



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 – May 29, 2017

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. Volunteer Hours
6. Donation Envelope

7:10

7. Minutes of the April 24 Board Meeting (*attached*): to be accepted

7:15

8. Finance
 - 8.1. Year-to-date Statistics (*attached*): for information
 - 8.2. Year-to-date Financial Report (*attached*): for information.

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.

- 8.3. Admin Budget 2018 (*confidential document sent separately*)

Motion needed to return to the public meeting.

8:00

9. Membership, Nominations and Outreach Committee report (*MNO notes of May 15 attached*): for information.
 - 9.1. AOCC Membership Summary: Pierre will present information for discussion
 - 9.2. Terms of Reference (*attached*): to be endorsed

8:15

10. Strategic Initiatives Committee report (*SI Notes from May 10 meeting attached*): for discussion
 - 10.1. Terms of Reference (*attached*): to be endorsed

8:20

11. Procedural By-law for Charity (*attached and Committee Terms of Reference*): to be endorsed

Applegrove Board Meeting Agenda
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12. Directors' Concerns
- 8:30**
13. Adjournment



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Board of Management Meeting AGENDA -- Monday, May 29, 2017

8:35

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of the April 24 Board of Management Meeting (*attached*): to be accepted

8:40

- D. Personnel Committee Report (*Notes of May 9 meeting attached; also see confidential attachment sent separately*): for discussion

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

Motion needed to return to the public meeting.

- D.1. Terms of Reference (*attached*): to be endorsed
- E. Procedural By-law (*attached and Committee Terms of Reference*): to be endorsed
- F. Executive Director's Report (*attached*): to be accepted
 - F.1. Confirm June Board meeting date
 - F.2. Decide whether to hold a summer Board social

8:55

- G. Correspondence List (*Attached*): for information and decisions

8:59

- H. Adjournment

Next Meetings and Events

Board meeting: Monday, June 26

Wednesday, May 31: table at Greenwood Farmers Market, from 3 to 7

Saturday, June 3: Duke of Connaught Fun Fair

To be confirmed: Wednesday, June 14: table at Greenwood Farmers Market, from 3 to 7

Saturday, June 17: Leslieville Tree Festival, Jones and Queen (“Mosquito Park”)



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Minutes of the Board of Directors Meeting April 24, 2017

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

Present: Pierre Bois, Jessica Dolmer, Natasha Graham, Vai Teng Law, Ann McKechnie
(Chair), Jean Lim-O'Brien, Andre Riolo, Jim Valentine
Regrets: Mercedes Lee, Councillor McMahon
Staff: Susan Fletcher, Susan Horley, May Seto (Recorder)

1. Call to Order/Adoption of Agenda/Introductions

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

2. Welcome and Introductions

3. Declaration of Conflicts of Interest

None were declared.

4. Timekeeper – Jean

5. Volunteer Hours – hours were recorded.

6. Donation Envelope

The donation envelope circulated.

7. Minutes of the February 27 Board of Directors Meeting

MOTION (Lim-O'Brien/Valentine)

To accept the minutes of February 27.

Carried

8. Finance

8.1. 2017 YTD Annual Statistics

Susan F. provided an overview.

8.2. YTD Financial Report

Susan F. provided an overview.

8.3. City Budget Update

Susan F. provided information.

Board of Directors Minutes

April 24, 2017

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8.4. 2016 Draft Audited Statements

Susan H. reviewed the draft statements with members and answered any questions.

MOTION (Bois/Lim-O'Brien)

To accept the 2016 audited statements.

Carried

9. Membership

Susan provided an overview. Pierre and Jim have volunteered to do some research and will report back to the Board at a later date.

10. Strategic Directions

Susan provided an overview. Applegrove was approached by Councillor Fletcher and the organizer of the Fairmount Farmer's Market for support to hold the market at Greenwood Park. A discussion also took place on ideas for committee names and structure.

MOTION (McKechnie/Law)

To support the Greenwood Farmer's Market as suggested.

Carried

11. Officers and Committees

11.1. Identify committee structures and committee names as needed

Members decided on the following committee names:

- Personnel Committee
- Change Community Integration to Membership and Outreach
- Change Revenue Generation to Strategic Initiatives

MOTION (Law/Lim-O'Brien)

To confirm the committees as proposed, for committees to draft terms of reference at their first meetings, and for staff to bring the revised Procedural Bylaw to the June Board meeting.

11.2. Select Committee Members

Committee members consist of the following:

- Personnel – Ann, Jean, Jessica
- Membership and Outreach – Pierre, Vai Teng, Natasha
- Strategic Initiatives – Jim, Andre

Committee members decided on the following dates for upcoming meetings.

- Personnel – May 9 at 6:30 p.m.
- Membership & Outreach – May 15 at 6 p.m.
- Strategic Initiatives – May 10 at 7 p.m.

11.3. Select Officers

Terms are 2 years in length. The following officers were selected:

- Chair – Ann McKechnie
- Vice-chair – Jean Lim O'Brien
- Treasurer – Jim Valentine
- Secretary – Pierre Bois

Board of Directors Minutes

April 24, 2017

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MOTION (Dolmer/Riolo)

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

12. Directors' Concerns

Vai Teng mentioned a conversation with a parent about how hot the classrooms were this past summer.

13. Adjournment

The meeting was adjourned on a motion by Ann McKechnie, seconded by Vai Teng Law.

Chair

Secretary

Applegrove Statistics			2017 Printed May 19, 2017			
Cumulative different people		January	February	March	April	
Applegrove Parent/Child Drop-in						
Children	317	618	612	697	470	
Parents	274	163	189	185	156	
Caregivers		252	245	321	211	
Subtotal		1,033	1,046	1,203	837	
The Applegrove Connection (previously Edgewood)						
Children	60	121	118	164	159	
Parents	48	26	16	17	23	
Caregivers		54	57	78	73	
Subtotal		201	191	259	255	
Helping Our Babies Grow						
Infants and Children	26	47	23	46	51	
Moms	44	46	29	55	49	
Subtotal		93	52	101	100	
Therapeutic Play						
Children	4	4	12	12	0	
Adults	6	4	11	10	0	
Subtotal		8	23	22	0	
Children and Youth						
Camp	37	81		159		
After 4, PA,	70	953	923	971	1,032	
After 4 Satellite	10	135	70	73	80	
Leadership	14	0	70	73	80	
Teen	34	56	62	67	76	
Subtotal		1,448	1,195	1,416	1,348	
Adult Programs						
Seniors	153	121	175	273	183	
Committee/Board ho		35	58	0	60	
User Groups		0				
Other*		0	213	45	0	
Subtotal		156	446	318	243	
Outreach						
# of events	n/a					
Contacts	n/a					
Phone and e-mail		281	343	344	210	
Total exc outreach	1,087	3,220	3,296	3,663	2,993	
Cumulative		3,220	6,516	10,179	13,172	
*Other includes Book Club, special events, Annual Meeting, Income Tax Clinic,						
2016 Comparison						
Monthly		3,714	3,413	3,713	3,821	
Cumulative	2067	3,714	7,127	10,840	14,661	

April 30, 2017 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.

