liquidity risk

Liquidity risk refers to the adverse consequence that the Complex will encounter difficulty in meeting obligations associated with financial liabilities, which are comprised of accounts payable and accrued liabilities.

The Complex manages liquidity risk by monitoring its cash flow requirements on a regular basis. The Complex believes its overall liquidity risk to be minimal as the Complex's financial assets are considered to be highly liquid.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Complex's cash and short-term investments earn interest at prevailing market rates and the interest rate exposure related to these financial instruments is negligible.

Credit risk

The Complex is exposed to credit risk resulting from the possibility that parties may default on their financial obligations. The Complex's maximum exposure to credit risk represents the sum of the carrying value of its cash, short term investments and accounts receivable. The Complex's cash and short-term investments are with a Canadian chartered bank and as a result management believes the risk of loss on this item to be remote.

Management believes that the Complex's credit risk with respect to accounts receivable is limited. The organization manages its credit risk by reviewing accounts receivable aging and following up on outstanding amounts.

Changes in risk

There have been no changes in the Complex's risk exposures from the prior year.

BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX

NOTES TO THE FINANCIAL STATEMENTS - Cont'd.

YEAR ENDED DECEMBER 31, 2015

5. DEFERRED CONTRIBUTIONS

	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 47,230	\$ 68,586
Add: Grants received	631,973	630,573
Less: Amounts recognized as grant revenue	<u>(654,202)</u>	<u>(651,929)</u>
Balance, end of year	\$ <u>25,001</u>	\$ <u>47,230</u>

6. POST-EMPLOYMENT BENEFITS PAYABLE AND LONG-TERM ACCOUNT RECEIVABLE

The Complex participates in a number of defined benefit plans provided by the City including pension, other retirement and post-employment benefits to its employees. Under the sick leave plan for management staff with ten years of service as of April 1, 2003, unused sick leave accumulated until March 1, 2008, and eligible employees may be entitled to a cash payment when leaving the Complex's employment. The liability for these accumulated days represents the extent to which they have vested and can be taken in cash by an employee upon termination, retirement or death. This sick bank plan was replaced by a Short Term Disability Plan (STP) effective March 1, 2008, for all non-union employees of the City of Toronto. Upon the effective date, individual sick banks were locked with no further accumulation. Grandfathered management staff remain entitled to payout of frozen, banked time, as described above. Under the new STP plan, management employees are entitled to 130 days annual coverage with salary protection at 100 or 75 percent, depending upon years of service. Non-management employees continue to receive sick bank time as stipulated in the applicable Collective Agreement, which specifies no financial conversion of unused sick leave.

The Complex also provides health, dental, accidental death and disability, life insurance and long-term disability benefits to eligible employees. Depending on length of service and individuals' election, management retirees are covered either by the former City of Toronto retirement benefit plan or by the current retirement benefit plan.

Due to the complexities in valuing the benefit plans, actuarial valuations are conducted on a periodic basis. The most recent actuarial valuation was completed as at December 31, 2015 with projections to December 31, 2016, 2017 and 2018. Assumptions used to project the accrued benefit obligation were as follows:

- long-term inflation rate - 2.0%
- assumed health care cost trends - range from 3.0% to 6.0%
- rate of compensation increase - 3.0% to 3.5%
- discount rates - post-retirement 3.4%, post-employment 2.5%, sick leave 2.9%

Information about the Complex's employee benefits, other than the multi-employer, defined benefit pension plan noted below, is as follows:

	<u>2015</u>	<u>2014</u>
Sick leave benefits	\$ 35,796	\$ 47,277
Post-retirement benefits	<u>98,801</u>	<u>223,637</u>
	134,597	270,914
Add: Unamortized actuarial gain (loss)	<u>120,952</u>	<u>(15,889)</u>
Post-employment benefit liability	\$ <u>255,549</u>	\$ <u>255,025</u>

BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX

NOTES TO THE FINANCIAL STATEMENTS - Cont'd.

YEAR ENDED DECEMBER 31, 2015

6. POST-EMPLOYMENT BENEFITS PAYABLE AND LONG-TERM ACCOUNT RECEIVABLE - Cont'd.

The continuity of the accrued benefit obligation is as follows:

	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 255,025	\$ 253,182
Current service cost	4,411	3,850
Interest cost	9,067	10,271
Amortization of actuarial gain	(554)	(2,491)
Expected benefits paid	<u>(12,400)</u>	<u>(9,787)</u>
Balance, end of year	\$ <u>255,549</u>	\$ <u>255,025</u>

Expenditures relating to employee benefits are included in administration employee benefits on the statement of operations in the amount of \$524 (2014 - \$1,843) and include the following components:

	<u>2015</u>	<u>2014</u>
Current service cost	\$ 4,411	\$ 3,850
Interest cost	9,067	10,271
Amortization of actuarial loss gain	(554)	(2,491)
Expected benefits paid	<u>(12,400)</u>	<u>(9,787)</u>
Total expenditures related to post-retirement and post-employment benefits	\$ <u>524</u>	\$ <u>1,843</u>

A long-term receivable of \$255,549 (2014 - \$255,025) from the City has resulted from recording sick leave and post-retirement benefits. Funding for these costs continues to be provided by the City as benefit costs are paid and the City is responsible for the benefit liabilities of management staff that may be incurred by the Complex.

The Complex also makes contributions to the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer plan, on behalf of certain employees. The plan is a defined benefit plan, which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. Employer contributions to this pension plan amounted to \$38,931 in 2015 (2014 - \$35,683).

The most recent actuarial valuation of the OMERS plan as at December 31, 2015 indicates the Plan is not fully funded and the plan's December 31, 2015 financial statements indicate a deficit of \$6.98 billion (less an additional \$1.7 billion of deferred gains that must be recognized over the next four years). The plan's management is monitoring the adequacy of the contributions to ensure that future contributions together with the Plan assets and future investment earnings will be sufficient to provide for all future benefits. At this time, the Centre's contributions accounted for 0.0021% of the plan's total employer contribution. Additional contributions, if any, required to address the Centre's proportionate share of the deficit will be expensed during the period incurred.

BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX

NOTES TO THE FINANCIAL STATEMENTS - Cont'd.

YEAR ENDED DECEMBER 31, 2015

7. FUNDS PROVIDED BY THE CITY OF TORONTO - ADMINISTRATION

Funding for administration is provided by the City according to Council approved budgets. Surplus amounts in administration are payable to the City. Deficits, excluding those accruals for long term employee benefits, are funded by the Centre unless Council approval has been obtained for additional funding.

	2015 <u>Budget</u> (unaudited)	<u>2015</u>	<u>2014</u>
Administration expenses:			
Salaries and wages	\$ 265,965	\$ 262,297	\$ 256,509
Employee benefits	70,551	68,265	77,371
Materials and supplies	7,896	6,666	9,942
Purchase of services	<u>24,288</u>	<u>32,091</u>	<u>30,571</u>
	<u>\$ 368,700</u>	<u>\$ 369,319</u>	<u>\$ 374,393</u>
Complex's actual administration revenue:			
Administration budget		\$ 368,700	\$ 362,243
Contractual obligation funding		-	691
Other revenue (interest)		<u>61</u>	<u>279</u>
		<u>368,761</u>	<u>363,213</u>
Complex's actual administration expenses:			
Administration expenses per statement of operations		369,319	374,393
Adjustments for:			
Post-employment benefits, not funded by the City until paid, that are included in long-term accounts receivable - City of Toronto		524	(1,843)
Vacation pay liability, not funded by the City until paid, that are included in accounts receivable - City of Toronto		(471)	(10,412)
Difference between funding received and budgeted		<u>(898)</u>	<u>260</u>
		<u>368,474</u>	<u>362,398</u>
Administration expenses under approved budget		<u>\$ 287</u>	<u>\$ 815</u>

The under expenditure of \$287 (2014 - \$815) is recorded in the accounts payable from the City of Toronto.

8. COMPARATIVE FIGURES

Comparative figures have been reclassified where necessary to conform to the presentation adopted in the current year.

BOARD OF MANAGEMENT FOR APPLGROVE COMMUNITY COMPLEX
MAJOR PROGRAM ACTIVITIES AND FUNDRAISING
YEAR ENDED DECEMBER 31, 2015

	Internally restricted funds							General		Total
	Applegrove Drop-in	Applegrove Connection	After School Program	Teen Program	Perinatal Program	Therapeutic Play	Summer Camp & Leadership Program	Seniors Program	Other	
Program revenue										
Grants										
City of Toronto	\$ 112,032	\$ 24,828	\$ -	\$ -	\$ -	\$ -	\$ 13,292	\$ -	\$ -	\$ 150,152
Federal Government	-	-	-	-	31,302	-	14,841	4,422	-	50,565
Non-government grants	500	350	350	250	250	26,750	8,500	2,300	281	39,531
Province of Ontario	12,000	-	-	-	-	-	1,505	31,191	-	44,696
	<u>124,532</u>	<u>25,178</u>	<u>350</u>	<u>250</u>	<u>31,552</u>	<u>26,750</u>	<u>38,138</u>	<u>37,913</u>	<u>281</u>	<u>284,944</u>
Membership/user fees/other	-	-	176,439	-	-	-	49,983	5,757	13,651	245,830
Donations and fundraising	3,175	19	72	-	-	-	3,000	2,121	10,752	19,139
	<u>127,707</u>	<u>25,197</u>	<u>176,861</u>	<u>250</u>	<u>31,552</u>	<u>26,750</u>	<u>91,121</u>	<u>45,791</u>	<u>24,684</u>	<u>549,913</u>
Program expenditures										
Salaries	98,514	18,387	111,608	6,203	6,483	21,423	62,876	26,341	9,226	361,061
Benefits	28,911	6,816	9,612	691	461	2,284	6,840	1,991	1,180	58,786
Materials and supplies	4,343	1,162	9,096	737	19,555	1,321	7,342	6,418	336	50,310
Purchase of services	1,222	4,825	9,130	98	3,366	2,203	8,358	2,430	1,872	33,504
	<u>132,990</u>	<u>31,190</u>	<u>139,446</u>	<u>7,729</u>	<u>29,865</u>	<u>27,231</u>	<u>85,416</u>	<u>37,180</u>	<u>12,614</u>	<u>503,661</u>
Net revenue over expenses (expenses over revenue)	(5,283)	(5,993)	37,415	(7,479)	1,687	(481)	5,705	8,611	12,070	46,252
Net assets, beginning of year	-	-	57,645	5,172	9,130	36,143	12,096	14,534	32,844	167,564
Transfers (Board approved)	5,283	5,993	-	2,307	-	-	-	-	(13,583)	-
Net assets, end of year	\$ -	\$ -	\$ 95,060	\$ -	\$ 10,817	\$ 35,662	\$ 17,801	\$ 23,145	\$ 31,331	\$ 213,816

The transfer of \$13,583 from Other (Board fundraising) surplus to cover the deficits of Applegrove Drop-in, Applegrove Connection and Teen Program was based on Minutes of the Board on January 25, 2016.

CHILD & YOUTH REPORT and PROPOSALS

May 19, 2016

Goals & Objectives:

- Enhance self-esteem, self-confidence, and self-respect
- Build skills such as life skills, teamwork, problem solving
- Build relationships with peers
- Exposure to fun and educational program activities
- Provide a safe and friendly environment

Current Programs:

- After-school including March Break and PA Days
- Teen
- Summer Day Camp
- Summer Leadership

Updates:

- We were notified that summer construction will not take place and we will be granted our permit through PSI. However, we still have to coordinate with the school the use of the cafeteria and gym for the month of July because they plan to offer summer school at Duke.
- We received more funding from Canada Summer Jobs and can offer employment for 8 student positions over the summer. This is an increase of \$9580 of additional funds from HRSDC.

