



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, November 24, 2014

If you cannot attend, please call the office or e-mail 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. Minutes of the October 20 meeting (*Document 7.1*): to be accepted

7:05

8. Finance
 - 8.1. Financial Issues Identified and Resolved (*Document 8.1*)
 - 8.2. 2014 Year to Date Statistics (*Document 8.2*): for information
 - 8.3. 2015 Program Budgets (*in Revenue Generation minutes*): for information and endorsement

7:15

- 8.4. Applicable Final Report (*Document 8.5*): for information and direction
- 8.5. Pasta Fest Preliminary Report: (*to be distributed at the meeting*) for information and input

7:30

9. Strategic Planning
 - 9.1. City of Toronto Strategic Directions and Strong Neighbourhoods Strategy
 - 9.2. Strategic Outcomes
 - 9.3. Program Development: PC proposal
 - 9.4. Amend Procedural Bylaw to set up Standing Committees (*see Executive Director's Report*): for a motion
 - 9.5. Committee Terms of Reference: to be endorsed
 - i) Personnel
 - ii) Revenue Generation
 - iii) Community Integration
 - 9.6. Next Steps

7:50

10. Edgewood
 - 10.1. Short term programming options/plans: for information
 - 10.2. Longer term programming options/plans: for discussion

Applegrove Board Meeting Agenda
November 24, 2014

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8:10

11. Revenue Generation Committee Report
12. Community Integration Committee Report

8:25

13. Directors' Concerns

8:30

14. Adjournment



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Board of Management Meeting AGENDA -- Monday, November 24, 2014

8:35

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of the October 20 Board of Management Meeting (*Document C1*): to be accepted
- D. Amend Procedural Bylaw to set up Standing Committee (*see Executive Director's Report*): for a motion

8:40

- E. Personnel Committee Report (*Document E*)

8:50

- F. Executive Director's Report (*Document F*): for information and decisions
 - F.1. Time Served
- G. Correspondence List (*to be distributed at the meeting*): for information and decisions

9:00

- H. Adjournment

Next Meetings and Events

Offsite Board Social with short business agenda: December 22

Board meeting January 26

YogaThon February 7 (snow date Feb. 28)



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Minutes of the Board of Directors Meeting October 20, 2014

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

Present: Kyle Brown, Irene Buncel, Ann McKechnie (Chair), Neil Sinclair, Chris Sulway
Regrets: Tolga Ay, Alysha Brown, Lynne Gray, Antoine Tedesco
Absent: Councillor McMahon
Staff: Susan Fletcher (Recorder)
Guests: Mercedes Lee, Mona Tomlinson

1. Call to Order/Adoption of Agenda/Introductions

At 7:00, 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

Timekeeper for meeting – Chris

5. Volunteer Hours

Members provided their volunteer hours.

6. Donation Envelope

The donation envelope circulated.

7. Minutes

7.1. May 26 Board of Directors Meeting (deferred at September meeting, June meeting did not have quorum)

MOTION (Sinclair/McKechnie)

To accept the minutes of May 26.

Carried

7.2. September 29 Board of Directors Meeting

MOTION (Sulway/Buncel)

To accept the minutes of September 29.

Carried

8. Strategic Planning

8.1. Presentaton

Chris summarized the committee's October 15 discussion, noting:

Board of Directors Minutes

October 20, 2014

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- Under each of the three themes we want to articulate short and long term outcomes for Applegrove to achieve
- Draft outcomes have been created and will be sent to Committee Leads (Personnel, Revenue Generation, Community Integration)
 - Each group should meet and provide final strategic outcome recommendations to May for the Board package distribution Nov 14th
 - Revenue Generation and Community Integration Committee should also use this discussion to create purpose/role of the new committees. Revised or confirmed Draft Terms of Reference documents should be provided to May for the Board package distribution Nov 14th

From the last Board meeting, discussion between meetings, and discussion at this meeting, the following committee membership was proposed:

- a) Revenue Generation Committee – Tolga, Chris, Irene, Neil
- b) Personnel – Alysha, Ann, Kyle, Lynne
- c) Community Integration – Antoine, Ann, Neil

MOTION (Sinclair/Sulway)

To confirm the committee membership as proposed.