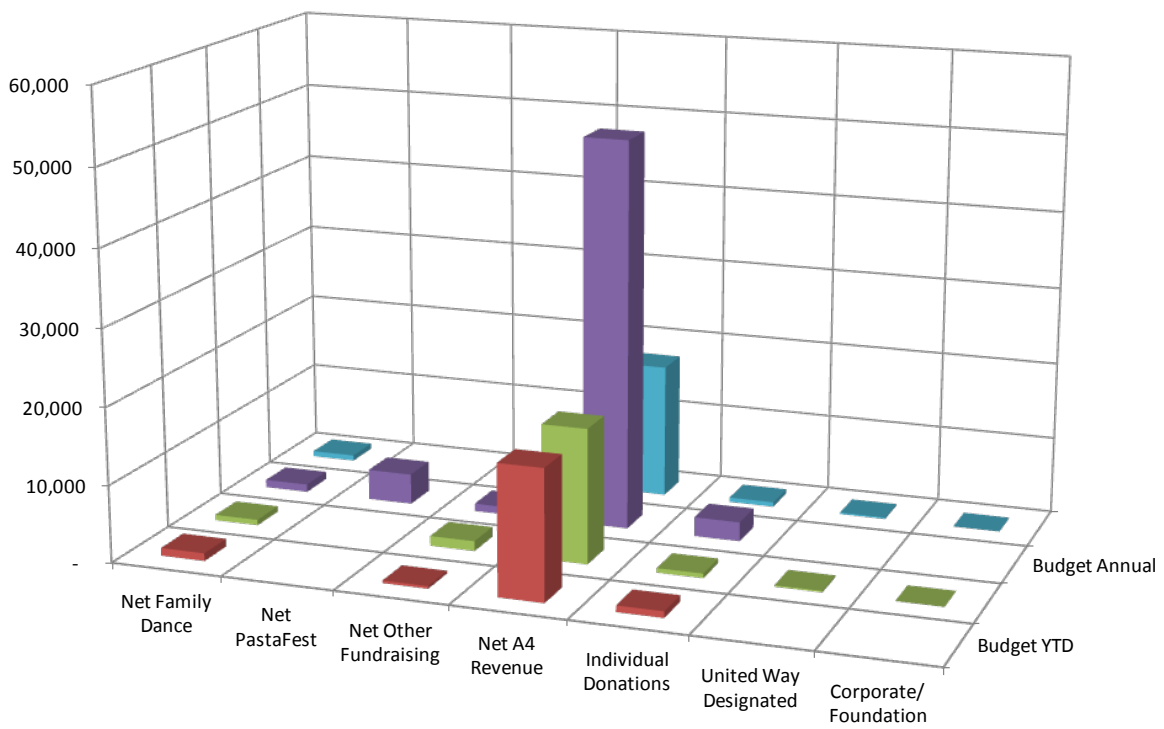
		YTD Budget		YTD Actual		Difference from budget		Common Issues	Special Notes	
City Funded Administration	Expense	117,821		118,091		270	0%			
	Income		126,198		126,214	16	0%			
Families with Young Children	HOBG	Expense	9,892		8,151	-1,740	-18%		Did not need to purchase gift cards	
		Income		7,452		6,269	-1,183	-16%	\$ Funding comes at unpredictable intervals	
	PC	Expense	42,433		44,468		2,035	5%		
		Income		62,502		65,056	2,554	4%	Q	
	AC (formerly EW)	Expense	10,439		10,221		-218	-2%		
		Income		13,948		13,574	-374	-3%	Q	0
Therapeutic	Expense	8,128		7,209		-919	-11%			
	Income		13,375		13,375	0	0%	₣		
Children and Youth	After School including March Break and Holiday Camp	Expense	67,528		65,000	-2,527	-4%			
		Income		87,919		82,503	-5,416	-6%		A few AS vacancies that took some time to fill. But March Break cleared \$1,000 more than budgeted. Net revenue generated to date = \$17,500 of \$50,000 target
	Teen	Expense	4,938		3,905		-1,033	-21%		With little income, we trimmed staff hours.
		Income		0		0	0			
	Summer Camp	Expense	0		13		13			There was a post-year end adjustment to pay out accrued vacation.
		Income		0		0	0			
Leadership	Expense	0		0		0				
	Income		0		0	0				
Satellite	Expense	16,309		11,204		-5,105	-31%		Savings on Salaries and food.	
	Income		17,250		11,040	-6,210	-36%		Fewer participants than hoped. However nets out @ -\$164 so almost breaking even	
Jr Leaders	Expense			1,424						
	Income				2,775				Year-end = \$1,351 surplus.	
Seniors	Expense	16,496		21,480		4,984	30%	\$	Calendar year-end = \$1,132; however, program operates on the April-March year	
	Income		15,328		18,736	3,408	22%		Additional expenses from Wellness Fair, year-end spending and Connecting Through Technology (CTT) Additional income from Wellness Fair, CTT, and Special Purpose grant	
Fundraising general program	General programming	Expense	8,405						Program Assistant and relevant expenses. Funded via After-school proceeds	
	Agency fundraising and donations	Revenue		2,286			1,177	Net Proceeds (Revenue - Expense)	Includes income from United Way, individual donations, Family Dance and some info fair income.	
		Expense			1,109				Expense includes Family Dance; annual Directors and Officers insurance premium @ \$765.	

\$ = Special April-March financial year

Q = Funding received quarterly

₣ = Funding received twice annually

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	16,888	833		
■ Actual YTD	712		1,284	17,503	590	180	-
■ Budget Annual	1,000	4,000	1,000	50,663	2,500		
■ Actual Annual	712		1,284	17,503	590	180	-

APPLEGROVE COMMUNITY COMPLEX
BALANCE SHEET
April 30, 2017
ASSETS

DRAFT 1

Alterna - Admin Account	38,011.15
Alterna - Program Account	126,454.47
Alterna - Trust Account	404.09
Alterna - Member Shares	153.71
Alterna Term Deposits - Program	134,843.50
Petty Cash Float - Admin	150.00
Petty Cash Floats - Program	1,560.00
Outstanding Transfers Between Accounts	0.00
Accounts Receivable - Admin	0.00
Accounts Receivable - Program	111.78
Long-term Receivable - City of Toronto	276,635.21
City of Toronto - Receivable	6,555.28
HST Receivable - Admin & Program	2,694.61
Prepaid Expenses	0.00
	<u>587,573.80</u>

LIABILITIES

Accounts Payable	0.00
Long-term Benefits Payable	140,298.00
Unrealized Actuarial Gain	110,868.00
Income Taxes Payable	6,136.03
CPP Payable	4,281.30
EI Payable	1,948.48
OMERS Payable	5,774.30
WSIB Payable	500.84
Union & COTAPSAI Dues Payable	750.03
EHT Payable	996.57
Vacations Accrued - Admin	25,469.21
Vacations Accrued - Program	9,128.41
City of Toronto - Payable	0.00
Advance Repayable to City of Toronto	10,871.22
	<u>317,022.39</u>
Accrued Expenses - Admin	11,225.15
Deferred Income - Program	14,835.00
Funds held in trust	0.00
Retained Surplus (Deficit): P/C	0.00
Afterschool	131,649.72
Teen Program	0.00
Seniors Programs	18,635.48
Board/Management	(13,665.31)
Summer Programs	23,667.17
HAIG	0.00
The Applegrove Connection	0.00
HOBG	4,085.21
Over the Rainbow	40,001.88
Current Program Income	215,614.32
Current Program Expenses	(183,619.63)
	<u>31,994.69</u>
Admin:	
Current Admin Funding - City of Toronto	126,198.31
Admin Vacation Payout - Salary & Benefits	0.00
Interest on Admin Account	15.21
Current Admin Expenses	(118,091.10)
Current Admin Surplus/Deficit	8,122.42
	<u>587,573.80</u>



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Membership, Nominations and Outreach Committee Notes

May 15, 2017 at 6 p.m.

Present: Natasha Graham (Chair), Pierre Bois, Vai Teng Law, Janina de Guzman (staff), Susan Fletcher (recorder)

1. Next Meeting Date

Monday, June 12 @ 6 p.m.

2. Select Committee Chair

Natasha agreed to chair the committee.

3. Background Info

- Planning Notes March 20 (separate document)
- Excerpt from Membership notes (attached)

4. Membership Data:

- a. 2017 spring membership campaign
 - Susan reported on the membership campaign to start shortly and wrap up about the middle of June
 - the big prize will be 2 tickets to the July 24 Blue Jay game
 - other prizes will include gift cards.
 - members who already completed the new form will be entered in the draw.
- b. Database Update
 - Janina gave an update on progress.

5. Membership and fees: identify key principles and/or values

- Pierre summarized what he found out from the other AOCC's (set up a shared Google Doc with the information)
 - at other centers, paid membership may offer discounts, ability to rent space, etc.
 - one center specifies that membership fees are used for subsidies
 - some differentiate fees community members (in catchment) and associate (out of catchment)
 - his vision is for Applegrove eventually to generate \$10,000 in membership fees.
- there will be a fee waiver for people on fixed incomes.
- basic membership would include the newsletter, voting at the AGM, etc.
- premium membership would include other benefits such as
 - advance registration for activities such as seniors trips
 - discount on Seniors Activity card all year (\$15 instead of \$20 for a net price of \$1.50 per session instead of the cash price of \$2.50)
 - “discounted” Pasta Fest tickets, i.e., current base price
 - PC and AC calendars by e-mail if desired
 - probably would be rolled into fee for first paid registration.
- no membership card

Charitable Number: 10671 8943 RR0001

- estimated number of members currently in paid programming (125 after-school, 125 camp with significant duplication of after-school, 150 seniors, 25 teens in Junior Leaders and Leadership)
- membership categories of Individuals and Families
 - another center has a “couples” category
 - considered the issue of families for whom a caregiver brings their young children to PC and AC
 - recommended definition of family for membership to include 2 adults, an unlimited number of children, and 1 caregiver (who may not live with the family).
- suggested fees of \$20 family, \$12 adult, \$18 couple

=> post-meeting issue identified: caregivers who have children from multiple families

6. Draft of “Goats” (attached)

- the April discussion of membership noted the PBS version of membership and that charities such as World Vision invite donors to “buy a goat”
- as requested, Susan drafted some “goats”, i.e., specific services or items for particular donation levels.
- members agreed that this information might be useful for a “giving” campaign but Applegrove membership will not use this model

7. Actions / Next Steps / Priorities

- Janina will extract Sumac data on the number of families that currently participate in paid programming.
- anticipate the launch will be April 1, 2018, with new membership benefits requiring a change to the constitution(s).
- leading up to the launch, we may offer the opportunity to be a founding member (Apple Seed Member) at a discounted rate.
- the Board agenda will allow 15 minutes for Pierre to present the AOCC information, etc.