Afterschool Program

Program Details:

- Ages: 6 (grade 1) – 12 years
- Days – Monday to Friday; dismissal bell to 6:00 p.m.
- Number of Spaces Available: 70; 4 age specific groups of 17 or 18 children
- Space program uses in the building:
 - Rooms 103, 104, 108, Parent Child Drop-in, Lounge
 - Cafeteria for snack
 - Gym and back field
- Cost: \$75/week per child, \$300/month; postdated cheques and pre-authorized credit card payments required for the entire school year. Billing is for once month on the first day of the month.
- Subsidy: sliding scale based on family income. Budget allows \$10,000 in subsidy as foregone income.
- Staffing: Experienced staff with a 1 staff to 7 child ratio
- Current waitlist: 69 families
- March Break, PA programming optional at an additional cost.

Issues to Discuss:

- Upper Age Limit
 - Current upper age limit is 12 years old.
 - Should we lower this age limit to accommodate the waitlist?
 - If a child has a late birthday, would they be able to stay until they turn 13?
 - Should we offer a Junior Leaders program for kids who feel they are too old or if we lower the age limit? - See program proposal and budget starting on pg 6

- Waitlist Management and Program Expansion
 - We met with Leaders from the Toronto Formosan Church and asked if it would be possible to operate a satellite afterschool program from Monday to Friday. They responded positively and gave us the “go ahead”.
 - Do we expand our afterschool program and operate a satellite location at the church to serve the east part of our catchment.
 - Do we call the current waitlist and give them first choice on spots at that location?
 - How do we proceed with a waitlist for that location...a separate waitlist or one waitlist?
 - See attached proposal and budget starting on pg 4

- Fees
 - Currently fees are paid with cheque or credit card
 - Credit card charges to Applegrove are approximately 4.5%; however, reviewing 2015 it was roughly 1% of total fees collected. The actual dollar amount is approximately \$2000.
 - Should we offer cash/cheque discounts and charge extra for credit card payments?
 - Many parents have asked if we have EFT as they no longer use cheques.
 - After speaking to the bank, EFT is not a good option as it relies on the parent to remember to make payments each month
 - We can consider a pre-authorized debit option where parents bring in banking information and sign consent to take funds out of their accounts. There is no charge from the bank to set this up and there is no charge to Applegrove if there are insufficient funds.

Summer Camp

Program Details:

- 8 weeks of summer camp offered starting July 4; 2 weeks of camp training for staff.
- Participant Ages: 6 -12 years
- Times: 9 a.m. to 5 p.m.; before and after care offered at an additional cost
- 64 spaces available with 4 age specific groups
- Staffing: 1 staff to 8 children ratio
 - Child and Youth Worker oversees the camp and staff
 - Assistant Camp Coordinator – this position in charge of all food and kitchen activities, special events and camp spirit; changed to half-time to allow Applegrove to hire all staff
 - Each group will have a senior and junior counsellor
 - Student placements from Focus on Youth will also be working during the summer in each group
- Fees: Early bird rate of \$90/week by May 13; \$100/week after May 13; clients pay by cash, cheque and credit card. Applegrove Subsidy available as well as subsidy from Ontario Works or Ontario Disability Support Program.
- Funding:
 - City of Toronto - \$7300 (confirmed)
 - Excellence in Literacy Foundation - \$2000 (pending)
 - Toronto Star Fresh Air Fund - \$3500 (confirmed)
 - Summer Job Service - \$1400 (pending)
 - ** Canada Summer Jobs - \$18303 for staff (confirmed) – this year we received an increase of \$7185 and can fund 3 senior and 3 junior counsellor positions. Last year, we received funding for 1 Assistant Camp Director, 1 Senior Counsellor and 1 Junior Counsellor.

- Toronto Children's Services Per Diem Funding - (approx. \$1315) based on number days OW or ODSP recipients attend. Any children who are eligible receive full subsidy for the summer.

Issues to Discuss:

- Should we offer cash/cheque discount for payments as well; last year's credit card fees were approximately \$425, approximately 1% of the entire fees collected.
- With the increased funding from Canada Summer Jobs and a surplus of \$3688 in 2014 and \$5703 in 2015, would it be possible to reinstate Assistant Camp Director position to full time?
- If we continue to have a large surplus year after year, we may jeopardize funding because funders might think we don't need it.

Summer Leadership Camp

Program Details:

- Three 2-week sessions offered starting July 4; 2 weeks of camp training for staff
- Participant Ages: 12 – 15 years
- Fee: Earlybird rate of \$180 per session by May 13; \$200 per session after May 13
- Staffing: 1 staff to 8 youth ratio
 - Child and Youth Worker oversees the Leadership Camp
 - 2 Leadership Counsellors
- Funding:
 - Canada Summer Jobs for staff - \$6101 (confirmed) – last year funding was for 1 student and they are funding 2 students

Satellite Afterschool Program Proposal

Purpose:

- To offer additional affordable afterschool programming in our catchment.
- To reduce our current waitlist (if applicable)
- To provide afterschool programming for families at Roden and Bowmore
- To generate additional funds

Location:

- Toronto Formosan Presbyterian Church
- 31 Eastwood Avenue (Coxwell and Gerrard)
- Space includes: 1 large room with tables and chairs; 1 smaller room for other activities
- The program would have to go to a nearby park or school yard for outdoor play.

Times:

- Mondays to Fridays
- Arrival time to 6 p.m.
- September to June

Cost:

- \$75 per week; \$300 a month
- Participants will be required to commit to the school year
- Subsidies will be offered based on household income and current scale used

Staffing:

- 1 staff to 7 child ratio
- 28 spaces available; 4 staff
- Additional work hours may be needed for lead staff for supervision purposes
- Additional staff may be needed for walking school bus

Other Afterschool Programs in the neighbourhood:

- Fairmount R. C. – no afterschool program
- Rebellion Gallery – offers arts based program and does not offer programming on Mondays; registration by day of the week for a duration of time; cost is \$23/day
- Roden P. S. – has a daycare on site which includes school-aged
- Bowmore P. S. – has a daycare on site which includes school-aged
- Monarch Park Dome – has afterschool program; register by day of the week – FULL and has a waitlist
- Circus Academy – register by day of the week; cost is approx. \$25 per day
- Kapow – offers after care program; 24.00/day if you commit for full year; if register for the month, rate is \$27/day; daily rates available at \$30/day but participants are put in their Kidfitz program.

Other information:

- Staff will be required to do school pick-ups from Duke, Roden, and Bowmore
- Initial registration for spaces will be done at Applegrove
- PA day programming will be offered but out of Applegrove's main site – same fees apply
- March Break & Summer Camps will also be offered at Applegrove's main site – same fees apply

Child and Youth Program Report

May 2016

5

Sept - Dec 2016		Satellite Afterschool Program - Draft Budget					
Jan - Jun 2017		Jan - Jun 2017					
24 weeks of programming		16 weeks of programming					
		Sep - Dec 2016		19-May-16		Subsidy spaces/week	
Applegrove wages at		16 hr/wk	for counsellors			# participants	28
		5 hr/wk	for lead			Potential fees @	\$75 84,000
4.0 Counsellor @	WG1 St 1	14.78 /hour	11 weeks, Jan to Mar	10,568			
4.0 Counsellor @		14.78	13 weeks, April-june	12,489		Subsidy	-4,000
4.0 Counsellor @		14.78	16 weeks, Sept. to Dec.	15,371		Net fees anticipated	80,000
1 CY Worker	WG 7.1	\$ 23.29 /hour	11 weeks, Jan to Mar	1,281		Fundraising and donations	
		\$ 23.29	13 weeks, Apr-June	1,514		By organization	
			0 weeks, July-Aug			By participants	
	WG 7.2	\$ 23.29	16 weeks, Sept. to Dec.	1,863	43,086	Total fundraising	0
Vacation @	4% CY Worker gets time			1,723			
Total Salaries					44,809		
Benefits Note: 2015 budget was just over 10% for benefits, actual was just under 10% (CPP, UI, Workers Comp, EHT plus relevant OMERS and Med/Dental)					\$4,481		
Materials, Supplies and Purchased Services					\$19,007		
Total Expense					\$68,297		
Number of staff =	Jan - Jun	5.0	weeks of staff	40			
	Sep - Dec	5.0					
Notes:							
DETAIL of Afterschool Program expense							
MATERIALS, SUPPLIES and PURCHASED SERVICES							
Program Supplies							
Food							
	Cooking (Jan-Jun)	\$100 weekly	\$2,400				
	Snack (Jan - Jun)	\$40 weekly	\$960				
	Cooking (Sep - Dec)	\$100 weekly	\$1,600				
	Snack (Sep - Dec)	\$40 weekly	\$640				
	Total Food		\$5,600				
Materials							
	Creative Arts @		\$1,000				
	Games		\$500				
	Sports Equipment		\$250				
	Cooking Supplies (pots, basic supplies, etc)		\$1,000				
	Total Materials		\$2,750				
Total program supplies					\$8,350		
Travel and admissions							
		Admissions		5 trips per year			
Jan - Jun	5 staff @ 3 trips	\$10 per trip	\$150				
	28 kids @ 3 trips	\$10 per trip	\$840				
Sep - Dec	5 staff @ 2 trips	\$10 per trip	100				
	28 kids @ 2 trips	\$10 per trip	560				
	Total admissions		\$1,650				
		Travel					
Jan - Jun	5 staff TTC @	2.90	\$87				
	28 kids TTC @	0.00	\$0				
Sep - Dec	5 staff TTC @	\$2.90	\$58				
	28 kids TTC @	0.00	\$0	\$145			
	Total Travel						
Total Travel and admissions					\$1,795		
Holiday Party					\$500		
Staff T-shirts	0 each @	\$10					
Police Checks	5.0 each @	\$65			\$325		
Staff Training/meetings	\$16.85 per hour	20 hours/year total for all staff			\$337		
	plus training fees, materials, etc.				\$500		
Phone @	\$100 monthly				\$1,200		
Furniture & equipment & Storage Unit					\$1,000		
Rent	500 per month				\$5,000		
						Estimated	

CY worker works full year, 22 hr/wk in A4, 8 hr/wk T
 PA days are included in the staffing at regular hours.
 Additional mini-budgets for PA daytime program and
 which break even @ \$25/day, 4 subsidized places ar

This will actually be an addition to wages and benefit
 Increased from \$250 to allow for extra training for C
 2016: upgrade to data plan sample pri

Junior Leaders Program Proposal

Purpose:

Similar to our Summer Leadership Program, the Junior Leaders Program will provide an opportunity for leadership activities to children ages 11-13 during the school year. Two sessions will be offered. Each session will be 10 weeks in length and the program will take place twice a week from 3:45 – 6:00 p.m.

Goals:

- Offer programming to the community for children who feel they are too old for an afterschool program but are not ready to be on their own after school each day.
- Offer workshops on safety (i.e., home alone safety for kids or my personal safety)
- Plan activities to help build skills such as team work, increased self-esteem, life skills, mentoring, volunteering, etc.
- A place where peers can network with one another
- To provide an opportunity to practice skills by planning special events or volunteering in the afterschool program.