Carried

Mercedes Lee confirmed her interest in working with Revenue Generation. Vai Teng Law, who was not able to attend tonight, had advised Susan of her interest in working with the Community Integration committee.

At the next Board meeting, after the committees review and revise their draft terms of reference, the Board can endorse the terms of reference and, as appropriate, amend the Procedural Bylaw to set Standing Committees.

- 8.2. Follow-up from the Strategic Planning Discussion at the September Board Meeting
Susan reported on progress on filling the PC Program Worker position as well as on the 2015 budget revision.

9. Edgewood

Susan reported on a variety of ideas for alternative programming while the Edgewood program is closed for mould remediation in Corpus Christi Church. These included alternative satellite locations and on-site options. One of the on-site options would mean that the Edgewood staff would work in the PC room without any office staffing. Board members expressed some concern about this from a health and safety perspective. In addition, the new doorbell system would require a office staff.

10. Finance and Fundraising

- 10.1. 2014 Year to Date Statistics

This report summarized visits within the programs.

- 10.2. 2014 Year to Date Financial Report

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

MOTION (K. Brown/Sulway)

To accept the September year-to-date financial report as presented.

Carried

10.3. 2015 Program Budgets

Susan first presented a 2014 year-end projection, showing anticipated net revenue generation in the after-school program that would more than cover anticipated revenue needs in the PC, EW and HOBG programs. Similarly, she noted that the 2015 Fundraising and Revenue graph showed that the 2015 budgeted net revenues covered the 2015 revenue needs.

The program budget summary outlined expenses by program and showed details of anticipated revenue from funders, grants, etc., and is generated from detailed expense budgets for each program. The Board referred the program budgets to the Revenue Generation Committee for review.

In discussion, members noted that the anticipated year-end surplus may provide an opportunity for one-time purchases, as well as supporting a possible second staff during on-site EW programming.

10.4. Children's Services Budget Submission

The information for the budget submission for the PC and EW programs was included in the program budgets. Board endorsement is needed for the submission deadline of November 1.

MOTION (Buncel/K. Brown)

To approve the funding submissions for the Applegrove and Edgewood programs, acknowledging that there will be changes to the Edgewood plans with further information about its location.

Carried

10.5. Fundraising and Event Calendar

This outline of activities and results was requested with the program budgets in a prior year.

11. Revenue Generation Committee

The Board referred the draft Terms of Reference to the Revenue Generation committee for review and revision.

12. Personnel Committee

The Board referred the draft Terms of Reference to the Personnel committee for review and revision.

13. Directors' Concerns

No concerns were expressed.

14. Adjournment

The meeting was adjourned on a motion by Neil Sinclair, seconded by Kyle Brown.

Chair

Secretary

Applegrove Statistics

2014 Printed November 18, 2014

Month	January	February	March	April	May	June	July	August	September	October									
Applegrove Parent/Child Drop-in																			
Children	799	838	920	1,000	928	795	618	683	669	854									
Parents	240	263	234	257	242	198	173	161	277	356									
Caregivers	304	324	367	396	355	322	254	263	244	307									
Subtotal	1,343	1,425	1,521	1,653	1,525	1,315	1,045	1,107	1,190	1,517									
The Edgewood Connection																			
Children	0	20	174	309	172	133	0		35	0									
Parents	0	3	16	46	23	6	0		8	0									
Caregivers	0	7	84	157	91	77	0		22	0									
Subtotal	0	30	274	512	286	216	0	0	65	0									
Helping Our Babies Grow																			
Infants and Children	30	23	16	25	49	40	37	29	45	0									
Moms	26	33	37	36	77	61	49	40	68	0									
Subtotal	56	56	53	61	126	101	86	69	113	0									
Therapeutic Play																			
Children	6	11	10	0	11	14	0	0	0	0									
Adults	6	10	10	0	11	15	0	0	0	0									
Subtotal	12	21	20	0	22	29	0	0	0	0									
Children and Youth																			
Summer Camp																			
After-School	958	933	860	1,221	1,041	1,044	1,177	466	970	1,210									
Leadership							0	0											
Teen	38	68	72	36	0	0			0	45									
Subtotal	996	1,001	932	1,257	1,041	1,044	1,177	466	970	1,255									
Adult Programs																			
Seniors (including Euchre)	220	263	323	226	265	257	207	117	270	331									
Committee/Board hours	97	30	6	98	64	25	0	0	75	51									
Other*	0	20	60	80	0	25	0	0	1,500	90									
Subtotal	317	313	389	404	329	307	207	117	1,845	472									
Phone and e-mail	172	242	338	202	256	228	214	129	179	179									
Total	2,896	3,088	3,527	4,089	3,585	3,240	2,729	1,888	4,362	3,423									