8. Terms of Reference (separate document)

- Agreed that MNO is appropriate name!
- reviewed and amended the draft

9. Upcoming Outreach and Events: for information (and volunteers?)

- a. Saturday, May 13: Police Day at Jimmie Simpson Park
- b. Saturday, June 3: Duke of Connaught Fun Fair
- c. Saturday, June 17: Leslieville Tree Festival, Jones and Queen (“Mosquito Park”)
- d. To be determined: monthly table at Greenwood Farmers Market, Wednesdays from 3 to 7
- e. Wednesday, November 1: Punkin-Grove, Ashbridge Estate, time to be confirmed: Pierre will participate
- f. Saturday, November 25: Pasta Fest @ Baron Byng: Pierre will participate

10. Next Meeting Date

Monday, June 12 @ 6 p.m.

Specific Equivalents
“Goats” Draft 1, April 2017

Following up on discussions at the membership and strategic planning discussions, I have drafted some “goats”¹ based on specific program budgets.

A week of craft supplies for Parent/Child and the Applegrove Connection builds language and literacy skills, helps children express their emotions, develops fine motor skills, and prepares children for school, for just \$20.

\$40 of food provides the snacks and cooking that attract teens to Applegrove’s positive and engaging activities.

\$50 pays for a week of snacks for children and coffee for adults in the family resource programs.

A \$100 “campership” gives a child a week of trips, games, swimming, literacy, snacks, fun and friendship in the summer.

Note: this is the fee. The actual cost per camper before grants is \$165/week or \$35/day.

\$200 pays for a month of music activities in the family support programs and promotes language, literacy, social skills, gross and fine motor development and much more.

\$300 pays for a week of fun, firm and patient role models who work with teens.

\$1500 updates, replaces and purchases a year’s worth of infant and pre-school toys and equipment such as puzzles, puppets, playdough, costumes, dolls, bricks, books, trains, riding toys, and more so that 800 children from birth to age 6 can practice cooperation, fine motor skills, literacy and pre-literacy, creativity, math, social play, gross motor, and so many more skills!

Each year, about \$2,000 in “first in” dollars bring more than \$25,000 in federal funding to support pregnant and parenting women and their babies up to 6 months of age, including nutrition workshops, information about pregnancy and childbirth, breastfeeding support, grocery vouchers, and care for the women’s older children while they participate.

An investment of about \$2,000 brings more than \$25,000 in federal funding to help pregnant women have healthy babies, and continues to help them with breastfeeding, children’s development, grocery vouchers and more, until their babies are 6 months old.

Cost per visit (total expenses divided by number of visits in 2016, rounded)

HOBG = \$25 including TTC and grocery card, about \$12 without.

PC = \$10

AC = \$13

PC and AC = \$10.50

¹ Just as Oxfam asks donors to “buy a goat” for a family, Applegrove needs some concrete equivalents for donors.



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Strategic Initiatives Committee Notes

May 10, 2017

Present: Andre Riolo (Chair), Jim Valentine, Susan Fletcher (recorder)

1. Select Committee Chair

Andre accepted Jim's nomination for Andre to chair the committee.

2. Background Info

- Planning Notes March 20
- Excerpt from Membership notes (attached)
- On April 12th, 2017, the Ministry of Education announced that they extended the deadline for the Initial OEYCFC Plan to September 29th, 2017. So we won't know the plan for Applegrove's family resource programs until the end of September.

3. Previously Identified Strategic Initiatives (numbered for identification, not priority)

- a. S.H. Armstrong Pool Working Committee
 - Susan reported on the May 3 meeting.
- b. Corporate Sponsorship/Partnership
 - Jim is identifying a list of local corporations
 - Susan will develop a list of opportunities (events, programs, etc.)
- c. Take a lead role in promoting the hub concept
 - Applegrove is already doing this via Susan's work on the school board's Community Use of Schools Advisory Committee, speaking at the Provincial Hubs Summit and chairing the SPACE Coalition (Saving Public Access to Community space Everywhere). SPACE has identified hubs as a priority, with a special interest in hubs within schools.
- d. Research into costs, benefits and long-term sustainability
- e. Identify service gaps and possible services
 - members recommended holding a baby-sitting course for young teens several times annually, possibly on a Saturday.
 - SHA staff confirmed that the rec center does not offer these.

Notes:

Red Cross course is \$80 <http://www.safewise.co/course-prices>

St. John Ambulance course is \$59 <https://www.sja.ca/English/Courses-and-Training/Pages/book-a-course.aspx?course=Babysitting%20Basics&location=Toronto%2C%20Ontario&start=2017-05-18T04:00:00.000Z&end=2017-08-18T04:00:00.000Z>

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4. Additional Strategic Initiatives

- a. Stroller Parking
 - members agreed that Applegrove should request Councillors Fletcher and McMahon to look into Section 37 funds for sheltered stroller parking or even a ramp down to sunken garden, stroller parking, and door into PC
- b. Program areas for concentration:
 - members considered several program areas which need additional funding or possible expansion and agreed that the greatest need was funding for teen programming
 - in general, should also look at programs that serve the larger demographics and programs that run deficits.

5. Susan's initial thoughts and learnings from Provincial Hubs Summit

- a. More than one speaker said something like "It takes 15 years to develop community attachments". A very quick search for data found the following. https://depts.washington.edu/hhwb/Thm_Place.html https://en.wikipedia.org/wiki/Place_attachment
This validates Applegrove's long-held approach of minimizing project-based programming except as enhancements to continuing programs. We have felt that starting and stopping programs damaged community rather than developing community. What other implications does it have for the organization, programs and participants?
- b. "In order to engage both poverty and privilege, you need an upscale experience to draw those with privilege." The push-back is "poor people don't need such a nice facility". So how can we upscale the PC experience? And/or offer some specific experiences targeted to the more privileged? e.g. small scale foodie experiences such as fun with chocolate in the lounge or the PC kitchen. (would need to purchase a couple of induction burners) Or permit the school cafeteria?
- c. I may have learned a key issue about community use of schools. One school board rep said that the purpose of a school is to provide excellence in education. But I had thought that the purpose was something like helping to raise capable adults. As long as education's decision-makers focus on pedagogical education only, they cannot value the work we do except for what we can relate directly to enhancing education.

6. Draft Hub and Applegrove diagrams / info-graphics

- members reviewed and amended the draft diagrams
- Jim will re-work them.
- in considering our target demographics, members suggested "active urban families"

7. Actions / Next Steps / Priorities

- invite Chris Sulway to the next meeting to discuss researching

8. Terms of Reference

- members reviewed and amended the draft.

9. Next Meeting Date(s)

Wednesday, June 14 @ 7 p.m. (subject to Chris S's availability)

For more information, but really just for fun:

check this link <https://rainiervalleycorps.org/name/> and think about everything we could name!

Revised Draft Committee Terms of Reference
May 2017

Proposed revisions are in *italics* and/or ~~strikethrough~~.

A Personnel Committee

Endorsed by the Board, January 26, 2015

1. Composition

- 1.1 The Personnel Committee includes at least 2 Board members (plus the Board Chairperson *ex officio*).
- 1.2 The Executive Director staffs the committee, but is not a voting member.
- 1.3 For issues such as the Executive Director's Performance Review, the Executive Director may be excluded from meetings.
- 1.4 A staff representative and/or a management representative may be invited to attend specific meetings.

2. Chairperson

- 2.1 The committee will select a chairperson from among its members.
- 2.2 The chairperson must be a Board member.

3. Responsibilities

- 3.1 To complete the Executive Director's Performance Review in accordance with City policies and procedures.
- 3.2 To identify and make recommendations regarding staffing and Board sustainability and succession planning for staff and Board.
- 3.3 To participate as part of a second interview panel in hiring core administrative staff.
- 3.4 To make recommendations on personnel issues to the Board for approval, specifically revising job descriptions, proposed restructuring or other matters requested by the Executive Director.
- 3.5 *To direct and implement transition processes relating to the Executive Director.*

Move items below to Membership, Nominations, Outreach?

- ~~3.6 To define the skill sets and attributes to recruit leadership volunteers for the Board and its committees and to create guidelines for leadership volunteers on committees.~~
- ~~3.7 To identify guidelines for the mentoring process for new Board members.~~
- ~~3.8 To ensure that new Board members receive specific coaching and mentoring on how to follow guidelines and participate fully on each committee using their own individual talents and skills.~~

4. Procedures

- 4.1 The committee should set a regular meeting date convenient to its members.
- 4.2 Within the framework of the Municipal Freedom of Information and Protection of Privacy Act, any issues of a confidential or sensitive nature will be first discussed within the committee meeting. Anyone outside the Board of Directors must request permission to attend such meetings; permission is not automatically granted.
- 4.3 Minutes of committee meetings, draft policies and drafts of other organizational documents (such as terms of reference) will be circulated with the monthly Board package.
- 4.4 Information concerning current and potential staff will be considered confidential within the committee.
- 4.5 The staff rep and/or the management staff rep and/or Executive Director may be excluded from discussions on certain issues.
- 4.6 After all staff hiring, the relevant staff will submit hiring reports to the committee for information. These reports will be part of the committee report to the Board of Management.

New

D: Membership, Nominations and Outreach Committee (MNO)

1. Purpose

To oversee and implement Applegrove's strategies to recruit new members, retain current members and engage the membership.