Program Details:

- Sessions:
 - Mid September to Mid November
 - Mid January to Mid April
- Time:
 - 2 days a week for 10 weeks
 - 3:45 p.m. to 6:00 p.m.
- Cost:
 - \$250 per 10 week session (equivalent to \$25/week or \$12.50/day)
- Staffing:
 - 1 staff to 10 participants ratio
 - 2 staff required for safety & supervision



APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

“TOGETHER, BUILDING OUR COMMUNITY”

Minutes of the Board of Directors Meeting April 25, 2016

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

Present: Tolga Ay, Pierre Bois, Vai Teng Law, Mercedes Lee, Jean Lim-O'Brien, Neil
Sinclair, Chris Sulway (Chair), Jim Valentine
Regrets: Sabrina Dias
Staff: Susan Fletcher, Susan Horley, May Seto (Recorder)
Guest: Costanza Allevato (AOCC Liaison)

1. Call to Order/Adoption of Agenda/Introductions

Chris called the meeting to order. Quorum of 5 Directors was achieved. By consensus, the agenda was adopted as circulated.

2. Welcome and Introductions

3. Declaration of Conflicts of Interest

None were declared.

4. Timekeeper - Chris

5. Volunteer Hours

Members provided their volunteer hours by email.

6. Donation Envelope

The donation envelope circulated.

7. Minutes of the March 21 Special Board of Directors Meeting

MOTION (Lim-O'Brien/Law)

To accept the minutes of March 21.

Carried

8. Financial

8.1. Memo from Auditor: for information and discussion

Susan F. provided an overview of the memo sent from Auditor regarding EHT exemption issue. Susan H. also provided information from a phone conversation and offered suggestion on how to move forward. Costanza suggested forwarding the memo to the City Auditor for their opinion and input on the matter and she will follow up with them.

Neil highlighted that this is the third year using this Auditor and our audit was passed twice.

Board of Directors Minutes

April 25, 2016

2

The Board thanked Costanza for assistance and attendance. Costanza and Susan H. left the meeting at 7:30 p.m.

8.2. 2016 Year-to-date Statistics
Statistics were reviewed.

8.3. 2016 Year-to-date Financial Report
The YTD Financial Report was reviewed and Susan H. answered any questions.

MOTION (Sinclair/Ay)
To accept the March 31 YTD financial report as presented.
Carried

8.4. 2016 Revised Camp and Leadership Budgets
Susan provided an overview of the summer camp and leadership budget and highlighted some changes from the previous year. With notification of summer construction and possible space issues, funds from prior surplus may be needed to pay for permit fees if Duke is not available and we cannot transfer our PSI permit.

MOTION (Valentine/Lim-O'Brien)
To accept the Camp and Leadership Budgets as revised.
Carried

8.5. City Info

i) Admin Budget Update

Susan provided information regarding Admin Budget update even though figures were already approved. Applegrove will be required to reduce budget by 4% which results in \$1850 less for 2016. Neil offered to write a letter that highlights the Board's disapproval of their timing and process when Applegrove is officially notified of this reduction.

ii) APCC Program Revenue Benchmarks

City staff have set a benchmark of \$1 program for each \$1 admin with the program dollars including in-kind staffing and some volunteer time. Applegrove is among the AOCCs that meet the benchmark.

iii) 2017 Budget

A draft budget will be presented at the May Board meeting as it is due in June. This budget will require Applegrove to include both admin and program budgets. The \$1850 reduction in 2016 will reduce our base budget in 2017.

9. Term of Office, Officer and Committees

9.1. One Year Term

Tolga volunteered to take on 1 year term.

MOTION (Sinclair/Lee)
To confirm Tolga Ay with a 1 year term, ending at the AGM in March 2017.
Carried

Board of Directors Minutes

April 25, 2016

3

9.2. Select Officers

Terms are two years. Members who have completed 1 year can stay for another year.

Chair – Chris Sulway

Vice Chair – Sabrina Dias

Treasurer – Mercedes Lee

Secretary – Jean Lim-O'Brien

9.3. Select Committees

Committee members are as follows:

Personnel – Chris, Jim, Neil

Revenue Generation – Jean, Pierre, Mercedes

Community Integration – Vai Teng, Sabrina, Tolga

MOTION (Law/Sinclair)

To confirm the officers and committee members and for any 2 of the Chair, Treasurer, Secretary, and Executive Director to be signing officers as stated in the constitution.

Carried

10. Revenue Generation Committee Report

Susan provided details for the Amazing Game Event to be held in the Fall. Members agreed to for the committee and staff to continue planning.

11. Community Integration Committee Report – deferred

12. Directors' Concerns – None

13. Adjournment

The meeting was adjourned on a motion by Vai Teng Law, seconded by Tolga Ay.

Chair

Secretary

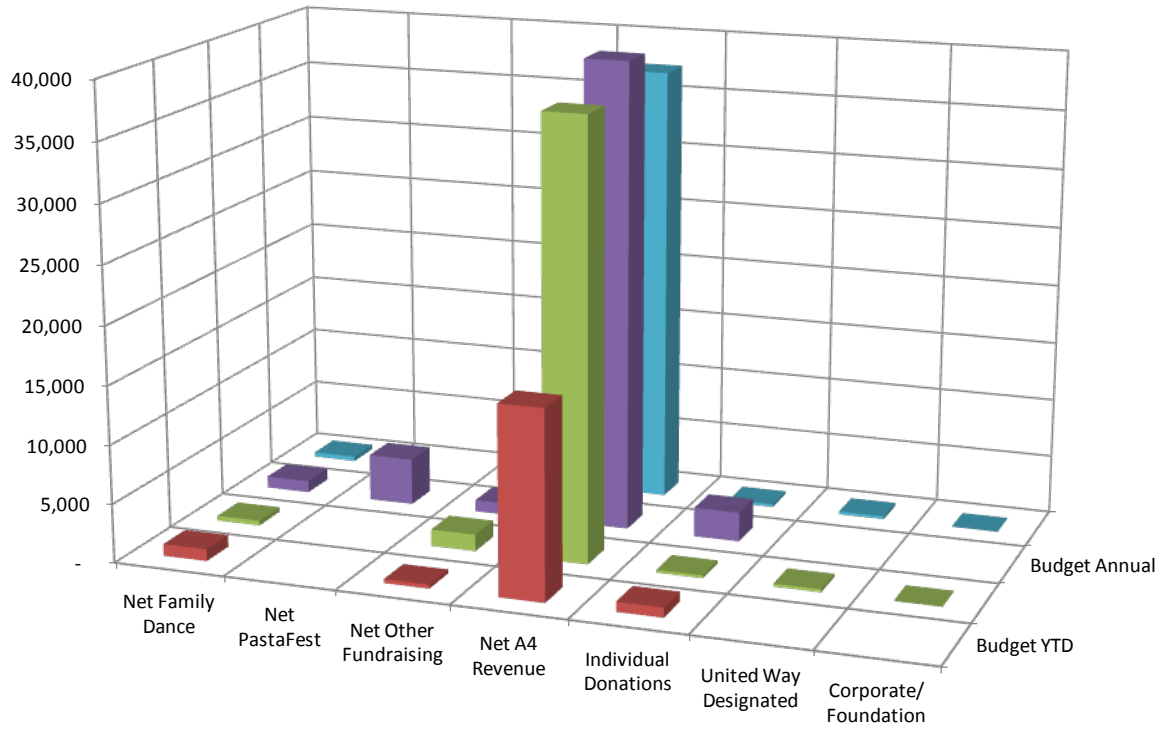
Applegrove Statistics			2016	Printed May 11, 2016			
Cumulative different people		January	February	March	April		
Applegrove Parent/Child Drop-in							
Children	334	739	715	867	807		
Parents	301	229	220	264	243		
Caregivers		270	263	304	283		
Subtotal		1,238	1,198	1,435	1,333		
The Applegrove Connection (previously Edgewood)							
Children	135	209	140	186	203		
Parents	90	32	23	23	22		
Caregivers		83	65	93	103		
Subtotal		324	228	302	328		
Helping Our Babies Grow							
Infants and Children	22	26	58	32	58		
Moms	36	31	61	34	60		
Subtotal		57	119	66	118		
Therapeutic Play							
Children		4	13	11	0		
Adults		4	13	12	0		
Subtotal		8	26	23	0		
Children and Youth							
Summer Camp							
After4, PA, March	68	1,005	991	981	1,029		
Leadership							
Teen	23	66	95	91	139		
Subtotal		1,071	1,086	1,072	1,168		
Adult Programs							
Seniors	153	190	183	231	228		
Committee/Board ho		40	36	72	69		
Other*		6	150	153	202		
Subtotal		236	369	456	499		
Phone and e-mail		315	387	359	353		
Total	1,162	3,249	3,413	3,713	3,799		
Cumulative		3,249	6,662	10,375	14,174		
*Other includes Book Club, special events, Annual Meeting, Income Tax Clinic,							
2015 comparison							
Monthly		3,334	2,831	3,646	3,548		
Cumulative	2,150	3,334	6,165	9,811	13,359		

April 30, 2016 YTD Financial Report

- Variance highlighting
 - Unfavourable variance of 5-15% = highlight in yellow and this requires an explanatory note
 - Unfavourable variance of 16% and up = highlight in pink and may need additional page
 - Favourable variance of 20% or more = highlight in blue and may need additional page.

		YTD Budget	YTD Actual	Difference from budget		Common Issues	Special Notes	
City Funded Administration	Expense	85,276	85,792	-516	-1%			
	Income	123,980	124,000	20	0%			
Families with Young Children	HOBG	Expense	8,049	11,275	3,226	40%		Higher expenses due to fiscal year-end spending in March and some bills arriving late
		Income	4,533	4,544	11	0%	\$	
	PC	Expense	31,448	31,350	-98	0%		
		Income	62,516	62,576	60	0%	Q	
	AC (formerly EW)	Expense	7,480	7,272	-208	-3%		
		Income	12,864	12,477	-387	-3%	Q	Minimal fundraising income, 2 fundraisers in May
	Therapeutic	Expense	8,842	6,398	-2,445	-28%		Lower expenses due to low take-up of program supports
		Income	13,375	13,375	0	0%	?	
Children and Youth	After School including March Break	Expense	51,629	44,303	-7,326	-14%		Includes March Break expense and income budgeted to break even with actuals showing \$400 net proceeds In addition, staff are thrifty! And there was a lower take-up for benefits than budgeted
		Income	85,089	82,069	-3,020	-4%		
	Teen	Expense	2,790	2,740	-50	-2%		
		Income	0	1,250	1,250	0%		Alterna grant
	Camp	Expense	0	193	193			There are stray expenses and income although even staffing will not start for a month or two
		Income	0	20	20			
Leadership	Expense	0	0	0			(summer program)	
	Income	0	1,250	1,250				
Seniors	Expense	15,463	17,540	2,077	13%	\$	Additional expenses from Wellness Fair plus year-end spending Additional income from Wellness Fair	
	Income	14,881	17,221	2,340	16%			
Fundraising general program	General programming	Expense	8,357				Program Assistant and relevant expenses. Funded via After-school proceeds	
	Agency fundraising and donations	Revenue	2,275		1,324	Net Proceeds (Revenue - Expense)	Includes income from United Way, individual donations, Family Dance and some info fair income. Expense includes Family Dance and some info fair costs and annual Directors and Officers insurance premium @ \$765	
	Expense		951					