*Other includes Book Club, special events, Annual Meeting, Income Tax Clinic,

Board Hours shown in month recorded, not worked

Cumulative 2,896 5,984 9,511 13,600 17,185 20,425 23,154 25,042 29,404 32,827

Note: Edgewood was closed for all of January and most of February 2014



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Applicious Evaluation Notes – September 2014

Draft 5, November 3-7, 2014

	Positives	Concerns	Committee Changes / Recommendations
Objectives	Always attract lots of community members for this event and it remains to be an amazing promotional event for AG	A lot of work and stressful couple of weeks leading up to the event for the goals/objectives reached	Should be an engagement and involvement event without the pressure of raising money. BUT sponsors are important to engage and involve businesses
Location	We didn't need to provide as many food options because of McDonalds	Many participants went to McDonalds instead of spending their food money at event	
Layout	Great location, visible, enough space	Children's craft tent – drowned out by the bouncies and was a bit out of the way. Didn't seem to be as busy., Some people felt it was too spread out	Keep event in this park, tweak the layout
Date & time			Plan for September 19, 2015 and consider spring 2016
Planning process & Committee			
Sponsors		Not sure if there were enough \$\$ to cover rental equipment.	Try to get sponsor packages out earlier and aim to raise enough to cover rental equipment so all \$\$ made will be AG profit
Promotion & Publicity	Mobile signs effective as usual.		

Charitable Number: 10671 8943 RR0001

	Positives	Concerns	Committee Changes / Recommendations
Signs	No comments about signs in participant evaluations	Signage still a problem	Visit other events in parks to see what they use for signs.
Event Staffing/ Volunteers	Lots of volunteers available during the day – 63 volunteers and 10 staff worked for a total of 443.75 hours on the day	Significant staff time required to prepare	
Refreshments	Having Consumers Gas doing a BBQ is an amazing resource	Some complaints that hot dogs were too small and were rubbery. Too many wasps in September so candy floss not profitable (also machine did not work)	Can we make our own candy apples? Bulk barn has candy apple wraps (20 in a pack). Better food..I think we can make more \$\$ in this area if we can find the right things to sell. Rent a popcorn machine instead of cotton candy
Agencies	Having other agencies present helps to change it from fun fair to community festival		
Vendors			
Welcome Table	The line ups were not as long as previous year		
Applegrove Table	Location near bouncies was good and helped with activity ticket sale traffic	Not ready to sell at 11 a.m.	Keep well separated from Welcome table. Ensure appropriate staffing to start on time
Inflatables	Good as usual for the children and one of the main attractions.	Generator running out of gas for many of the bouncies	Suggestion to company to make sure their generators are good to last 5 hours.
Activities, Games and Contests	Lots of variety	Races haven't worked all that well for the past 2 years.	Change races to activities
Entertainment			

	Positives	Concerns	Committee Changes / Recommendations
Silent Auction			Consider a silent auction as additional revenue stream for future
Prizes	Lots of prizes in various sizes		Continue to pick up prizes during the year

Details

1) **Summary:** a very successful event, on the 2 dimensions of promoting Applegrove, and building community spirit, not as successful at raising money.