2. Composition

2.1. The MNO Committee consists of at least 2 Board members.

2.2. The Board Chair is an ex officio member.

2.3. The Executive Director staffs the committee.

2.4. The Finance Manager, Program Director and/or Program Assistant may be asked to attend meetings as resource persons.

2.5. Additional committee members can include appropriate Community Volunteers who are not Board members.

3. Chairperson

3.1. The committee will select a chairperson from among its members.

3.2. The chairperson must be a Board member.

4. Responsibilities

To strengthen Applegrove by developing and operating a dynamic membership system that fosters program participation reflecting the diversity of our community and increasing the awareness of the mission of Applegrove. Elements will include

- a. Promoting Applegrove to the community
- b. Increasing the diversity of participants to reflect the community
- c. Ensuring all residents can participate appropriately.
- d. Recruiting potential volunteer leaders and board members
- e. *Creating, implementing and monitoring the membership system.*

5. Activities

5.1. Identify, assess and recommend communication media, policies and strategies and an annual workplan for public awareness.

5.2. Develop and guide the implementation of an appropriate membership structure.

5.3. Understand the demographics of Applegrove's catchment area, participants, staff and leadership volunteers.

5.4. Identify strategies to enhance Applegrove's reflection of the catchment area among participants, staff and leadership volunteers, as well as a process to measure success.

5.5. Act as the Nomination Committee for the Annual Meeting.

5.6. *Support and help to staff outreach activities.*

New

E: Strategic Initiatives Committee

1. Purpose

To *consider, research, recommend, oversee* and implement Applegrove's strategic initiatives, focussing on long term sustainability.

2. Composition

2.1. The SI Committee consists of at least 2 Board members.

2.2. The Board Chair is an ex officio member.

2.3. The Executive Director staffs the committee.

2.4. The Finance Manager, Program Director and/or Program Assistant may be asked to attend meetings as resource persons.

2.5. Additional committee members can include appropriate Community Volunteers who are not Board members.

3. Chairperson

3.1. The committee will select a chairperson from among its members.

3.2. The chairperson must be a Board member.

4. Responsibilities

~~To enhance Applegrove's sustainability through identifying and implementing options to maximize continuing revenue streams.~~

Create an annual roadmap that identifies, assesses and recommends specific strategic initiatives.

5. 2017 Workplans and Business Plans

5.1. Develop effective infographics and other materials to demonstrate Applegrove's strengths as an organization and within a hub.

5.2. Recognize risks and options to minimize or ameliorate them.

5.3. Identify, assess and recommend corporate partnership and funding opportunities.

B: Community Integration Committee (*for reference*)

Endorsed by the Board, January 26, 2015

1. Composition

- 1.1. The Community Integration Committee consists of at least 2 Board members, plus the Board Chair *ex officio*.
- 1.2. The Executive Director staffs the committee.
- 1.3. Volunteer Leaders may be asked to join the Committee
- 1.4. The Program Director or other staff may be asked to attend meetings as resource persons.
- 1.5. Regular meetings will take place at the convenience of members.

2. Chairperson

- 2.1. The committee will select a chairperson from among its members.
- 2.2. The chairperson must be a Board member.

3. Purpose

To strengthen the positive culture of the local community by fostering program participation that reflects the diversity of our community and increasing the awareness of the mission of Applegrove. Elements to include

- a) Communication/PR plan to the community
- b) Increase diversity of participants to reflect the community
- c) Recruit potential volunteer leaders and board members

4. Responsibilities

- 4.1. To identify, assess and recommend communication media, policies and strategies and an annual workplan for public awareness.
- 4.2. To understand the demographics of Applegrove's catchment area, participants, staff and leadership volunteers.
- 4.3. To identify strategies to enhance Applegrove's reflection of the catchment area among participants, staff and leadership volunteers, as well as a process to measure success.

C: Revenue Generation Committee *(for reference)*

Endorsed by the Board January 26, 2015

1. Composition

- 1.1 The Revenue Generation Committee consists of the Treasurer and at least 1 other Board member.
- 1.2 The Board Chair is an *ex officio* member.
- 1.3 The Executive Director staffs the committee.
- 1.4 The Office Manager / Finance Manager and Program Director may be asked to attend meetings as resource persons.
- 1.5 Additional committee members can include appropriate Community Volunteers who are not Board members.

2. Chairperson

- 2.1 The committee is chaired by a Board member.

3. Responsibilities

- 3.1 To assess, evaluate and make recommendations to the Board regarding:
 - Funding and revenue sources (potential and current)
 - Funding and revenue policies and strategies
 - Program and organizational budgets
 - Investment strategy
- 3.2 To strategically guide fundraising plans
 - Set achievable annual fundraising targets
 - Develop recommendations for Board with regard to allocation of annual fundraising revenues
 - Identify opportunities and support staff in the generation of income to support programming
- 3.4 Recruit (in partnership with Community Integration Committee) and orient Community Volunteers as members

5. Reporting

the items below should move to the Procedural Bylaw and apply to all committees

- ~~4.1 The Board agenda will have a standing item on the agenda for committee reports~~
- ~~4.2 The committee chair will summarize key agenda items, analysis and recommendations for the Board.~~
- ~~4.3 Board approval is required for any committee actions and approval of final financial reports and budgets, including~~
 - Fundraising targets
 - Annual work plan
 - Fundraising activities and associated budgets

5. Elements of Annual Work plan

Annually the Committee workplan should include:

- Review admin and program budgets to identify revenue needs and sources
- Set realistic agency fundraising targets
 - Establish fundraising timetable and project plan
 - Use Applegrove rating instrument to evaluate funding initiatives
- Work with staff to identify revenue generation opportunities within programs
- Evaluate and prioritize potential funding opportunities (i.e. foundations and grants)



APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

Phone 416-461-8143 Fax 416-461-5513

Procedural Bylaw

April 2007

Amended November 24, 2014 to add a Personnel Committee

Draft Revision May 2017 to amend Standing Committees

The City of Toronto Act requires agencies to have a “procedural bylaw” that regulates how their Board meetings run. In the past, and in most other AOCC’s, the procedural by-law was included in the Constitution. With the drafting of separate constitutions for the Board of Directors and Board of Management, City staff suggested that Applegrove separate out the procedural by-law.

It makes sense to have a similar procedural bylaw for the incorporated body.

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1. Definitions and Interpretation

- 1.1. "Board" means Board of Directors.
- 1.2. "Director(s)" means members of the Board of Directors.
- 1.3. "City" means City of Toronto.
- 1.4. "Council" means the Toronto City Council.
- 1.5. "Chair" or "Chairperson" means Chairperson of the Board of Directors for Applegrove Community Complex.

2. Meetings of the Board

- 2.1. Normally the Board will hold its meetings on the premises of Applegrove at such times as it may determine, at least eight (8) times each year.
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- 2.3. Every Director will be notified at least seven (7) days prior to the proposed date of the meeting.
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- 2.5. Notice of Board meetings will also be posted at Applegrove in a conspicuous place, stating the date, time, and location of the meeting and the general nature of the business to be carried out.
- 2.6. Meetings of the Board will be open except for matters concerning personnel issues about an identifiable individual, real estate, security of property, advice that is subject to solicitor-client privilege or litigation, personnel matters about an identifiable individual, or other matters outlined in the Municipal Freedom of Information and Protection of Privacy Act.
- 2.7. Before holding a meeting or part of a meeting that will be closed to the public, the Board must adopt a resolution approving a closed meeting and the general nature of the business to be considered at the closed meeting.
- 2.8. When the meeting resumes in public, any proposed motions must be moved and voted on in public.
- 2.9. Guests can address a Board meeting only with the permission of the Chairperson. The Board can set time limits for guests to speak at a Board meeting.

3. Quorum

- 3.1. A quorum for Board meetings will be a majority of Directors, notwithstanding any vacant positions, and including the position of the appointed City Councillor, i.e., 6 Board members.

Procedural By-Law for the Board of Directors of Applegrove Community Complex
Adopted April 18, 2007 to take effect May 1, 2007
Amended January 2015
Draft Amendment May 2017

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- 3.2. If quorum is not achieved at the starting time for the meeting, the Chair shall wait for 15 minutes. If quorum has not yet been achieved, the Chair should adjourn the meeting and attempt to re-schedule it before the next scheduled date.
- 3.3. It is the duty of the Chair to ensure that quorum is present when a vote is taken.
- 3.4. During the meeting, if a member or staff person draws the attention of the Chair to the fact that a quorum is not present, the Chair shall, upon determining that a quorum is not present, ask the members then present whether they want to continue as a committee of the whole.

4. Voting

- 4.1. At all meetings of the Board, only the Directors present in person will have the right to vote.
- 4.2. Upon the seconding of a proposed motion, Directors may cast one vote each.
- 4.3. In the event of a tie, at the Chairperson's discretion, the motion may be withdrawn or changed or the Chairperson may table it until the next meeting.