Fundraising and Revenue Generation



	Net Family Dance	Net PastaFest	Net Other Fundraising	Net A4 Revenue	Individual Donations	United Way Designated	Corporate/Foundation
■ Budget YTD	1,000		333	15,965	833		
■ Actual YTD	401		1,420	37,296	232	254	-
■ Budget Annual	1,000	4,000	1,000	39,913	2,500		
■ Actual Annual	401		1,420	37,296	232	254	-

APPLEGROVE COMMUNITY COMPLEX
BALANCE SHEET
April 30, 2016
ASSETS

Alterna - Admin Account	52,959.45
Alterna - Program Account	186,779.84
Alterna - Trust Account	403.73
Alterna - Member Shares	152.68
Alterna Term Deposits - Program	84,253.72
Petty Cash Float - Admin	150.00
Petty Cash Floats - Program	1,560.00
Outstanding Transfers Between Accounts	5,918.70
Accounts Receivable - Admin	0.00
Accounts Receivable - Program	103.19
Long-term Receivable - City of Toronto	304,032.83
HST Receivable - Admin & Program	2,357.46
Prepaid Expenses	0.00
	<u>638,671.60</u>

LIABILITIES

Accounts Payable	113.95
Long-term Benefits Payable	134,597.00
Unrealized Actuarial Gain	120,952.00
Income Taxes Payable	7,924.18
CPP Payable	5,881.06
EI Payable	3,107.48
OMERS Payable	9,204.96
WSIB Payable	483.61
Union & COTAPSAI Dues Payable	941.59
EHT Payable	(1.31)
Vacations Accrued - Admin	48,483.83
Vacations Accrued - Program	9,512.72
City of Toronto Payable (Receivable)	1,101.00
Advance Repayable to City of Toronto	10,871.22
	<u>353,173.29</u>
Accrued Expenses - Admin	14,949.77
Deferred Income - Program	10,440.00
Funds held in trust	0.00
Retained Surplus (Deficit): P/C	0.00
Afterschool	95,059.14
Teen Program	0.00
Seniors Programs	23,143.78
Board/Management	31,418.17
Summer Programs	17,800.88
HAIG	(85.29)
The Applegrove Connection	0.00
HOBG	10,817.12
Over the Rainbow	35,661.47
Current Program Income	197,955.79
Current Program Expenses	<u>(161,547.99)</u>
	36,407.80
Admin:	
Current Admin Funding - City of Toronto	123,980.00
Interest on Admin Account	20.03
Current Admin Expenses	<u>(114,114.56)</u>
Current Admin Surplus/Deficit	9,885.47
	<u>638,671.60</u>

Applegrove Community Complex
Year to date Income Statement
April 30, 2016

	Admin		Program	P/C Drop-in		Applegrove Conne		March Break		HOBG		Therapeutic Play		Summer Camp		After School		Teen Program		Leadership		Seniors		Other(fundraising, E	
	Actual	Budget	Total	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
EXPENSES																									
Salary	62,375	62,500	83,323	23,702	22,691	3,761	3,775	3,006	1,230	2,721	2,261	5,625	7,245	0	0	30,580	36,274	2,241	2,067	0	0	8,597	8,018	7,633	6,043
Benefit	17,488	17,623	14,097	6,924	7,048	1,631	1,643	319	123	331	138	612	588	0	0	2,711	4,282	239	286	0	0	635	663	1,349	777
Material & Supplies	1,773	2,298	16,800	444	1,210	301	353	295	675	6,948	4,650	32	440	0	0	2,435	4,590	260	437	0	0	6,668	5,052	265	0
Furniture & Equipment	132	150	1,144	0	120	0	0	0	0	1,144	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Purchased Services	4,023	2,705	9,440	280	379	1,579	1,709	453	0	131	1,000	129	569	193	0	4,506	4,455	0	0	0	0	1,640	1,730	951	0
Total	85,792	85,276	124,804	31,350	31,448	7,272	7,480	4,073	2,028	11,275	8,049	6,398	8,842	193	0	40,231	49,601	2,740	2,790	0	0	17,540	15,463	10,198	6,820
INCOME																									
Government Funding																									
City of Toronto	123,980	123,980	71,300	58,886	56,016	12,414	12,414	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Province of Ontario	0	0	16,884	3,000	6,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13,884	10,831	0	0
Federal Government	0	0	4,544	0	0	0	0	0	0	4,544	4,533	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Government	123,980	123,980	92,727	61,886	62,016	12,414	12,414	0	0	4,544	4,533	0	0	0	0	0	0	0	0	0	0	13,884	10,831	0	0
Non-Government Funding																									
Charitable Organization	0	0	13,629	0	0	0	0	0	0	0	0	13,375	13,375	0	0	0	0	0	0	0	0	0	0	254	0
Foundation/Corporation	0	0	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,000	1,000	0	0
Total Non-Government	0	0	14,629	0	0	0	0	0	0	0	0	13,375	13,375	0	0	0	0	0	0	0	0	1,000	1,000	254	0
Donation/Fundraising																									
Charitable Donation-individual	0	0	913	280	250	0	200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	250	633	0
Charitable Donation-Business	0	0	2,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,250	0	1,250	0	0	0	0	0
Non-charitable Donation-Ind	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-charitable Donation-Bus	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fundraising	0	0	1,532	410	250	63	250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40	0	1,019	0
Total Donation/fundraising	0	0	4,945	690	500	63	450	0	0	0	0	0	0	0	0	0	0	1,250	0	1,250	0	40	250	1,652	0
Others																									
User Fees	0	0	85,286	0	0	0	0	4,543	2,125	0	0	0	0	20	0	77,526	82,964	0	0	0	0	2,297	2,800	0	0
Miscel	20	0	368	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	368	0
HST Rebate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Others	20	0	85,654	0	0	0	0	4,543	2,125	0	0	0	0	20	0	77,526	82,964	0	0	0	0	2,297	2,800	368	0
TOTAL INCOME	124,000	123,980	197,956	62,576	62,516	12,477	12,864	4,543	2,125	4,544	4,533	13,375	13,375	20	0	77,526	82,964	1,250	0	1,250	0	17,221	14,881	2,275	0
SURPLUS(DEFICIT)	38,208	38,704	73,152	31,225	31,068	5,206	5,384	470	97	(6,732)	(3,516)	6,977	4,533	(173)	0	37,296	33,363	(1,490)	(2,790)	1,250	0	(319)	(582)	(7,923)	(6,820)

From: Adriana Santamaria [mailto:asantam@toronto.ca]

Sent: May-04-16 3:58 PM

To: Maura Lawless; Susan Fletcher; Debbie Visconti; Julie Goldstein; Paula Cornett; Kerry Bowser; Leona Rodall; John Campey; Kevin (Scadding Court) Lee; Ed Gaigalas

Cc: Costanza Allevato

Subject: 2016 Discretionary cut - AOCCs

Hi all,

On our last meeting some of the ED's requested a soft copy of the 2016 discretionary budget cut for AOCCs as directed by Council (attached).

The total reduction has 2 components to it:

- 1) The portion that reduces the discretionary expense lines (column G – highlighted in red on third attachment) and
- 2) The portion that is based on the percentage of the Program's net over the total net for City ops and TPH (Column J – highlighted in blue on third attachment)

The first part needs to be taken from discretionary expenses budget (categories listed in attached motion) and the AOCCs can decide where to take the second portion of the cut from other categories.

Regards,
Adriana

244. City Council direct that the 2016 Preliminary Operating Budget be reduced by a total of \$1.263 million for all City Agencies, excluding the Toronto Police Service and the TTC, and \$9.954 million for City Programs with savings to be realized from a spending freeze on discretionary expenditures, including but not limited to business travel; conferences, consulting contracts; purchase of equipment, furniture, supplies; advertising, promotion and production of materials except where it is critically required for service delivery; and that the City Manager be delegated the authority to allocate these reductions to Agencies and City Programs, having regard for whether an Agency or City Program has met the 2016 -1 budget target.

Program Summary
2016 Operating Budget by Service

(In \$000s)	2016 Operating Budget		50% of cut based on discretionary net	50% of cut based on 2016 Total Net	Total Cut Net	2016 Revised Budget
	2016 Budget	%				
By Service	\$					
519 Chuch Street Community Centre						
Net Expenditures	1,337.4	17%	3.45	3.18	6.63	1,330.77
Applegrove Community Complex						
Net Expenditures	372.2	5%	0.96	0.89	1.85	370.40
Cecil Community Centre						
Net Expenditures	711.1	9%	1.83	1.69	3.52	707.58
Central Eglinton Community Centre						
Net Expenditures	663.4	9%	1.71	1.58	3.29	660.12
Community Centre 55						
Net Expenditures	766.6	10%	1.97	1.82	3.80	762.79
Eastview Neighbourhood Community Centre						
Net Expenditures	560.9	7%	1.45	1.34	2.78	558.16
Harbourfront Community Centre						
Net Expenditures	1,335.7	17%	3.44	3.18	6.62	1,329.13
Ralph Thornton Community Centre						
Net Expenditures	671.0	9%	1.73	1.60	3.33	667.71
Scadding Court Community Centre						
Net Expenditures	913.4	12%	2.35	2.17	4.53	908.83
Swansea Town Hall						
Net Expenditures	314.8	4%	0.81	0.75	1.56	313.22
Total						
Total Net Expenditures	7,646.6	100%	19.7	18.20	37.90	7,608.7



Community Centre Strategic Partnership & Resource Development

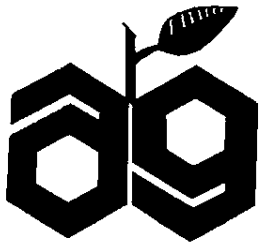
Social, Economic Neighbourhood Development

Public Space - Community Access

Mission Statement

Association of Community Centres (AOCCs), which is made up of 10 community centres, provides programs and services to meet the diverse and changing needs of communities. We are committed to fostering a sense of community, promoting civic engagement, and enhancing the quality of life through the development, provision, and support of activities, services and programs responsive to local needs

Service	Purpose Statement	Type	Unit Delivered	Stats	AG Data		
					2015	2016	2017
Community Centre Strategic Partnership & Resource Development	To build community capacity by establishing / leveraging partnerships with corporations, local businesses, grant providers, community groups and Community Centre volunteers as well as operating productive enterprises to provide both financial and in-kind resources to support the delivery of high quality programming and community activities in the Centres.	Volunteer Development	A volunteer hour	Total # of Volunteers	173	180	190
				Total # of Volunteer Hours	6,473	6,600	7,000
		Program Funds (Fundraising / Productive)	A fund / \$ generated	total % of program revenue from audit	549,914	558,505	558,505
		Partnerships	in-kind resources	Calculate Value of partnership = (# of hours x \$ set reasonable rate) plus product value	75,953	77,722	76,708
			in-kind value - volunteers	Number of volunteers x average hourly wage in Ontario, March 2016 (\$24.60)	170,887	174,240	184,800
			Total value of partnerships	Value of in-kind plus value of volunteers	246,840	251,962	261,508
Social, Economic, Neighbourhood Development	To promote civic engagement, cultural awareness and encourage community participation by providing programming, support services, special events, and membership services in the Centres.	Membership Management	Total Members	Total # of active paid-up members	2,235	2,550	2,800
		Programming	A programming hour / session	Total # of program encounters (registered/nonregister)	36,707	37,800	37,800
				Total # of individuals served	2,247	2,275	2,275
		Community Supports	food/clothing/training/ subsidy support	Total # of service encounters	2,338	2,340	2,340
		Community Special Events	an event	Total # of Community Special Events	5	6	6
				Total Attendance at Community Special Events	325	600	600
Public Space - Community Access	To provide affordable accessible community Public Space where people can find or learn about community resources and meet, gather, and participate in community and neighbourhood activities / services that are important to them.	Welcome Services and General Information	a unit of information provided / Referrals / Client Contact	Total # of basic daily information and referrals	3,752	4,828	4,900
		Program and Community Space	a community centre open hour	Total number of hours of operation per year	2,545	2,545	2,545
				Total # of Visits to the centre each year	32,871	33,860	33,860
		Community Meetings/Space Use		total # of community meetings/# space use either rental or community groups	2	6	6
				total # of people attending these meetings/space use	230	230	230



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”



Revenue Generation Committee Notes

May 12, 2016

Present: Mercedes Lee (Chair), Pierre Bois, Jean Lim, Jim Valentine, Janina de Guzman (staff), Susan Fletcher (recorder)

1. Next Meeting

Wednesday, July 6, time to be confirmed.