2) **Goals and Objectives**

- the original goals for the event were
 - fun and interaction for neighbourhood residents
 - offer partnership and fundraising opportunities to local services and organizations
 - promotion of local businesses/services/organizations
 - market Applegrove and support programs

3) **Date and Time**

- for its first 5 years, Applicious was held on the 3rd Saturday of September; in 2013, it was on the 2nd Saturday (Sept. 14).
- the 2014 event returned to the 3rd Saturday (Sept 20)
- as in prior years, Applicious ran from 11 to 4.

4) **Location and Layout**

- based on the 2013 evaluation, the 2014 event moved to Jonathan Ashbridge park (McDonalds Park).
- effectively, the site had 2 sections, north and south, divided by the walkway from McDonalds.
- as a City park, the site had many restrictions, e.g., no balloons, no bottled water.
 - we had to pay \$100 to get a noise exemption
 - we had to pay about \$500 for the park permit
 - (last year, we had to pay about \$300 for a site supervisor and \$700 to rent toilets)
- we put bouncies at the north and south ends to attract visitors to both ends.
- the locations of the power outlets limited the choices of locations for the stage and food tent. The rental company did not understand the planned location for the food tent, and put it up in the wrong place.

5) **Event Planning and Organization**

- Planning started later than optimal, due to other agency priorities in the winter and early spring.
- because of summer vacations, the committee was unable to meet after June, but kept in touch via e-mail and conversations.

6) **Sponsorship**

A. Results

- We were unable to begin recruiting sponsors until a number of decisions had been made.
- Several of last year’s sponsors returned, such as ZipCars, Jillinda Greene, Dr. Deemar and Apple Growers
- as in the past we had more success getting in-kind sponsorship than cash

Business	Contact	Amount/Value	Non-monetary	\$\$	Level
Zip Cars		\$1000	cargo van		Golden Delicious
Remax/ Hallmark	Jillinda Greene	\$500	Advertising SNAP		McIntosh

Business	Contact	Amount/Value	Non-monetary	\$\$	Level
Toronto Professional Fire Fighters Association		\$250	Fire Truck bouncy		Crispin
Apple Growers		\$250	Recipe Cards, brochures, colouring books		Crispin
Metroland Media			Complimentary 1/8 page ad		
AutoShare				\$500	McIntosh
McDonalds		\$250	Mobile sign site, 25 coupons for fries, parking for 4 cars, \$100	\$100	Crispin
Big Ben		\$250	Dumpster		Crispin
Ashbridge's Health Centre		\$250		\$250	Crispin
Coxwell Dental	Dr. Martin Deemar	\$100		\$100	Apple Blossom
Canadian Tire			games, loaned tents		
Toronto Neighbourhood Centres				\$1000	(reimbursement for expenses)
Loblaws		\$25		\$25	Apple Seed

B. Recommendations for next year

- begin recruiting sponsors early (February/March)

7) Promotion and Publicity

- Prior to event
 - i) "Mobile" signs from Archer
 - one at Corpus Christi Church and the other on McDonald's southwest corner about 3 weeks before the event.
 - ii) Poster
 - a volunteer designer re-designed the poster;
 - printed several hundred colour and b&w posters (on red); volunteers put them up throughout the neighbourhood.
 - printed b&w to send home with Duke of Connaught students about Sept. 8
 - used poster design as letterhead for Thank You posters for sponsors and donors.
 - iii) Banner
 - Applicious banner hung on park fence (south) 1 week before event.
 - at event, used Applicious banner at the food tent, and the Applegrove banner on the Applegrove tent
 - iv) Community Calendars and Local Papers
 - Beach Metro news community calendar in the Aug. 27 and Sept.10 editions.
 - a variety of on-line calendars and bulletin boards included it.

Applicious 2014 Notes

Sep 17, 2014 | Vote 0 0

It's apple time at Jonathan Ashbridge Park

Beach Mirror

Applicious, Applegrove Community Complex's seventh annual fall festival, is set to take over Jonathan Ashbridge Park Saturday, Sept. 20.

The celebration of all things 'apple' will run from 11 a.m. to 4 p.m. and will feature apple on a spoon races, bouncy castles, entertainment, food and drink, vendors and resources, a marketplace, arts and crafts and pet microchipping, among other things.