5. Officers of the Board

- 5.1. The Board will elect its officers and Committee Chairpersons at its first meeting following the Annual Meeting.
- 5.2. The officers of the Board will be: Chairperson, Vice-Chairperson, Treasurer and Secretary.
- 5.3. The Board may establish other offices and positions as it deems necessary, and will prescribe the powers and duties of such officers.
- 5.4. The term for every officer will be no more than two years.
- 5.5. No member of the Board may hold more than one office at any time.
- 5.6. A Director may progress through the various offices.
- 5.7. Vacancy in an office position will be declared upon:
 - i) the death of an officer;
 - ii) the resignation of an officer;
 - iii) the removal of an officer; or
 - iv) an officer ceasing to be a Director.
- 5.8. The Board may appoint any other Director, except as provided for above, to fill a vacant office, and the Director so appointed will hold office for the balance of the term of the previous officer.

Procedural By-Law for the Board of Directors of Applegrove Community Complex
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Amended January 2015
Draft Amendment May 2017

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- 5.9. In the event of the absence of an officer, the Board may delegate the powers and duties of such officer to any other member of the Board until the return to duty of the incumbent officer.
- 5.10. The Board may remove any person from an office at any time by a motion passed by a majority vote of the Board. Appeal may be made to the membership as a whole.
- 5.11. Duties of Officers
- i) The Chairperson will:
 - preside, when present, at all Annual, Special and Board Meetings;
 - perform all the duties accompanying the office and any other duties assigned by the Board;
 - rule on procedural matters and ensure motions and minutes are clearly expressed;
 - be an ex-officio member of all committees; and
 - serve as a signing officer.
 - ii) The Vice-Chairperson will:
 - assist the Chairperson;
 - have such other powers as are assigned to the Vice-Chairperson from time to time by the Board;
 - if the Chairperson is absent, act as Chairperson until the Chairperson returns to duty; and
 - if there is a vacancy in the office of Chairperson, serve as Chairperson for the balance of the term of person whose departure created the vacancy.
 - iii) While acting as chair, the Vice-Chairperson will have all the powers and perform all the duties of the Chairperson except being a signing officer.
 - iv) The Treasurer will:
 - have such powers and perform such duties as are usually vested in the office of Treasurer;
 - receive, examine and present to the Board, Applegrove's financial statements and budgets;
 - make recommendations to the Board concerning all aspects of Applegrove's financing and administration;
 - have such other powers as are assigned to the Treasurer from time to time by the Board; and
 - serve as a signing officer.
 - v) The Secretary will:
 - issue or cause to be issued notices for all meetings of the membership and the Board when directed or required to do so;
 - ensure that the minutes of all meetings of the membership and the Board are kept;

- ensure minutes are provided at subsequent meetings of the board for review and adoption;
- have such other powers as are assigned to the Secretary from time to time by the Board;
- have responsibility for the membership records; and
- serve as a signing officer.

vi) All officers, at the time they leave office, will turn all the papers and documents of the office over to the incoming officer.

6. Minutes

6.1. The minutes of each Board meeting will be submitted to the Board for confirmation or amendment at its next meeting or as soon afterwards as is reasonable.

6.2. After the Board has confirmed or amended the minutes, the Board Chair and Secretary will sign them.

7. Committees

7.1. The Board will determine any committees needed and will prescribe the powers and duties of such committees.

7.2. The Board of Management

- i) Usually the Board of Management will meet immediately before or after the Board of Directors.
- ii) The Chairperson of the Board of Directors will also be the Chairperson of the Board of Management.
- iii) Quorum for the Board of Management will be a majority of the Community Directors, notwithstanding any vacant positions, i.e., five (5) members of the Board of Management.
- iv) If the Councillor or TDSB appointee is present, s/he will be counted towards quorum.

7.3. Standing Committees other than the Board of Management

- i) Composition and Membership
 - a) All Committees will be headed by a Chairperson chosen from among Directors and appointed by the Board.
 - b) All Committees should be composed of at least two Directors and other Applegrove members and staff who are appointed by the Board.
 - c) Both the Executive Director and the Chairperson are *ex officio*¹ members of all committees except as otherwise specified in the Committee's Terms of Reference.
 - d) All Committees will:
 - operate within the terms of reference laid down by the Board;
 - provide an open forum for discussion by all interested parties;

¹ *Ex officio* means "by virtue of the office". Consequently, although the Board Chair is a member of all committees, the individual may choose which meetings to attend.

Procedural By-Law for the Board of Directors of Applegrove Community Complex
Adopted April 18, 2007 to take effect May 1, 2007
Amended January 2015
Draft Amendment May 2017

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- report their deliberations, recommendations and resolutions to the Board for confirmation and for approval; and
 - continue to operate for such length of time as will be determined by the Board.
- ii) Meetings of Committees
- a) Normally, Committees of the Board will hold their meetings on the premises of Applegrove at such time as the Committee Chairperson may determine.
 - b) Notice of every Committee meeting will be provided to members of the Committee prior to the date. This notice may be either oral or written, and is not necessary when that Committee sets a regular meeting date.
 - c) Meetings of every Committee will be open to all Directors, except where confidential business is being conducted.
 - d) No quorum is usually required for a Committee to meet. However, minutes of Committee meetings must specify who was in attendance so that the Board may know to what degree the Committee's recommendations reflect the will of the Committee's membership.
- iii) Voting
- At all Committee meetings, only the members of the committee present will have a right to vote.
- iv) Executive Committee
- There will be no Executive Committee.
- v) Standing Committees (added November 2015 / Amended May 2017)
- a) Personnel Committee
 - The Personnel Committee will be a standing committee of the Board of Management.
 - The Terms of Reference for the Personnel Committee are attached as an appendix.
 - b) ~~Community Integration~~ *Membership, Nominations and Outreach* Committee
 - The ~~Community Integration~~ *MNO* Committee will be a standing committee of the Board of Directors.
 - The Terms of Reference for the ~~Community Integration~~ *MNO* Committee are attached as an appendix.
 - The ~~Community Integration~~ *MNO* will serve as the Nominations Committee.
 - c) ~~Revenue Generation~~ *Strategic Initiatives* Committee
 - The ~~Revenue Generation~~ *Strategic Initiatives* Committee will be a standing committee of the Board of Directors.

- The Terms of Reference for the Revenue Generation S/ Committee are attached as an appendix.

April 2014 – Excerpt from Constitution for Information

Process

At the Annual Meeting, adult Community Members will elect Community Directors to the Board of Directors.

Procedures of the Nominations Committee

- 1) A Nominations Committee will be comprised of at least three persons appointed by the Board.
- 2) The Nominations Committee will make Applegrove's membership and community aware of the nominating procedure at least fourteen (14) days in advance of the closing date for nominations.
- 3) All named nominees will have indicated their willingness to stand for election prior to the Annual Meeting.
- 4) Nominations for the position of Director will be submitted in written form to the Nominations Committee at least seven (7) days prior to the Annual Meeting.
- 5) The Nominations Committee will attempt to submit a nomination list at least equal to the number of vacancies required to be filled at each Annual Meeting.
- 6) Nominations can be made by any eligible Community Member of Applegrove. Such nominations will be made in writing and received by the Chairperson of the Board one day prior to the Annual Meeting and will include the name of the person being nominated, signed by the person is making the nomination and signed by another Community Member who supports the nomination. The nomination will also include evidence that the nominee agrees to stand for election.
- 7) If names proposed by the Nominations Committee and through write-in nominations are insufficient to fill the number of vacancies, or at the Chairperson's discretion, the Chairperson will request nominations from eligible voters at the Annual Meeting.
- 8) The eligible nominees with the highest number of votes in an election conducted by secret ballot at the Annual Meeting will be forwarded to City Council for appointment to the Board of Management.
- 9) If nominees are not already members of Applegrove, they should complete a membership form within 10 days of election.

(Amendment to reflect separate document of Proposed Committee Terms of Reference)

Appendix A: Personnel Committee Terms of Reference
Endorsed by the Board, January 26, 2015

1. Composition

- 1.1 The Personnel Committee includes at least 2 Board members (plus the Board Chairperson *ex officio*).
- 1.2 The Executive Director staffs the committee, but is not a voting member.
- 1.3 For issues such as the Executive Director's Performance Review, the Executive Director may be excluded from meetings.
- 1.4 A staff representative and/or a management representative may be invited to attend specific meetings.

2. Chairperson

- 2.1 The committee will select a chairperson from among its members.
- 2.2 The chairperson must be a Board member.

3. Responsibilities

- 3.1 To complete the Executive Director's Performance Review in accordance with City policies and procedures.
- 3.2 To identify and make recommendations regarding staffing and Board sustainability and succession planning for staff and Board.
- 3.3 To participate as part of a second interview panel in hiring core administrative staff.
- 3.4 To make recommendations on personnel issues to the Board for approval, specifically revising job descriptions, proposed restructuring or other matters requested by the Executive Director.
- 3.5 To define the skill sets and attributes to recruit leadership volunteers for the Board and its committees and to create guidelines for leadership volunteers on committees.
- 3.6 To identify guidelines for the mentoring process for new Board members.
- 3.7 To ensure that new Board members receive specific coaching and mentoring on how to follow guidelines and participate fully on each committee using their own individual talents and skills.