2. Background Info

- Committee Terms of Reference
- 2015 Revenue Analysis

3. Notes from April 19 meeting

- accepted by consensus

4. Community Info Fair

- financial report not yet available; expect that event generated \$500
- reviewed and amended preliminary report (attached) and recommendations for future
- agreed that a \$25 rebate to participating businesses would generate goodwill
- as part of a more general discussion, the committee noted the following
 - if we repeat this event
 - how do we pull in an audience, e.g., free food, more advertising
 - should CitC be an integration event rather than revenue generation?
 - if it is intended to generate revenue, pair it with something else
 - what about just speaker evenings, possibly in partnership with topics such as:
 - burglar proofing your home
 - gardening in the winter
 - local history
 - Susan noted that Applegrove is organizing 2 sessions on talking to kids about their bodies (raising sexually healthy children) in June, triggered by the recent incident which highlighted that some children had told their parents about what happened and some had not. This will not be a “stranger danger” session or therapeutic; instead, it is proactive and preventive.
 - should consider
 - participating in other events including school fun fairs, the Leslieville Flea or market
 - partnering with another organization for talks
 - email list: Applegrove needs a new database to begin building effective email lists
 - membership: Susan briefly noted that
 - a membership plan is part of Applegrove’s strategic directions
 - the new Ontario Non-Profit Corporations Act may require changes to our membership structure but it is several years away (see last page)
 - Applegrove has considered membership fees, but would need to offer significant member benefits to make these worthwhile for families and older adults,

- membership fees might have to be substantial offset the additional time and expense of administering membership fees.

5. Strategic Planning

- given Applegrove's robust revenue generation, we should consider revising the committee structure, e.g.
 - change Revenue Generation to Strategic Initiatives: these would include objectives of creating new relationships as well as potential revenue generation
 - change Community Integration to perhaps Outreach and Communication
- discussed the possibility of using Google Docs or another option for non-confidential materials for easier access by Board members. Susan will follow up.

6. Other Revenue Generation Ideas

- a. Comedy Night (Mike MacDonald @ The Duke) confirmed for Sunday, May 22 (long weekend) to benefit Seniors programming
 - Advertising
 - Applegrove: on Facebook, within programs, posters in school
 - The Duke: on Facebook, on their website, ?
 - Who is going
 - Terry Brackett with friends
 - Pierre
 - Jim
 - (not Susan)
 - AG info: members suggested providing a "Thank you for supporting Applegrove" sign with a program summary on each table. Janina will make them and Pierre will pick them up.
 - Pierre or Jim will represent the center if needed.
- b. Leona Adams Colouring Book (see April 19 notes)
 - this might be a community arts project, possibly eligible for a Toronto Arts Council grant (deadline August 2), to raise awareness rather than as a fundraiser.
 - <http://www.torontoartscouncil.org/grant-programs/apply-for-a-grant/tac-grants/art-discipline-funding/community-arts/project-grants>
 - members were not sure that this should be an agency priority.
 - members also noted that apps can turn photos into line drawings
- c. Amazing Game
 - concept
 - On a Saturday in late September, hundreds of local residents will explore the neighbourhood around Applegrove Community Complex, visiting historical sites, businesses, parks and more as they play The Amazing Game. Applegrove will partner with businesses and non-profits to create up to 30 stations within the approximate boundaries of Queen Street East, Gerrard, Greenwood and Coxwell.
 - Starting at Applegrove, families, individuals and teams will receive kits with maps and activity lists. Over the next 2 hours, they will earn points as they, for example,

Revenue Generation Notes

May 12, 2016

3

- ❖ Measure: At Measurement Park, find out the combined height of the 2 corporate sponsor volunteers in centimeters and inches to the nearest whole number
- ❖ Draw: At the Flying Pony Café, drink a (complimentary) apple cider while drawing a flying pony using at least 3 colours
- ❖ Proclaim: Find a historical plaque on Queen Street between Vancouver and Woodfield Roads, then proclaim what the plaque says
- ❖ Sing: Find where a famous historic maple tree used to grow and sing (or read) the song about it. Bonus points for a Facebook post of your team singing.
- When teams return to Applegrove, they will be eligible for prizes based on their points.
- possible partner = Blair Francey (Department of Imaginary Affairs, East End Stories)
- preliminary time-line (below)

Jan	March	RevGen committee develops 15-30 activity ideas, sponsorship package, etc. Also define go/no-go levels for activities and participants							
	March 31	Learn grant recommendation and decide whether to proceed							
● April	● May	Work with designer/artist to identify event logo (maybe just our usual AG logo in a different colour?)							
● May	● August	Approach local businesses and organizations to pitch idea and discuss which activities they might sponsor Plan marketing campaign							
● July	● August	work with leadership camp participants to test activities and test-run the event							
● August 15		Finalize locations and activities							
● P		Begin marketing the event and accepting registrations							
● P		Recruit volunteers							
● Sept 15	● event	Train volunteers Check in with locations							
	Sept 25	Sept-30 Assemble team kits, activity supplies, etc.							
	Oct 1	Play the AMAZING GAME							

- purposes = community development
 - build Applegrove relationships with local businesses
 - publicize local businesses
 - cultivate community feeling among residents
- prizes
 - a few prizes, including first place (most points, quickest time) but also some fun categories
 - probably a TIFF family membership will be possible!
 - if the event is in mid-October, we can capitalize on Halloween and offer a prize for the best dressed group/family!
 - encourage participants to post selfies on Applegrove's FB page, and offer a prize for the best selfie

- next steps
 - dates: members felt that Oct 1 might be too soon and that mid-October might be better
 - this committee will generate additional activity ideas including related businesses where appropriate
 - staff/volunteers will propose ideas to local businesses.
 - staff will develop a detailed workplan

7. Policy on Reserve Funds

(for discussion and eventual recommendation to the Board)

- background information: City 10 page policy on unrestricted reserves and grants basically recommends 2 months operating expenses
 - Unrestricted reserves that are greater or equal to 1 months operating expenses and less than or equal to 3 months operating expenses will not generally receive further consideration during the assessment or allocations process.

- current Applegrove policy says

As an AOCC, Applegrove's administrative funding of about \$370,000 is separate from program funding, and the agency is not allowed to have either a surplus or deficit in administrative funding. The unrestricted surplus should therefore be compared to the Program budget of about \$550,000, not the total agency budget.

In accordance with City policy and the AOCC Relationship Framework,

- Applegrove's Board manages the organization in a fiscally responsible manner;
 - administrative surpluses (funded by the City) are returned to the City;
 - program surpluses are retained by the centre;
 - the equivalent of at least 2 months of program operating costs provides a cushion against funding changes, timing of grants, unexpected expenses.
- Applegrove info
 - Susan circulated a budget summary and projections for the accumulated surplus
 - Applegrove's program budget = about \$590,000 annually for monthly operating expenses of about \$46,000
 - Total budget = about \$950,000 annually for monthly operating expenses of about \$78,000
 - Anticipated unrestricted surplus of \$91,000 at end of 2016, based on the approved program budget, anticipated COLA, known income and expenses, etc.
 - so the unrestricted reserve will be at about 2 months of program costs at the end of the year.

8. Information and Inspiration: visit Susan's Pinterest board on Fun- and Friend-raising

<https://www.pinterest.com/susanapplegrove/fun-and-friend-raising/>

9. Next Meeting

Wednesday, July 6, time to be confirmed

http://www.sse.gov.on.ca/mcs/en/Pages/Not_For_Profit.aspx

Once in force, Ontario's [Not-for-Profit Corporations Act](#) (ONCA) will provide a modern, legal framework for not-for-profit corporations, including charitable corporations.

It sets out how not-for-profit corporations in Ontario are created, governed and dissolved. The government is fully committed to bringing ONCA into force at the earliest opportunity and will provide the sector with at least 24 months' notice before proclamation. Existing corporations will have a three-year transition period once ONCA is in force and assistance will be available to ensure a smooth transition to implementation.

[Community Legal Education Ontario](#) (CLEO) can provide support to not-for-profit corporations preparing for ONCA.

- [About ONCA](#)
- [Key Terms](#)
- [Frequently Asked Questions](#)
- [Transition Checklist](#)
- [Draft Organizational By-law](#)
- [Guide to the Not-for-Profit Corporations Act](#)
- [Related Resources](#)

**Connecting in the Community -- Event Report Draft
May 5, 2016**

	Positives	Concerns	Changes / Recommendations
Summary	<ul style="list-style-type: none"> • Good concept for an event that supports the community and creates partnerships with businesses 	<ul style="list-style-type: none"> • Very low attendance. Approximately 10-15 people • 	<ul style="list-style-type: none"> • Suggest researching the topics of interest in the community •
Objectives community engagement activities that further the mission and raise money.	<ul style="list-style-type: none"> • Furthered the mission as a family-friendly and affordable event aimed to support and provide resources to the community • 	<ul style="list-style-type: none"> • Are we targeting the correct audience 	<ul style="list-style-type: none"> •
Date & time	<ul style="list-style-type: none"> • Permit from 9 to 4, event was from 11-3 • Partners were expected to arrive between 10-10:45 • Guests were invited to come after 11 	<ul style="list-style-type: none"> • Very long event 	<ul style="list-style-type: none"> • Condense the event to a few hours to funnel enough people •
Location and Layout	<ul style="list-style-type: none"> • Woodfield gym is convenient and a reasonable size • Hub as a café looked great 	<ul style="list-style-type: none"> • The school is not a hightraffic area so it made it difficult to pull in the community • Indoor event does not work during nice weather • Secluded environment 	<ul style="list-style-type: none"> • One partner business suggested an outdoor event with a BBQ to draw in the public.
Planning process & Committee	<ul style="list-style-type: none"> • Janina did most of the planning • Susan did the admin, getting forms and letters ready, table layout etc. • Janina sought Susan's approval for any major decisions • Checked in with revenue generation committee to look over the details 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Start planning and promotion early