Attendees are urged to wear red to obtain a free activity ticket.

Proceeds from this community event benefit Applegrove Community Complex at 70 Woodfield Rd., just north of Queen Street East.

Admission is free and all are welcome to attend.

Jonathan Ashbridge Park is at 20 Woodward Ave., at Queen Street East.

Visit www.applicious.ca for details.



Applicious

Staff file photo/DAN PEARCE
Children have a spoon race at the Applegrove Community Complex Applicious Festival. This year's event takes place Sept. 20.

- Beach Mirror Sept 12
- v) SNAP
 - Sept. edition's coverage of the day camp's special event noted it was preparation for Applicious
 - Jillinda Green's advertisement was great on front page
 - also in SNAP calendar.
- vi) Website and Facebook
 - Marina did a great job updating website
- vii) Outreach at Leslieville market
 - a Board member did outreach at the market on the Sunday before the event.
 - distributed 200 flyers

- After event (see end of report)

8) Equipment

- tables & chairs
 - used 4 AG folding tables; these went up as soon as staff arrived to provide a dry surface for immediate needs.
 - rented 100 chairs and 50 tables from GNS party rentals, did not use all the tables
- tents
 - Chris loaned a camping tent for storage, etc.
 - Applegrove had 3 usable tents and purchased a 4th with the TNC funds
 - Canadian Tire loaned 4 tents
 - arranged to borrow tents from Eastview and Thornton, but did not need them.
 - rented 10x20 for craft area from GNS @ \$350
 - rented 10x20 for food area @ \$350
 - arranged to borrow the Leslieville Market's 10x20, but it was not available in time for set-up.
 - used 1 10x10 each for Welcome, AG table, Prize table, for body art, Apple Fish, Democracy, S.H. Armstrong
 - Recommendations: continue to acquire 1 AG 10x10 annually (make sure these are pop-up). Eventually, we can use 2 10x10's each for the food and craft areas, and reduce the rental costs.
- inflatables
 - Fire Fighters (fire truck) for children up to 6
 - Requested the Pizza Pizza bouncy (and followed up once or twice), but never heard from them.

- Because we did not need to rent toilets, and because the site had 2 electrical stations, we saved money on other rentals. We put the savings into more bouncies.
- Planned to rent a soccer challenge, but did not since Pan Am provided it.
- changed bouncy suppliers based on 2 years of poor service (and no returned phone call this year). Priced similar items at 6 or more different suppliers, selected Superior Events which had a good price and would have a staff on site all day. (see the end for a price comparison)

- rented
 - giant obstacle
 - My Little Farm
 - Ice truck bouncy
- A mix-up meant that the rental company had to substitute
 - Little Builders
 - Mickey's Playland
 - Giant tiger
- Need to have at least one adult supervising each bouncy at all times
- supplier brought 2 generators, instead of the 3 required. Used 1 for 3 bouncies and the other for 2 bouncies
- Recommendations:
 - request Fire Fighters' bouncy in February.
 - Continue to rent 3 or 4 bouncies (plus fire fighters) for a total of 4 or 5.
 - Have bouncies at both ends of the site
 - request the Pizza Pizza bouncy as early as possible.

- generators
 - two for bouncies @ \$80 each, one supposedly free with the Fire Fighters' bouncy but the supplier said they didn't have one during the week before the event, so asked the main supplier to provide a 3rd.
 - each one is 5,000 watts. Normally no more than 2 bouncies plugged in..