4. Procedures

- 4.1 The committee should set a regular meeting date convenient to its members.
- 4.2 Within the framework of the Municipal Freedom of Information and Protection of Privacy Act, any issues of a confidential or sensitive nature will be first discussed within the committee meeting. Anyone outside the Board of Directors must request permission to attend such meetings; permission is not automatically granted.
- 4.3 Minutes of committee meetings, draft policies and drafts of other organizational documents (such as terms of reference) will be circulated with the monthly Board package.
- 4.4 Information concerning current and potential staff will be considered confidential within the committee.
- 4.5 The staff rep and/or the management staff rep and/or Executive Director may be excluded from discussions on certain issues.
- 4.6 After all staff hiring, the relevant staff will submit hiring reports to the committee for information. These reports will be part of the committee report to the Board of Management.

Appendix B: Community Integration Committee Terms of Reference
Endorsed by the Board, January 26, 2015

1. Composition

- 1.1. The Community Integration Committee consists of at least 2 Board members, plus the Board Chair *ex officio*.
- 1.2. The Executive Director staffs the committee.
- 1.3. Volunteer Leaders may be asked to join the Committee
- 1.4. The Program Director or other staff may be asked to attend meetings as resource persons.
- 1.5. Regular meetings will take place at the convenience of members.

2. Chairperson

- 2.1. The committee will select a chairperson from among its members.
- 2.2. The chairperson must be a Board member.

3. Purpose

- To strengthen the positive culture of the local community by fostering program participation that reflects the diversity of our community and increasing the awareness of the mission of Applegrove. Elements to include
- a. Communication/PR plan to the community
 - b. Increase diversity of participants to reflect the community
 - c. Recruit potential volunteer leaders and board members

4. Responsibilities

- 4.1. To identify, assess and recommend communication media, policies and strategies and an annual workplan for public awareness.
- 4.2. To understand the demographics of Applegrove's catchment area, participants, staff and leadership volunteers.
- 4.3. To identify strategies to enhance Applegrove's reflection of the catchment area among participants, staff and leadership volunteers, as well as a process to measure success.

Appendix C: Revenue Generation Committee Terms of Reference
Endorsed by the Board January 26, 2015

1. Composition

- 1.1 The Revenue Generation Committee consists of the Treasurer and at least 1 other Board member.
- 1.2 The Board Chair is an *ex officio* member.
- 1.3 The Executive Director staffs the committee.
- 1.4 The Office Manager / Finance Manager and Program Director may be asked to attend meetings as resource persons.
- 1.5 Additional committee members can include appropriate Community Volunteers who are not Board members.

2. Chairperson

- 2.1 The committee is chaired by a Board member.

3. Responsibilities

- 3.1 To assess, evaluate and make recommendations to the Board regarding:
 - Funding and revenue sources (potential and current)
 - Funding and revenue policies and strategies
 - Program and organizational budgets
 - Investment strategy
- 3.2 To strategically guide fundraising plans
 - Set achievable annual fundraising targets
 - Develop recommendations for Board with regard to allocation of annual fundraising revenues
 - Identify opportunities and support staff in the generation of income to support programming
- 3.4 Recruit (in partnership with Community Integration Committee) and orient Community Volunteers as members

4. Reporting

- 4.1 The Board agenda will have a standing item on the agenda for committee reports
- 4.2 The committee chair will summarize key agenda items, analysis and recommendations for the Board.
- 4.3 Board approval is required for any committee actions and approval of final financial reports and budgets, including
 - Fundraising targets
 - Annual work plan
 - Fundraising activities and associated budgets

5. Elements of Annual Work plan

Annually the Committee workplan should include:

- Review admin and program budgets to identify revenue needs and sources
- Set realistic agency fundraising targets
 - Establish fundraising timetable and project plan
 - Use Applegrove rating instrument to evaluate funding initiatives
- Work with staff to identify revenue generation opportunities within programs
- Evaluate and prioritize potential funding opportunities (i.e. foundations and grants)



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www.ApplegroveCC.ca

“TOGETHER, BUILDING OUR COMMUNITY”



Minutes of the Board of Management Meeting April 24, 2017

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

Present: Pierre Bois, Jessica Dolmer, Natasha Graham, Vai Teng Law, Jean Lim-O'Brien, Ann McKechnie (Chair), Andre Riolo, Jim Valentine
Regrets: Mercedes Lee, Councillor McMahon, Trustee Cary-Meagher
Staff: Susan Fletcher, May Seto (Recorder)

A. Call to Order/Adoption of Agenda

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

B. Declaration of Conflicts of Interest

None were declared.

C. Minutes of the February 27 Board of Management Meeting

MOTION (Lim-O'Brien/Valentine)

To accept the minutes of February 27.

Carried

D. Executive Director's Report: For information

MOTION (Law/Lim-O'Brien)

To accept the Executive Director's Report.

Carried

E. Correspondence – Receive and File

MOTION (Dolmer/Graham)

To accept the suggested actions.

Carried

F. Adjournment

The meeting was adjourned on a motion by Vai Teng Law, seconded by Jean Lim O'Brien.

Chair

Secretary

Next Meetings and Events:

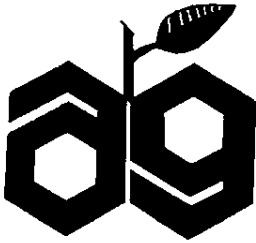
Regular Board Meeting – Monday, May 29 at 7 p.m.

Personnel Committee Meeting – Tuesday, May 9 at 6:30 p.m.

Strategic Initiatives Meeting – Wednesday, May 10 at 7 p.m.

Membership & Outreach Meeting – Monday, May 15 at 6 p.m.

Charitable Number: 10671 8943 RR0001



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Personnel Committee Notes

May 9, 2017

Present: Jessica Dolmer (Chair), Jean Lim-O'Brien, Ann McKechnie, Susan Fletcher (staff)

1. Next Meeting Date

Tuesday, June 6 @ 6 p.m.

2. Select a Committee Chair

Jessica agreed to chair the committee.

3. Notes from January meeting

4. Standing Item: Succession planning

- Background information circulated to committee members and available to Board members on request.
 - Applegrove Executive Director Job Description: produced in 2015 based on AOCC¹ Job Profile
 - AOCC ED Job Profile: produced by City Job Evaluation staff in 2005 based on questionnaires completed by Executive Director in 2004 or earlier.

5. Thoughts on 2018 Admin budget (confidential)

6. Executive Director's Performance Planner 2017 (details confidential to committee members)

7. Hiring Reports

Have not completed any hiring since the last report. Summer staff hiring is well underway.

8. Committee Terms of Reference

- review and amend

9. Standing Item: Overtime and Workload

The committee reviewed the Executive Director's workload and overtime.

10. Next Meeting Date

Tuesday, June 6 @ 6 p.m.

¹ AOCC = Association Of Community Centres. The 10 centers like Applegrove with City-appointed Boards of Management.



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An agency of the City of Toronto

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3. Quorum

- 3.1. A quorum for Board meetings will be a majority of Board Members, notwithstanding any vacant positions, not counting the member of City Council or school trustee.

- 3.2. If a Board Member who is a member of City Council or a school trustee is present, that Board Member will be counted toward quorum.
- 3.3. If neither the member of City Council nor the school trustee is present, quorum is five (5). If one or the other is present, or if both are present, quorum is six (6).
- 3.4. If quorum is not achieved at the starting time for the meeting, the Chair shall wait for 15 minutes. If quorum has not yet been achieved, the Chair should adjourn the meeting and attempt to re-schedule it before the next scheduled date.
- 3.5. It is the duty of the Chair to ensure that quorum is present when a vote is taken.
- 3.6. During the meeting, if a member or staff person draws the attention of the Chair to the fact that a quorum is not present, the Chair shall, upon determining that a quorum is not present, ask the members then present whether they want to continue as a committee of the whole.

4. Voting

- 4.1. At all meetings of the Board, only the Board Members present in person will have the right to vote.
- 4.2. Upon the seconding of a proposed motion, Board Members may cast one vote each.
- 4.3. In the event of a tie, at the Chairperson's discretion, the motion may be withdrawn or changed or the Chairperson may table it until the next meeting.