	Positives	Concerns	Changes / Recommendations
Promotion & Publicity (before event)	<ul style="list-style-type: none"> • Janina designed poster off a draft from toлга • Initial March member mailing included a save the date • Agency mailing in March and April included the poster. Seniors Mailing in April also included poster. • Paid advertising on Beaches living (banner) • Snapd, beaches metro, and inside Toronto had event on their website and print media • Posters were placed around the school and neighbourhood • Board members hand delivered posters into mailboxes in the neighbourhood • All partner organizations/businesses were sent digital versions of our poster to place on any of their online platforms. Checked frequently and found our poster on many of their Facebook pages and websites • Weekly/daily Facebook posts promoting the event and individual businesses that would be taking part. As well as event being advertised on various community groups • Volunteer, Marina, put together a website linked to our own with all the details about our event • Posters were given out to all programs to hand out to participants • Info and website were placed in Dukes need to read • All afterschool parents were sent a reminder email a few days prior 	<ul style="list-style-type: none"> • Do people actually receive our publicities through the newspaper or facebook? Print may not work, the reach is not broad enough 	<ul style="list-style-type: none"> • Partner with organizations to make more of a public presence to make it easier to do outreach for the event itself • • Create an awareness about applegrove

	Positives	Concerns	Changes / Recommendations
Promotion & Publicity (after event)	<ul style="list-style-type: none"> • Snapd attended the event • Catalogues kept as a hand out • Website kept up 		
Equipment	<ul style="list-style-type: none"> • 20 table and 50 chairs rented • Chairs for workshops were already in the classrooms • Used schools amp and Applegrove's mic • 	<ul style="list-style-type: none"> • Sound system was not loud enough 	
Decor	<ul style="list-style-type: none"> • Table cloths were used on all tables 		
Event Staffing/ Volunteers	<ul style="list-style-type: none"> • Applegrove Staffing: Louise, Susan, Janina, Nanor, Uline (Childcare) • Board Volunteers: Pierre (welcome table), Jean, Vai (AG table) Jim (set up/take down) • 3 youth Volunteers (refreshments, setup/takedown) • 3 other adult volunteers (setup, take down, welcome table) • Enough staffing for event 	<ul style="list-style-type: none"> • 	
Welcome Table	<ul style="list-style-type: none"> • Handed out partner packages, Press packages • To the public: agenda, catalogue, Door prize ticket • Sold lunch tickets • Donation bucket 		

	Positives	Concerns	Changes / Recommendations
Refreshments/Lunch	<ul style="list-style-type: none"> • Louise and Uline prepped 3 large crock pots of vegetable minestrone soup • Susan bought 4 large slabs of brownies to serve with lunch and 5 packages of mini Danishes to serve with coffee • Oranges and dinner rolls were served with lunch as well • All businesses received free coffee, snack and lunch • Lunch was priced at \$5 and tickets could be purchased at the welcome table and at the cafe 	<ul style="list-style-type: none"> • No paid lunches were bought • Lots of leftover food was used as snack for various programs 	<ul style="list-style-type: none"> • Suggest not overlapping with lunch or providing free lunch • Suggest having partners payment also go towards providing free lunch to guests
Partner Business/Organization tables	<ul style="list-style-type: none"> • 7 paid workshops + 5 displays, 12 paid booths total • 1 community oriented workshop unpaid (Pharming) • 5 non profit tables • Business categories included real estate, Mortgage, Health and wellness, pre/post natal care, lawn and garden care, travel, law, art therapy, homeservices, renovation, finance • 3 business asked for just the inclusion of their business card • 2 booths offered free treatments 		<ul style="list-style-type: none"> • Potentially offer partial refund to partners. • In good faith allow them to run their workshop for free if we choose to introduce monthly workshops
Catalogue/supplementary items	<ul style="list-style-type: none"> • Catalogue was put together by Janina • Nanor inputted most of the data 	<ul style="list-style-type: none"> • Too many catalogue printed 	

	Positives	Concerns	Changes / Recommendations
Workshops	<ul style="list-style-type: none"> • 8 workshops spread through 9 time slots; 45-50 min time slots • Workshops were very diverse and ran by very knowledgeable professionals who came prepared with hand outs and power points • Rooms were suitable for workshops 	<ul style="list-style-type: none"> • Workshops were not well attended so most workshops did not actually run as no one was attending. Only 4 ran (real estate, 1 pharming, mortgage and solutions for mature adults) • Workshops that did run only had an attendance of 1-3 people 	
AG table	<ul style="list-style-type: none"> • Sold seniors crafts, fascinators available for purchase for mothers day • Jean was making fascinators • Vai available to support and answer questions • Evaluations were available at the table and door prize tickets were given' • Door prizes were displayed • 		
Door Prizes	<ul style="list-style-type: none"> • Many of the door prizes were excess donations from Pasta Fest • Door prizes were donated by business present 	<ul style="list-style-type: none"> • Door prizes were donated by partner businesses but not brought to our attention. however businesses that said they'd be donating already paid for booths 	<ul style="list-style-type: none"> •
Child care	<ul style="list-style-type: none"> • Uline and Nanor staffed childcare • Zoo theme crafts and activities • \$5 flat rate; in and out privileges 	<ul style="list-style-type: none"> • No one came in for childcare 	<ul style="list-style-type: none"> •

	Positives	Concerns	Changes / Recommendations
Evaluation	<ul style="list-style-type: none"> • All partners completed an evaluation • Evaluation said that the event in itself was a great concept and done well for its first year • Only 4 public evaluations were completed, all said that the event concept was great. 	<ul style="list-style-type: none"> • All evaluations said that they were concerned about the low attendance and suggested better promotions 	
General	<ul style="list-style-type: none"> • Great concept. Event itself went smooth from setup to tear down • Execution and setup was great 	<ul style="list-style-type: none"> • Very low attendance • Volunteers were sent out to try and get passersby into the event. however no one seemed interested • Audience? Would people have come even without the nice weather? Is our target audience drawing from our existing participants or drawing from a crowd that may not be available to us? 	<ul style="list-style-type: none"> • Re evaluate the event to see if it's more of a community integration or a revenue generation event. • Absorbs the cost of the event and treat it as more of a community outreach event



APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

“TOGETHER, BUILDING OUR COMMUNITY”



Minutes of the Board of Management Meeting April 25, 2016

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

Present: Tolga Ay, Pierre Bois, Trustee Cary-Meagher, Vai Teng Law, Mercedes Lee, Jean Lim-O'Brien, Councillor McMahon, Neil Sinclair, Chris Sulway (Chair), Jim Valentine
Regrets: Sabrina Dias
Staff: Susan Fletcher, Susan Horley, May Seto (Recorder)
Guests: Costanza Allevato (AOCC Liaison), Ann Doggett (SH Armstrong Manager), Beverley O'Brien (Duke Principal), Ed Birnham (Councillor Assistant)

A. Call to Order/Adoption of Agenda

At 6:00 p.m. Chris called the meeting to order. Quorum of 5 members was achieved. By consensus, the agenda was adopted as amended.

B. Declaration of Conflicts of Interest

None were declared.

C. Welcome and Introductions

D. Discussion with on-site partners regarding security and risk management

Chris outlined reasons for this discussion among the 3 partnering agencies. Chris started with items that were highlighted in an email sent from school Principal. The goal of this discussion is for all 3 organizations to be on the same page and take steps to track the flow of clients through the building and understand the risks. About a year and half ago, the Ministry of Education installed a buzzer system at the Woodfield door, daycare entrance and school entrance to provide more security to the building. A monitor was also installed in the Applegrove office and staff are responsible for buzzing in community members who use that entrance. Beverley also provided an overview of the buzzer system and highlighted that although the buzzer system provides additional security, she has determined that the building cannot be fully compliant and secure because of the building's layout, the SH entrance and shared doorway between SH Armstrong and the school. Ann confirmed that the shared door between the school and recreation centre was a fire door and fire code trumps everything. Ann also mentioned that youth can access the school using the door from their gym and change rooms which lead into the school hub area. She isn't sure if those doors are fire doors and can check with the City. Beverley informed members and partners that a camera was installed recently in the elevator lobby outside the SH Armstrong doorway.

The school Principal reported that she was concerned about security during the evening hours and needed clarification from Applegrove and SH Armstrong on how youth were tracked when attending drop-in programs, what procedures were taken in an event of an emergency, and how Applegrove and SH Armstrong would know if youth had criminal charges against them. Applegrove has a list of registered participants and attendance is taken. SH Armstrong does not track clients in their drop-ins and cannot ask for names.

For emergencies, Applegrove staff check program areas to make sure everyone has evacuated and takes attendance out to safe meeting place. SH Armstrong staff check all program areas to ensure everyone has evacuated the building. Both Applegrove and SH Armstrong explained that there would not be a way for staff to know about charges unless parents or youth shared information with staff. There is no screening process prior to youth attending programs. The school Principal outlined some recent vandalism that took place outside school hours and the costs required to fix damages.

Councillor McMahon raised a specific incident and wanted to know what measures were taken to ensure this wouldn't happen again. Susan clarified that the individual was new to the program and while staff were getting registration forms, the incident took place. The staff asked the individual to leave the program immediately. Staff asked the other youth what happened and after asking questions of other participants, the staff did not believe the act was intentional and the incident resulted because the individual was engaged in "horseplay". Applegrove's Board Chair ensured Councillor McMahon and the school principal that the incident was discussed at length among board members and ensured that staff are following recent changes to procedures to assist in security and safety of the building and it's participants.

Councillor McMahon and Ed Birnham left the meeting at 6:45 p.m.

Costanza mentioned with 3 agencies sharing space, it is key to have good communication and share information. It was noted that partners meet on a regular basis but cannot always share information because of confidentiality. Agencies can share info but not identification of those involved. It was suggested that for all 3 agencies to decide how, when and what information to share so everyone is informed of what is happening in the community. Chris determined that the 3 lead staff of each organization would be best to work on details and the Applegrove Board is supportive of any policy issues.

E. Summer Construction and Space

Susan informed the Board that she received notice from the PSI department that no summer permits were allowed at Duke due to construction. However, it was later clarified that the construction would start in the month of August. It was unknown what the scope of the work would be and whether water and power needed to be shut off. This would not only affect Applegrove summer camp but it might affect regular programs as well. Susan is checking with City Lease department to see if they have any information. Beverley provided some information on where the construction was taking place but referred Susan to Glen who would be able to confirm the scope of the work. Trustee Cary-Meagher provided input as well and suggested Susan forward any emails and information to her so she could follow up if needed. Ann was concerned that water and electricity disruptions would affect her summer programs as well and asked to be notified with any information.

Chris thanked everyone for attending and contributing to partner discussions. Beverley thanked the Board as well. At 7:15 p.m., Beverley O'Brien, Ann Dogget, and Trustee Cary-Meagher left the meeting.

F. Minutes of the March Special Board of Management Meeting

MOTION (Lim-O'Brien/Sinclair)
To accept the minutes of March 21.
Carried

MOTION (Sinclair/Ay)
To discuss the next items in camera, as they deal with identifiable individuals or confidential information).
Carried

F.1. Minutes of Confidential Board of Management Meeting March 21

MOTION (Lim-O'Brien/Sinclair)
To accept the minutes of March 21 and for the minutes to remain confidential.
Carried

F.2. Next Steps on Vacation Liability

Costanza suggested using the new variance form to transfer funds and send a copy to her and Ritu. Vacation liability figures still need to be confirmed by the Auditor. Chris will send an email to the Auditor requesting information again.

MOTION (Ay/Sinclair)
To return to the public meeting.
Carried

G. Term of Office, Officer and Committees

G.1. One Year Term

Tolga volunteered to take on 1 year term.