- cotton candy machine) @ \$125 including supplies for 150 servings.
- stage: 4 sections 4x4', about 1 foot high rented from GNS @ \$140
- sound equipment: provided by The Pirates for \$150 and included similar equipment to what we previously rented from Long and McQuade, i.e.,(2) 950 watt speakers with stands, two mics with stands, one mixer, one ipod adapter
- signs:
 - updated the old coroplast signs with paper signs.
 - some signs posted on tables or tents.
 - purchased dollar store plant tripods as sign supports; these were minimally effective.
 - Recommendation: determine effective sign strategy.
- decor
 - lack of time and staffing prevented preparing any decor

9) Event Staffing

- Paid staff: Louise, May, and both Susans worked from 8 or 9 a.m. to about 5.
- 63 volunteers and 10 staff worked for a total of 443.75 volunteer hours

10) Food and Drinks

a) Water

- HTO to Go did not attend
- Parks Forestry and Recreation does not allow bottled water.
- There was a water fountain at the north end of the park and a bottle filling station at the washroom.

b) AG food tent (from Louise)

- i) Set up was good; a power source made things easier and we had great volunteers.
- ii) We simplified the menu and served Chicken Dogs, Veggie Dogs, Apple Muffins, Cotton Candy, Juice Boxes, Zico Chocolate Coconut Water (Donation), Coffee and fresh apples.
- iii) Enbridge did all of the cooking and provided chafing dishes and serving utensils. They had 2 staff running their barbecues and when we needed more cooked wieners we asked and they cooked them and stored them in the heated chafing dishes.
- iv) Prices \$3.00 Cotton Candy or Refillable AG Water Bottle, hot dogs \$2 or 3/\$5, \$1.00 Coffee/Muffin, 2 fresh apples, juice box. \$2.00 Zico Water.
- v) Volunteer Lunch included: 1 hot dog, 1 muffin and 1 drink (we allowed them to chose their drink (pop, Zico, coffee or juice box) we also gave volunteers a water bottle so they could get water from the fountain.
- vi) We served lunch to approximately 75 volunteers.
- vii) Cotton Candy machine did not work and when it was replaced at 2 p.m., we attempted to make and sell but there were too many wasps. Cotton Candy should not be sold at this event again; the machines are unreliable and the potential for wasp stings by volunteers and patrons is huge.
- viii) We purchased the muffins from a commercial bakery and they came prepackaged.

ix) Purchases:

- (1) 3 boxes of 75 muffins; there was a full box leftover and we used them for Afterschool snack on Monday.
- (2) 50 dozen chicken wieners and 6 packs veggie; leftovers will be used for Parent Child Hot Dog Fundraising Lunch and Seniors Lunch and Learn.
- (3) Condiments were ketchup and mustard (relish is sweet and attracts wasp).
- (4) 50 dozen buns; many were moldy and we returned the tags for a full refund
- (5) 56 Juice boxes; leftovers were used for PC Pizza lunch
- (6) 21lbs of fresh apples, all were sold.
- (7) 100 Zico Water was donated by an Afterschool Parent.
- (8) Coffee; 2 urns were made and most of it was sold/used.

x) comments/suggestions

- (1) Patrons especially older adults appreciated coffee/muffins and commented that the coffee was really good; many teen volunteers also enjoyed the coffee.
- (2) One senior commented that we should serve the chili we have at AGMs; May and I discussed and this is a viable option if we return to the same venue; we could sell by the cup or bowl with a roll.
- (3) We should consider using more upscale hot dogs like the street vendors; we could sell them for \$3.
- (4) Instead of Cotton Candy; popcorn, it's a "Fair" food.
- (5) Consider Candy Apples – either make or buy

- c) Food Vendors
 - invited a number of different possible vendors
 - Real Jerk was the only vendor to accept. They came late. Food was not hot.
- d) Public Health
 - had a slightly different process than prior years; did not deal with the same contact as in the past.
 - no difficulties in getting their okay
- e) Recommendations for next year
 - Popcorn instead of cotton candy
 - Food options:
 - Chili
 - Upscale hot dogs
 - Candy apples

11) Agencies

- i. Fewer agencies than prior years
- ii. S.H. Armstrong: ran our Clown Ate My Apple game
- iii. Ashbridges Health Centre (a sponsor) ran our Apple Toss game
- iv. Toronto Hydro
- v. Toronto Animal Services
- vi. Pan Am
- vii. Leslie Barns

12) Vendors

- 7 vendors, 3 of whom needed a table. Our target was 11 vendors; there were 13 in 2011.
- based on last year's evaluation, focussed the vendors on an Arts and Crafts marketplace.
- like 2013, and to encourage early sales, we raised the fees after August 21, and retained the 2012 rate as an early bird discount.
- vendors paid \$20 (\$40 if we supplied table and chairs) before the deadline, \$30 and \$50 after.