5. Officers of the Board

- 5.1. The Board will elect its officers and Committee Chairpersons at its first meeting following the Annual Meeting.
- 5.2. The officers of the Board will be: Chairperson, Vice-Chairperson, Treasurer and Secretary.
- 5.3. The Board may establish other offices and positions as it deems necessary, and will prescribe the powers and duties of such officers.
- 5.4. The term for every officer will be no more than two years.
- 5.5. No member of the Board may hold more than one office at any time.
- 5.6. A Board Member may progress through the various offices.
- 5.7. Vacancy in an office position will be declared upon:
 - i) the death of an officer;
 - ii) the resignation of an officer;
 - iii) the removal of an officer; or

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- iv) an officer ceasing to be a Board Member.
- 5.8. The Board may appoint any other Board Member, except as provided for above, to fill a vacant office, and the Board Member so appointed will hold office for the balance of the term of the previous officer.
- 5.9. In the event of the absence of an officer, the Board may delegate the powers and duties of such officer to any other member of the Board until the return to duty of the incumbent officer.
- 5.10. The Board may remove any person from an office at any time by a motion passed by a majority vote of the Board. Appeal may be made to the membership as a whole.
- 5.11. Duties of Officers
- i) The Chairperson will:
- preside, when present, at all Annual, Special and Board Meetings;
 - perform all the duties accompanying the office and any other duties assigned by the Board;
 - rule on procedural matters and ensure motions and minutes are clearly expressed;
 - be an ex-officio member of all committees; and
 - serve as a signing officer.
- ii) The Vice-Chairperson will:
- assist the Chairperson;
 - have such other powers as are assigned to the Vice-Chairperson from time to time by the Board;
 - if the Chairperson is absent, act as Chairperson until the Chairperson returns to duty; and
 - if there is a vacancy in the office of Chairperson, serve as Chairperson for the balance of the term of person whose departure created the vacancy.
- iii) While acting as chair, the Vice-Chairperson will have all the powers and perform all the duties of the Chairperson except being a signing officer.
- iv) The Treasurer will:
- have such powers and perform such duties as are usually vested in the office of Treasurer;
 - receive, examine and present to the Board, Applegrove's financial statements and budgets;
 - make recommendations to the Board concerning all aspects of Applegrove's financing and administration;
 - have such other powers as are assigned to the Treasurer from time to time by the Board; and
 - serve as a signing officer.

- v) The Secretary will:
 - issue or cause to be issued notices for all meetings of the membership and the Board when directed or required to do so;
 - ensure that the minutes of all meetings of the membership and the Board are kept;
 - ensure minutes are provided at subsequent meetings of the board for review and adoption;
 - have such other powers as are assigned to the Secretary from time to time by the Board;
 - have responsibility for the membership records; and
 - serve as a signing officer.

- vi) All officers, at the time they leave office, will turn all the papers and documents of the office over to the incoming officer.

6. Minutes

- 6.1. The minutes of each Board meeting will be submitted to the Board for confirmation or amendment at its next meeting or as soon afterwards as is reasonable.
- 6.2. After the Board has confirmed or amended the minutes, the Board Chair and Secretary will sign them.

7. Committees

- 7.1. The Board will determine any committees needed and will prescribe the powers and duties of such committees.

- 7.2. Composition and Membership
 - i) All Committees will be headed by a Chairperson chosen from among Board Members and appointed by the Board.
 - ii) All Committees should be composed of at least two Board Members and other Applegrove members and staff who are appointed by the Board.
 - iii) Both the Executive Director and the Chairperson are *ex officio* members of all committees except as otherwise specified in the Committee's Terms of Reference.
 - iv) All Committees will:
 - a) operate within the terms of reference laid down by the Board;
 - b) provide an open forum for discussion by all interested parties;
 - c) report their deliberations, recommendations and resolutions to the Board for confirmation and for approval; and
 - d) continue to operate for such length of time as will be determined by the Board.

- 7.3. Meetings of Committees
 - i) Normally, Committees of the Board will hold their meetings on the premises of Applegrove at such time as the Chairperson may determine.
 - ii) Notice of every Committee meeting will be provided to members of the Committee prior to the date. This notice may be either oral or written, and is not necessary when that Committee sets a regular meeting date.

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- iii) Meetings of every Committee will be open to all members, except where confidential business is being conducted.
- iv) No quorum is usually required for a Committee to meet. However, minutes of Committee meetings must specify who was in attendance so that the Board may know to what degree the Committee's recommendations reflect the will of the Committee's membership.

7.4. Voting

At all Committee meetings, only the members of the committee present will have a right to vote.

7.5. Executive Committee

There will be no Executive Committee.

7.6. Standing Committee

- i) The Personnel Committee will be a standing committee of the Board of Management.
- ii) The Terms of Reference for the Personnel Committee are attached as an appendix.

Personnel Committee Terms of Reference

Endorsed by the Board, January 26, 2015

(Amendment to reflect separate document of Proposed Committee Terms of Reference)

1. Composition

- 1.1 The Personnel Committee includes at least 2 Board members (plus the Board Chairperson *ex officio*).
- 1.2 The Executive Director staffs the committee, but is not a voting member.
- 1.3 For issues such as the Executive Director's Performance Review, the Executive Director may be excluded from meetings.
- 1.4 A staff representative and/or a management representative may be invited to attend specific meetings.

2. Chairperson

- 2.1 The committee will select a chairperson from among its members.
- 2.2 The chairperson must be a Board member.

3. Responsibilities

- 3.1 To complete the Executive Director's Performance Review in accordance with City policies and procedures.
- 3.2 To identify and make recommendations regarding staffing and Board sustainability and succession planning for staff and Board.
- 3.3 To participate as part of a second interview panel in hiring core administrative staff.
- 3.4 To make recommendations on personnel issues to the Board for approval, specifically revising job descriptions, proposed restructuring or other matters requested by the Executive Director.
- 3.5 To define the skill sets and attributes to recruit leadership volunteers for the Board and its committees and to create guidelines for leadership volunteers on committees.
- 3.6 To identify guidelines for the mentoring process for new Board members.
- 3.7 To ensure that new Board members receive specific coaching and mentoring on how to follow guidelines and participate fully on each committee using their own individual talents and skills.

4. Procedures

- 4.1 The committee should set a regular meeting date convenient to its members.

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- 4.2 Within the framework of the Municipal Freedom of Information and Protection of Privacy Act, any issues of a confidential or sensitive nature will be first discussed within the committee meeting. Anyone outside the Board of Directors must request permission to attend such meetings; permission is not automatically granted.
- 4.3 Minutes of committee meetings, draft policies and drafts of other organizational documents (such as terms of reference) will be circulated with the monthly Board package.
- 4.4 Information concerning current and potential staff will be considered confidential within the committee.
- 4.5 The staff rep and/or the management staff rep and/or Executive Director may be excluded from discussions on certain issues.
- 4.6 After all staff hiring, the relevant staff will submit hiring reports to the committee for information. These reports will be part of the committee report to the Board.



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Executive Director's Report

May 19, 2017

As I head into the Victoria Day weekend, I can believe that summer is on its way. However, on May 1, I did not believe summer was ever coming or that I would ever warm up! I attended the Provincial Community Hubs Summit at Evergreen Brickworks. Although the registration materials indicated there were indoor and outdoor activities, I had not chosen any of the tours so did not expect to be outside.

But from 8:30 a.m. to 1:30 p.m., all activities were held in what participants quickly began calling “the cold room”! The CRH gallery is an expansive open area where the bricks were fired. It has no glass in the large window and door openings. Although the temperature was 7°, the rain and the wind made it much colder.

On a more positive note, the province put significant resources and time into this event. The Premier and at least 7 Cabinet Ministers (Education, Health, Tourism, Children/Youth Services) attended, as did numerous deputy ministers and assistant deputy ministers. I was one of 4 panelists on a session on Community Hubs within Operating Schools and attended sessions on Education, “Stories from the Field”, “Nuts and Bolts” and Measuring Success.

The province also launched the Community Hubs Resource Network, way to connect with experts, peers and local champions who are developing, building or sustaining a community hub.

One of its resources is a mapping tool to help “you find important information about your community to help plan and better operate your local community hub. The Mapper is a web-based geographic information systems (GIS) tool that provides users with demographic data, vulnerability data, SES data, infrastructure information and analytics to help users understand the needs of their communities.” I have not yet had time to do more than put Applegrove on the map.

<https://www.communityhubsontario.ca/>

Lease and Phones

Progress continues like a herd of turtles!

I reported in April that the tentative phone installation date was May 4. It did not happen. We are still waiting for an installation date.

But we have a draft lease that I think we can live with. The City rep and I still need to review it together and send it to City Legal. I was unable to negotiate free Saturday use when S.H. Armstrong is open, so any Saturday use of our leased space will require a permit and an additional cost.

Once the City okays the draft, it will go to an internal TDSB before proceeding to the TDSB Finance, Budget and Enrolment Committee and the Board.

We have probably missed the deadline for the road to the June TDSB Trustee meeting, so will be looking at the August 30 or even October 18 meeting.

Family Resource Program Transformation

I previously reported that the deadline for the City to submit its plan to the Ministry of Education was the end of June. This has now been extended to the end of September. The expectation is that 2018 will be a “transition year”, including any changes to staffing, leases, etc. across the OEYCFC¹ system.

Admin Budget for 2018

Susan H is preparing the budget and will have a draft to present at the Board meeting. I expect to e-mail it to Board members on May 25. Like last year, an initial budget submission is due on June 12 which incorporates Cost Of Living Adjustments (COLAs), step increases, etc. AND comes in at the approved 2017 budget level. A second submission is expected on August 2 to incorporate reductions to a target that has yet to be established.

I have included in this report some excerpts from a report that went to the May 11 City Budget Committee. Please note that the budget process will include an analysis of gender, equity and economic impacts “to better understand the implications of proposed changes to the budget”. Although it appears that agencies will have to include these impacts, we have received no information to date on how to approach the analysis or when it will be required.