MOTION (Sinclair/Lee)
To confirm Tolga Ay with a 1 year term, ending at the AGM in March 2017.
Carried

G.2. Select Officers

Terms are two years. Members who have completed 1 year can stay for another year.

Chair – Chris Sulway

Vice Chair – Sabrina Dias

Treasurer – Mercedes Lee

Secretary – Jean Lim-O'Brien

G.3. Select Committees

Committee members are as follows:

Personnel – Chris, Jim, Neil

Revenue Generation – Jean, Pierre, Mercedes

Community Integration – Vai Teng, Sabrina, Tolga

MOTION (Law/Sinclair)

To confirm the officers and committee members and for any 2 of the Chair, Treasurer, Secretary, and Executive Director to be signing officers as stated in the constitution.

Carried

H. Personnel Committee Report

Chris provided an overview.

MOTION (Sinclair/Ay)

To accept the Executive Director's Report.

Carried

I. Executive Director's Report: For information

Susan provided an overview.

MOTION (Bois/Law)

To accept the Executive Director's Report.

Carried

J. Correspondence/Information

MOTION (Sinclair/Valentine)

To accept the suggested actions.

Carried

K. Adjournment

The meeting was adjourned on a motion by Pierre Bois, seconded by Vai Teng Law.

Chair

Secretary

Next Meetings and Events:

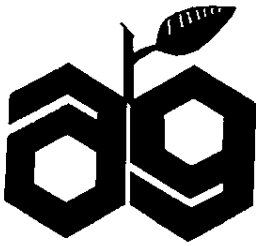
Personnel Committee – May 2 at 7 p.m.

Revenue Generation Meeting – May 17 at 6 - 8 p.m.

Community Integration Meeting – Mat 3 at 6:30 p.m.

Board Meeting – May 30 at 7 p.m.

Sunday, May 22 – “The Duke” Pub comedy night with Mike MacDonald, benefitting Applegrove!



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”



Personnel Committee Notes

May 2, 2016

Present: Chris Sulway, Jim Valentine, Neil Sinclair, Susan Fletcher (staff).

1. Next Meeting

(to be confirmed)

2. Notes from last meeting

- accepted by consensus

3. Confirmation of Items for 2016 Performance Planner

- accepted by consensus
- Neil presented a letter for Susan F's personnel file to document her effective management through a very difficult period over the past 4 years.

4. Process and Timing for 2016 Performance Review

- the committee previously discussed having a different process for 2016
- in preparation for this meeting as suggested at the last meeting, Susan drafted the following areas of focus:
 - Sustainability
 - 2018 budget projection
 - New requirements for admin budget submission
 - Investigate off-site after-school options
 - With RevGen Committee, develop membership plan
 - With Board, update Reserve Fund policy
 - Facility
 - Continue to work on lease
 - When lease is finalized, arrange for installation of permanent Applegrove sign and display board
 - People
 - When City data is available, analyze results of 2015 Engagement Survey, identify areas of focus for the organization, both areas to maintain and areas to address
- although the City's requirements are met through the Performance Planner, this is not an effective tool to review the performance of senior managers.
- looking forward, the organization will need an effective review process in place when there are staff changes.
- Chris suggested coordinating the new process with Applegrove's September to August strategic planning process.
 - for 2015-16, the Board met in early July to define strategic action for the September to August year.

- then in August, when the Personnel committee conducted a mid-term review required by the Performance Planner, they added items identified via the strategic actions.
- members agreed on the following:
 - set up a strategic planning meeting in June
 - Personnel Committee to meet in August/Sept. for the midterm review of the existing Performance Planner items and to identify measurable actions for the Executive Director from the strategic plan.
- in addition, Susan will develop a weekly journal to document the range of work, number of e-mails, etc., which will allow the committee to identify skills and abilities for a possible review of the job description, and give the next ED an idea of the work.

5. Evaluate the Program Assistant position effectiveness and sustainability

- deferred from March
- background (job description attached for reference)
 - the February 2015 Board meeting passed a motion that included implementing the Program Assistant position on a temporary basis in 2015 and identifying and evaluating the position's effectiveness and sustainability for 2016 as part of an intention to make the position permanent.
 - the December 2015 Board meeting asked this committee to evaluate the effectiveness and sustainability.
 - while Janina started doing the work in June, the summer was included in her Leadership counsellor position.
 - the letter of employment as Program Assistant was effective Sept and noted that the initial period of employment up to 40 weeks, during which Applegrove will review this position's effectiveness and sustainability.
 - 40 weeks takes us to the beginning of June, so the committee needs to complete the review at this meeting.
- Susan identified possible effectiveness criteria and provided data for them: see last page
- sustainability: already in 2016 budget, After-4 revenue generation covers anticipated costs.
- members agreed that the position is
 - effective in allowing the organization to achieve its objectives, as well as addressing the workload of the Program Director and Executive Director.
 - sustainable via current revenue generation
- members also noted that if the revenue changes significantly, Applegrove has the usual mechanisms in the collective agreement to deal with layoff or a reduction in hours.
- Recommendation: based on a rationale of tasks, outputs and positive impact, that the Board make the Program Assistant a permanent part-time position in the program budget.

6. Update on Finance Manager Job Description

- in the November discussion of job descriptions, the committee identified the need for the Finance Manager to track the time on tasks.
- with the transition for the Bookkeeper's parental leave, as well as the audit preparation, there is little useful information at this time.

- although Susan H and Susan F anticipated having additional information for this meeting, each time Susan H is ready to do the analysis, the City, a funder or the auditor requires new/additional information.
- in addition, with the Finance Manager working an extra day per week during the Bookkeeper's parental leave, it is difficult to assess how the her time allocation will work when the Bookkeeper is present and fully oriented.
- members agreed that Applegrove still needs to do the analysis but since we have a job description, even if we acknowledge that it will need amendment, the committee will defer the assessment.
 - when the Bookkeeper is back from leave (anticipated for November), the Finance Manager will start the analysis
 - the Personnel Committee will review the analysis and the job description in February 2018.

7. Standing Item: Overtime and Workload

- Susan reported on these noting year-to-date cumulative overtime is slightly over half of last year.

8. New Business: Succession Planning

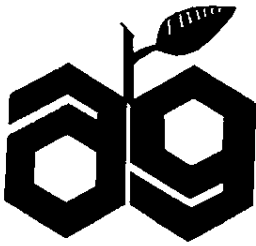
- members briefly considered tasks needed for succession planning including a policy book and a workplan
- Susan noted that Cecil's Executive Director has submitted her resignation with an anticipated last day in mid-June; Applegrove may be able to utilize Cecil's experience as a template.
- in discussing a policy book, Susan showed the Policy folder on the computer and noted the number of City policies; she suggested that putting them into a binder would require significant work to maintain
- members agreed and suggested an alternative of a hard copy inventory of the electronic policies.

9. Next Meeting

To be determined: in August or early September

Agenda to include

- leadership volunteers
- succession planning



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”



APPLEGROVE COMMUNITY COMPLEX Job Description –Program Assistant

June 2015

Accountability: The Program Assistant is accountable to the Executive Director and will take direction from the Program Director and relevant committees.

Education, Training and Experience: Knowledge and experience of service planning and community development (normally acquired through an undergraduate degree in social science or public relations or community college education and relevant experience). Paid or volunteer experience in planning and implementing special events. Experience directing volunteers, and experience in a multi-cultural community with a variety of socio-economic levels are required.

Skills: Must be an organized, flexible, warm, creative and detail-oriented team member with initiative, excellent oral and written communication skills, computer skills (word processing, spreadsheets, database), problem-solving (including the ability to anticipate and prevent problems), superior organizational and time-management skills including working to deadlines. Assets include knowledge and experience in Applegrove’s neighbourhood, a second language, especially Chinese or a South Asian language, and using Publisher to produce outreach materials such as flyers, pamphlets and posters.

Primary Responsibility: To foster program participation that reflects the diversity of our community and increase awareness of the mission of Applegrove, through supporting member engagement via:

- identified strategic initiatives in the planning, development, promotion, implementation and evaluation of special events.
- providing information about all agency programs and events, through promotion and outreach to community agencies, programs, and members.
- assisting with recruitment, placement, and supervision of volunteers.

Duties

1. Coordinate the development and implementation of special events for the community and for fundraising purposes including:
 - a. Work with members of the community, volunteers and staff in the development and implementation of special events and projects as directed.
 - b. Meet with potential sponsors and partners to promote and discuss the events.
 - c. Develop and coordinate services for the events such as facilities, catering, signage, special needs, printing, activities, and security.
 - d. Organize and prepare programs and promotional material and publicize events.
 - e. Plan entertainment and activities.
 - f. Recruit, train and supervise volunteers and staff required for events.
 - g. Ensure compliance with appropriate by-laws and regulations.
2. Manage special event budgets as directed through negotiating with suppliers, maintaining records, reviewing invoices and preparing reports including post-event financials, evaluation and learnings.

Charitable Number: 10671 8943 RR0001

3. In collaboration with relevant staff and volunteers, take the lead on Applegrove's presence on social media.
4. Undertake outreach through:
 - a. designing and preparing promotional materials.
 - b. promoting Applegrove and community programs.
 - c. networking with community resources.
 - d. maintaining up-to-date mailing lists.
5. Promote volunteering through
 - a. involving parents, caregivers, teens, children, older adults and local residents in tasks and decision-making where possible,
 - b. encouraging and directing student placements
 - c. identifying and implementing opportunities to express volunteer appreciation.
6. Support the senior management team in identifying agency priorities and community needs.
7. Other related duties as assigned.
8. Adhere to all Applegrove policies including:
 - a. maintaining the Petty Cash system.
 - b. preparing reports.
 - c. maintaining appropriate statistics and records.
 - d. ensuring that relevant information is shared with the Planning Committee, other staff and Applegrove administration.
 - e. meeting relevant deadlines.
 - f. participating in staff meetings.

Salary and Hours: City of Toronto AOCC Wage Grade 7 (2015 hourly rate is \$21.79 to \$25.54) plus any applicable benefits according to the collective agreement. Hours to be determined, averaging 16 hours/week. Evening and weekend work will be required including the day of the events and one evening weekly through during the school year. This position is for a maximum of 40 weeks, starting in spring, 2015.

Special Notes:

- A police reference check will be required.
- There may be occasional times when it is possible to bring your own child(ren) to work, as long as care for child(ren) does not interfere with staff duties.