Given Name	Surname	Business name
Barry	Hayes	Leslieville Farm toTable Market (cancelled several days before event)
Joanne	Rumstein-Ellis	Hennafication
Sue	Sachs	Let's Eat a Rainbow with Nutri-Sue
Stacey	Young	Rebellion Gallery & Art Academy
Leslie	Cringan	Leslie of Leslieville
Monica	Kelly	Kydz Lydz
Marzena	Bogdanawicz-Tucker	Kapow

13) Greeters

- greeters invited everyone to "Pay what you can" and gave out Applicious stickers to everyone in the group.
- unlike last year, there were multiple entrances to the park
- the greeters took in substantially less than last year. (\$102 compared to \$1600)

14) Welcome Table & Ticket Sales

- intended for ticket sales, volunteer coordination and vendor/agency liaison
- Volunteer Coordination took place all day, mostly away from the table..
- Vendor/Agency liaison only needed until about 11:30
- intended for 2 people to cover the “welcome” functions of ticket sales and information, and the Vendor/Agency liaison and Volunteer Coordinator to be able to answer questions as well. For a variety of reasons, we ended up with only 2 staff at the welcome table much of the time. However, the line-up for tickets and information was substantially shorter than last year.
- based on previous recommendations, we arranged for clear-outs of all the cash stations (food, Applegrove table, etc) twice during the event. There was some need for additional change at the ?? table during the event.
- based on experience, we packaged at least 100 single tickets in 5’s to simplify sales.
- ticket sales: About \$150 less total ticket income and fewer tickets than 2013, but better than 2012.

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Ticket income	\$3,500	\$2,174	\$2,966	\$2,835
Single tickets	593	531	515	455
12-cards	198	109	146	98
25-cards	75	37	50	70

- welcome hand-outs: welcome table invited guests to take an info sheet (shortened from prior year to 2 sides of a page), which
 - outlined the agenda
 - described Applegrove
 - noted activity prices
 - thanked sponsors, etc.
 - included a map

15) Applegrove Table

- location: beside the prize table which was beside the craft table
- as in prior year, intended as 2nd ticket sales location. Unlike 2013, there were significant ticket sales, possibly because there were bouncies nearby.
- sold seniors' crafts; soap, wizard and ribbon wands left from last year; plus jewelry donated by staff.

16) Programming

a) Agenda

- plan
 - 11:00 Ticket sales and activities start
 - 11:15 Entertainment starts (Makeda)
 - 12:15 Tim and the Pacifiers
 - 12:45 Races (no entertainment during races)
 - 1:30 The Pirates
 - 2:30 Races
 - 3:30 Makeda
 - 3:45 Official closing: prizes for draws
 - 3:50 Last round of activities
 - 4:00 Activities end
- based on low participation, we did not hold the second round of races.

b) Activities and Games

o Crafts

- in craft tent.
- based on 2 prior years' experience, put back wall on tent reduce wind
- after a slow start, tables were reasonably busy all day with a couple of participants most of the time.
- children enjoyed activities
 1. Decorate an apple: used wooden apples purchased in quantity. Decorated with bingo dabbers, glitter-stickers.
 2. Card-making: simple design for younger children.
 3. Button-making: used co-owned button maker. Previously purchased button supplies to last for some years.
 4. (free) colour an apple
 5. (free) make an apple treasure box

o Body Art

- i. Temporary Tattoos: 1 ticket
 - apples from Apple Growers
 - 2 types of art tattoos from SandyLion: supplies left over from prior year.
- ii. Handdelicious (nail polish and decals): 2 tickets for polish, 2 for decals, 3 tickets for both
 - used tiny glitter stickers from the dollar store.
- iii. Face Painting:
 - full face or stamps/stencils 3 tickets.
- iv. Henna: because a vendor offered henna, we did not

o Races

- as in prior years, Vai Teng organized the races. We planned to hold them in the center of the southern part of the park, but layout changes made that impossible.
- based her prior experience, Vai suggested holding 2 sets of races. However, the low participation meant she did not hold the second round; instead, she put out the equipment for kids to use for 1 ticket.