Duke of Connaught Design Consultation

The school is undertaking a consultation process as a first step in revitalizing/redesigning the front of the school. I attended a meeting on May 17 described as

an opportunity for us to dream big and develop a new master plan for the physical space. As you are important part of our community, your input is critical as we begin this process. We are also including parents, staff and students, whose voice is also critical in this process. To that end, I am coordinating an initial meeting with everyone to look at a few crucial questions:

1. What's there? (in the physical space)
2. What's working? (from your perspective)
3. What is missing/ What are your needs?

Each of us brings a unique perspective, so the goal is to create a plan that is sensitive to everyone's needs.

I ensured that the Woodfield entrance was part of the area under consideration and brought the stroller parking issue as a key concern.

Other Updates

Audit:

We have received the printed final version of the audited statements..

S.H. Armstrong Pool Committee:

The first meeting was on May 3 with the next scheduled for May 25.

¹ OEYCFC = Ontario Early Years Child and Family Center, the new name for Family Resource Programs, Parenting and Literacy centers, Early Years Centers, etc.

In the Office:

A nasty virus has swept through the office and everyone has had to take some time off. This would not normally be an issue, but May has been away for most of the month for surgery and recuperation. We have been down to one staff in the office several times, including as I write this report.

May expects to start back to work on May 29, working part-days at first. I assume that she will not be ready to take minutes at the Board meeting; consequently, I may need a Board volunteer to run the laptop and projector at the meeting as I take notes for the minutes.

Summer

The Board should confirm whether the June Board meeting should remain on the 26th or move to the 19th.

In addition, the Board occasionally plans a summer social, sometimes with some work, sometimes without.

Please note that I will be on vacation July 21 to August 13 inclusive, but can return to the office once or twice for meetings (or budget discussions) as needed.

Grievances, Complaints and Compliments

As agreed some years ago, the Executive Director's monthly report includes complaints and grievances. There have been no grievances since my last report.

Complaints Process: In addition of formal complaints, this report includes informal complaints. When staff members resolve a complaint at the first or "informal" level, they document it, including documenting when they are not sure whether or not an interaction is a complaint. I normally summarize informal complaints in this monthly report and would report more serious complaints in this section if I receive any. I did not receive any informal or formal complaints since my last report so have omitted that section this month.

Compliments: Although staff did not document any compliments, informal conversations have suggested that participants enjoy and appreciate our programs.

Respectfully submitted,

Susan Fletcher.

Excerpt from City 2018 Budget Process proposal

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0% Reduction Target for City Programs, Agencies and Accountability Offices

all City Programs, Agencies and Accountability Offices to fully offset their respective 2018 budget pressures

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Gender, Equity and Economic Impact Lenses

In addition to providing financial and service level impact analyses, the City is transforming its budget process to better assess and respond to the City's equity priorities in the budget process and to identify the economic impacts of its budgetary decision making. The budget process will provide City Council and the public with gender equity and economic impact information to better understand the implications of proposed changes to the budget to support informed budgetary decision making.

This transformation is a long-term project, requiring several phases with the 2017 Budget process representing the first phase of these changes. An external group of reviewers analyzed the potential equity impacts of proposed service level changes in select Program budgets. Also an analysis of the economic impacts of proposed service adjustments and changes were also presented. The findings were provided to Budget Committee in Budget Briefing Note #31 entitled, "*Equity and Economic Impacts of the 2017 Operating Budget*".

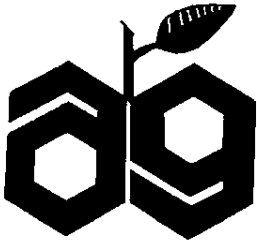
Phase 2 will see the City implementing several new measures. Starting with the 2018 Budget process and through the 2019 Budget process timeframe, the City will include an analysis of the potential equity impacts of proposed service level changes in the Operating Budgets of all City Programs and Agencies. Particular attention will be given to the gender impact of budget proposals and the impact on residents with low-income. This analysis will be supported by the application of the City's recently revised Equity Lens as well as new budget reporting requirements of all Programs and Agencies.

The 2018 Operating Budget Notes will include a summary of the equity impacts of the program's Operating Budget, with an emphasis on gender impact and the impact on residents with low-income. Additionally, an External Review of the potential equity impacts of the Budget will be conducted. The findings will be reported to Budget Committee during the budget process. In October 2017, staff will be reporting to Council with a status on the development of an Intersectional Gender-Based Framework. The Framework will be integrated into an online version of the Equity Lens, which is currently under development, with delivery anticipated in late 2017. This tool will allow for more robust gender analysis and gender-responsive budgeting.

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2018 BUDGET SCHEDULE

Activity	Operating Budget - City Divisions & Agencies
Budget Submission <i>Operating - Base Budget Only</i>	June 12, 2017
Budget Submission <i>Operating - Reduction Options and New Requests</i>	August 2, 2017
BC Members Informal Reviews	September 18 - October 13, 2017
Budget Launch - Budget Committee	November 30, 2017



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Correspondence / Information

May 2017

From (Date Received)	Regarding	Action
1. City Clerk Election Services	Inviting engagement in 2018 municipal election (attached)	?
2.		

R&F = Receive and File

Charitable Number: 10671 8943 RR0001

From: Elections - City Clerks [<mailto:elections@toronto.ca>]
Sent: May-18-17 3:38 PM
Subject: 2018 Municipal Election Engagement Opportunity

Good afternoon!

We'd like to start by introducing ourselves, we're Jasmyn & Robyn, Public Engagement Coordinators with Election Services at the City of Toronto. We are reaching out to you with hopes you will consider taking part in one of our **Election Outreach Networks** and help us encourage Toronto residents to exercise their right to vote in next year's municipal election.

What are the Election Outreach Networks?

The Election Outreach Networks are groups of representatives from community organizations, City divisions, and community leaders that will support the dissemination of election information across Toronto (i.e. employment opportunities, how to vote, ID requirements, etc.) and collaborate on initiatives to promote the election. The networks aim to be beneficial for all members. We will provide you with resources and tools to support your civic engagement objectives and will ensure you receive the most accurate and up to date election information.

We have three networks and you have the option to choose the network that is best suited to you.

1. **Election Outreach Network** – will focus on reaching Toronto residents, including ethno-cultural communities, tenants and people without a permanent address.
2. **Election Youth Outreach Network** – will focus on engaging youth and ensuring our messages not only reach youth across the City but are also appealing and relevant. (This includes pre-voting age youth.)
3. **Election Accessibility Outreach Network** – has been meeting regularly since 2013 with a focus on removing barriers in the voting process for persons with disabilities. New members are always welcome.

What does it mean to be a part of an Election Outreach Network?

Depending on the focus of your organization and your availability, you have the option of partaking in one, two, or all of the ways listed below:

- **Attend meetings** – There will be two meetings in 2017 and 4 meetings in 2018. At meetings, members can give input on engagement initiatives, take advantage of train-the-trainer workshops, network with peers and receive timely and accurate election information.
- **Receive e-mail updates** – We will send you e-mail updates regarding election matters such as employment opportunities, key election dates and upcoming events or initiatives.
- **Receive promotional materials** – We will send you printed materials including posters and postcards to promote the 2018 election in your facility and through distribution to your networks.

Next Steps:

- If you are interested in joining a network for the 2018 election, please fill out the form attached and send it to elections@toronto.ca.
- For more information about who we are, the benefits of joining the network or if you have any questions, please don't hesitate to contact us.

We're looking forward to working with you!
Jasmyn & Robyn

.....
City Clerk's Office - Election Services



89 Northline Rd, Toronto ON M4B 3G1



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Applegrove Events and Board / Committee Meetings – May 19, 2017

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
21		22 Applegrove Closed for Victoria Day	23	24	25	26	27
28		29 Board	30	31 Opening Day for Greenwood Farmers Market 3-7 [Duke School Council]			

June	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2	3 [Duke Fun Fair]
4	5	6 6:00 Personnel	7	8	9 PA Day	10	
11	12 6:00 MNO	13	14 Applegrove Outreach at Greenwood Farmers Market 3-7 7:00 SI (to be confirmed)	15	16	17 [Leslieville Tree Festival]	
18	19	20	21	22	23	24	
25	26 Board?	27	28	29 Last day of school	30		

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

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

Applegrove Events and Board / Committee Meetings – May 19, 2017
Office Phone 416-461-8143

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

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

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

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 19, 2017
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November Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 <u>Punkin-Grove</u>	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25 <u>Pasta Fest</u>
26	27 Board	28	29	30		

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

January 2018 Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 Happy New Year! Applegrove is Closed	2	3	4	5	6
			Holiday Camp?			
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29 Board	30	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 19, 2017
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
18	19 Applegrove Closed for Family Day	20	21	22	23	24
25	26 Board	27	28			

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

Volunteer Week

- April 15-21, 2018
- April 7-13, 2019

Provincial Election

- June 7, 2018 (to be confirmed)

Municipal Election

- Monday, Oct. 22, 2018

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