Program Assistant Position Notes

1. Tasks
 - Organizing events
 - Research
 - Volunteer Management
 - Recruitment
 - Recognition
 - Program and Admin Coverage
2. Outputs
 - Events
 - Helped to organize Pasta Fest
 - Helped with Family Dance
 - Did more than 70% of preparation for CitC including
 - Designing poster
 - Recruiting and following up with business and non-profit partners
 - Designing and inputting data for catalogue
 - Posting on Facebook and in community calendars
 - Liaison with partners at event
 - Compiled data from evaluation forms
 - Research
 - Researched more than 30 CRMs, assessing them all based on criteria that included “not cloud based” and meeting Applegrove’s price point. Narrowed the choices down to four CRMs that met most of our criteria. Ensured they were all reviewed and used by other non profits. Most of the CRMs were either strictly cloud based, had little to no other non profits using their software or were very specific in what they did (i.e., faith-based non-profits).
 - Local after-school programs in the neighbourhood and their fees
 - Volunteer Management
 - Recruited for Pasta Fest, dance and CitC
 - Helped to design volunteer appreciation event, coordinated with various programs, more than 50% of implementation
 - Staffed high school volunteer recruitment booths
 - Program and Admin Coverage
 - Filled in for reception and program staffing
 - Takes lead for after-school program in CY worker’s absence
3. Performance expectations
 - Effect on Senior Management
 - Both PD and ED felt a positive impact on their workload
 - Allows managers to better concentrate on their work while office and event details are covered.



www.ApplegroveCC.ca

Applegrove Events and Board / Committee Meetings – May 20, 2016

Office Phone 416-461-8143

“Together, Building Our Community”

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

May	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22	East End Comedy Revue @ THE DUKE pub	23 Applegrove Closed for Victoria Day	24	25	26	27	28 [Duke Make-It Fair] [Doors Open Toronto]
29	[Doors Open Toronto]	30 Board	31				

June	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3	4
5	6	7 <u>6:30? (pre-school) Talking to kids workshop</u>	8 <i>Strategic Planning time to be confirmed</i>	9	10 PA Day	11	
12 Toronto Seniors Challenge	13	14	15 <u>6:30? (school age) Talking to kids workshop</u>	16	17	18 [Leslieville Tree Festival]	25
19 Happy Fathers Day!	20 Board?	21	22	23	24	25	
26	27	28	29 Last Day of School	30	Applegrove Closed for Canada Day		

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

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

Applegrove Events and Board / Committee Meetings – May 20, 2016
Office Phone 416-461-8143

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

September Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 Applegrove Closed for Labour Day	6 First Day of School	7	8	9	10 [One Walk to End Cancer (previously Weekend to End Breast Cancer)]
11	12	13	14	15	16	17
18	19	20	21	22	23	24 [Duke Fun Fair?]
25	26 Board	27	28	29	30	

October Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1 [Nuit Blanche]
2	3	4	5	6	7 PA Day	8
9	10 Applegrove Closed for Thanksgiving	11	12	13	14	15 [Waterfront Marathon] <i>Amazing Game?</i>
16	17	18	19	20	21	22
23	24 Board	25	26	27	28	29
30	31 Happy Halloween!					

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

Applegrove Events and Board / Committee Meetings – May 20, 2016
Office Phone 416-461-8143

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

December Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2 PA Day	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19 Board?	20	21	22	23	24
25	26 Applegrove Closed for Christmas	27 Applegrove Closed for Boxing Day	28 Applegrove Closed for Winter Break	29	30 NOTE: This may be a TDSB Board holiday	31

January 2017 Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Applegrove Closed for New Year's Day	3	4	5	6	7
			School Holiday			
8	9	10	11	12	13	14
15	16	17	18	19	20 PA Day	21
22	23	24	25	26	27	28
29	30 Board	31				

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

Applegrove Events and Board / Committee Meetings – May 20, 2016
Office Phone 416-461-8143

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

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

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

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



APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

“TOGETHER, BUILDING OUR COMMUNITY”



Executive Director's Report

May 20, 2016

Please note that I am scheduled for Jury Duty May 24 to 27, so may not be in the office until the day of the Board meeting. Although I will check my e-mail in the evening, I may have limited ability to check it during the day. May will check twice daily and respond to urgent issues.

Audit 2015

Our auditor, Virginia Lackey, plus Kathy Steffan, a partner in the Welch firm, will attend the Board meeting to discuss the 2015 audited statements and management letter. Susan H. and I have reviewed the statements and management letter; there is a significant issue on which we disagree with Welch. Consequently, there will be an *in camera* discussion of this issue and an associated report although the discussion of the statements is part of the public agenda.

Child and Youth Programming

As part of Applegrove's ongoing Board development activities, we try to include brief presentations by program staff. This month, the presentation will be about the After-school program. May and I selected this program both because it has been some time since the last presentation about After-4, but also because we are presenting some proposals to better meet needs in the community.

Budget 2017

Because the 2017 Admin budget submission is due in June, the agenda allows significant time to discuss the 2017 Budgets, including the draft 2017 Admin budget, projected 2017 Program budget, and service plan data.

Admin Budget

Like some prior years, although the submission will be due in early June, we have not yet received budget guidelines or a firm submission date. Regardless, Applegrove's Board must provide direction for the budget, so a draft is included in this package.

During budget training on May 16, I learned that unlike prior years, the budget plan includes submission of a base budget incorporating COLA in early June. Financial Planning staff will review the submissions and then identify a target. There will be a second round of budget submissions, including reductions to target and new/enhanced services in early July.

The base budget incorporates estimated "economic increases" to items such as office supplies, as well as the Council approved 1.25% cost of living adjustment to management salaries (COLA) as well as other changes such as merit and step increases. Because the collective agreement has not yet been finalized, union COLA is not included.

As discussed in my April report and noted at the April Board meeting, after the 2016 budget was approved, Council approved budget cuts. The agenda package includes background information, including an e-mail from the Budget Analyst, a copy of the Council motion, and a table showing cuts to each AOCC budget.

These cuts to the 2016 budget have reduced the 2017 base budget.

For the first time in many years, AOCCs are required to submit their “global” budget with the admin budget, i.e., the overall agency budget including admin and program. Consequently, the Board discussion must include an update to the original 2016 program budgets, as well as projections for 2017.

There are certain confidential matters within the admin and program budget discussions, so part of the discussion will be *in camera*.

Service Data

In addition, the City’s budget review process includes a consideration of each agency and division’s “Service Plan”. My AOCC colleagues and I have updated the service plan descriptions and data. Each center will provide its own data, which the Waterfront Community Centre¹ will consolidate. For your reference, I have included the service plan and Applegrove data.

After my colleagues and I discussed this with Costanza on April 11, she followed up on April 20 with an email that included:

As was acknowledged in the meeting there is opportunity to effectively capture in-kind contributions as an additional measure that recognizes the various ways that the AOCC leverage resources to support community outcomes. Based on our meeting, we agreed to provide you a defined in-kind contribution that may be used to demonstrate this contribution. The following should be used for the purposes of calculating the in-kind contribution:

- Community Partnership - formal community service provider partnership agreements can be quantified financially and converted into a dollar value (ex. staff provided by another agency delivers services / community programs on site ex. ESL)
- Equipment – estimated market value for new donated equipment
- Other in-kind – Total of any other formal contracted in-kind contribution amounts and provide a rationale for consideration

Volunteer contributions should continue to be calculated as is the current practice – quantify the total number of volunteers, times the base rate (agreed to across the AOCC) = the volunteer contribution value. Include the volunteer activities as part of the other 2016 performance targets in accordance with the service plan.

Finance staff are developing a template to capture your centre's information to include in the 2017 budget submission and we expect to send it out by the end of the week.

On May 13, Costanza circulated a template requesting the following information for 2015, 16, 17, 18 and 19.

Core Funding (\$)
Program Funding (\$)
Funded program hours
Volunteer hrs
In kind program hours

¹ Formerly the Harbourfront Community Centre, informally known as “the other Harbourfront”.

Equipment Donations

When a colleague asked why the change, the Financial Planning staff replied:

Canadian Accounting Standards provide directions for the valuation and recording of in-kind contributions which includes developing an accounting policy in assessing the fair market value (FMV) of the donation of goods or services provided and then following the policy on a consistent basis. In all cases, the onus is on the institution, or organization to provide a reasonable FMV of the services received, which then should be recorded in their audited financial statements for disclosure purposes. Given the range and the level of accounting expertise of our CCs it would have been very onerous on them and on us to determine the FMV of any in-kind contribution received. First a policy would have to be developed and then all AOCCs would have had to agree on following the policy in a consistent manner. We would also have had to include the FMV of in-kind contributions in the Program Funding budget which would have resulted in other complications.

Our objective is to ensure all in-kind contributions are given the same if not more weightage when compared to Funded Program \$s received to properly reflect the activities undertaken by the CC's. This can be achieved in an easier and simpler way by beefing up the Budget Notes by providing additional information on Volunteer hours, In-kind program hours and FMV of Equipment donations received. By providing this information in conjunction with the Funded Program \$, we can meet our overall objective of messaging how well the CC is performing [in] its community.

This is quite peculiar, since until recently (e.g. in 2012), the following was part of the application for any City grant:

33. In-kind support is any gift other than money, such as space, supplies or services. List the in-kind support that your organization received in the past year, using the chart below.

Type of support	Source	Estimated value
Example: space for workshops	community organization X	\$2,000.00

Not only does the template does not fit with the City's AOCC Service Plan template, it was sent 2 weeks after the AOCCs met together to discuss the data, and about a week before the deadline we agreed on. I expect there will be significant discussion at the June 1 AOCC meeting.

Program Budget

Since the Board endorsed the Program Budget last fall, there have been a number of changes with more anticipated. These include:

- additional costs related to a parental leave,
- updated plans for summer programming
- anticipated COLA² for union staff after the collective agreement is negotiated.

² COLA = Cost of Living Adjustment

In addition, if the Board approves the Child and Youth Program proposals coming to this Board meeting, there will be additional changes to the overall Program Budget. Consequently, I expect that Susan, May and I will work on updating the program budgets over the summer, after the collective agreement is finalized, and will bring a revised 2016 budget to the September Board meeting.

However, in order to report on 2016 program revenue targets with the Admin budget to the City, I have drafted an interim forecast, incorporating some but not all of the changes.

Special Meeting to Review and Update Strategic Plan

Our Doodle poll selected Wednesday, June 8 for this meeting. During the Board meeting, we should decide on the time and related issues, such as whether we should incorporate dinner.

Complaints and Grievances

As agreed in 2011, the Executive Director's monthly report includes "Complaints and Grievances".

There have been no additional grievances since my April report. I previously reported that the arbitration for an alternate rate grievance from 2014 included a small financial award, an agreement to revise the job description, and a commitment to submit the job description for job evaluation once the City and the union agree on a job evaluation process. The financial award has been paid. I have revised the job description with input from the other managers and the grievor; I will share the job description with the Personnel Committee for information, and will submit it for job evaluation when appropriate.

New Complaints Process: As noted previously, starting in January 2016, when staff resolve a complaint at the first or "informal" level, they will document it, including documenting when they are not sure whether or not an interaction is a complaint.

Since my April report with 8 complaints, there have been 4 items documented as shown on the attached summary. The actions taken by staff or managers are not reported, but, for example, when I read the last item, I reported it as a health and safety issue to the principal, chief caretaker and Applegrove's health and safety representative.

Please note that since this is a new process, I have drafted a summary form but am not committed to it. If you have improvements, let me know!

When I met with staff in April to review the form and the complaints, they asked for a method of recording compliments! I agreed enthusiastically and have designed a form. My future reports will include compliments!

Respectfully submitted,

Susan Fletcher.

Summary of complaints since April Report

Board Rpt	Incident Date	Issue ³				Outline Issue	Topics							
		Other Part.	Staff	Facility	Other		access	timeliness	outcome	quality	standards	fees	other	
May 20	April 21			✓		participant felt that the program room set-up was ineffective				✓				✓
	May 4	✓			✓	participant was upset that the program allowed children with pinworms to participate				✓	✓			
	April 21, reported May 17				✓	staff in program room were unable to access the internet to provide information to make a referral for a participant	✓							✓
	May 17			✓		Chlorine delivery during a busy time, followed by chemicals sitting in fire exit for 2 hours								✓

³ Other Part. = one participant's concern about another participant
 Staff = participant's concern about staff
 Facility = participant's concern about the facilities
 Other = an issue other than the above