o Games

- (a) Giant Snakes & Ladders
- (b) Giant Apple Blossom Picking (Twister)
- (c) The Clown Ate My Apple
- (d) Apple Toss
- (e) Apple Fish
- (f) Mapple Jong
- (g) Apple Tac Toe
- (h) Stilts
- (i) Apple Pickin'

Recommendations:

- ensure game operators understand the balance between easy enough to win prize coins, and hard enough that participants don't win coins every time (so they buy more tickets and Applegrove makes more money)
- continue to develop more apple-themed games, such as washer toss (paint washers red and green), tether ball, etc.
- use Canadian Tire's donated ladder ball game for a "ladder apple" game.
- consider soliciting Walmart or FG Bradley for a donation of games for after-school/summer (or purchasing them) reserving some games for Applicious.

c) Prizes

- participants received prize coins when they won a game; they then used these at the prize table.
- used previously purchased prize coins
- more than 800 prizes included, many of which were left over from the prior year
 - Barbie stickers
 - discount trinkets and candy from Party Packagers and dollar stores
 - donated cowboy costumes
 - donated "bean wobblers"
 - art boxes
- quantities / prices
 - mini prizes at 1 coins each
 - small prizes @ 5 coins
 - medium @ 7 coins
 - a few large prizes @ 15 coins.
- prize table staff reported sufficient variety and quantity of prizes.
- unlike last year, children saved their coins for the larger prizes.
- used about ?? prizes altogether this year, donated about 100 to school fun fair; with about ?? left for next year.

d) Entertainment

- 2 bands from the neighbourhood, leadership program participant did flamenco,
- based on prior years' experience, did not have any entertainment while the races were on.
- mascots:
 - invited Pan Am and Owl magazine mascots: declined due to lack of dedicated change space and competing event (Word on the Street) the next day
 - Councillor McMahon loaned her apple costume which volunteers wore for most of the day

17) Silent Auction (committee agreed not to include a silent auction)

18) Candy Guess and Business Card Draw

- an individual donated the candy and jars
- there were about 25 entries in the Candy Guess (1 guess on each of 3 jars for 1 ticket)
- winners were very excited!
- although there were very few entries in the business card draw, this continues to be a useful way to learn what businesses we can make connections with.

19) Staff/Volunteer and Board members' comments and suggestions (general)

Overall the event went very smoothly the weather turned out to be beautiful which helped bring the people.

What worked:

- Venue: Space worked out really well. Positive feedback about liking the area. Families felt it was more open and visible.
- The help from the volunteers and all of their efforts was great.
- The bouncy castles spread out made it very easy and accessible for the kids with very few line ups.
- The craft vendors had some beautiful stuff that was reasonable.
- Stage, music and performances were great.
- Someone else cooking the hotdogs (Enbridge)
- Media coverage and photos of the event were great.

What could be improved:

- SIGNS were awkward and not very clear. Trying to figure out where they go and keep them from blowing away was challenging. The medal posts was time consuming and disorganized. Clearer signs that are easy to put up with a walk through plan before the event. Having someone take the lead on that with review first would be helpful.
- Games: It was very confusing and disorganized. Figuring out where all of the bags went for each game. Plus, some of the volunteers didn't know how the game was set-up or how it worked. The games bags should be labelled and organized with map prior to the event. Labeled and clear for volunteers to pick up and take to their spot. Things would of been set-up faster if volunteers meet prior to the event to review their bag and how the game worked before the event. The day off they could of come and picked up their bag and gone and set-up the games with little supervision,
- Crafts: were beautiful and some lovely stuff. I found that they had too much stuff and lots didn't get sold.
- SIMPLIFY more. Still too much stuff and we could keep it more simple.
- COST of bounce castles: I had no idea how much money it would cost for all of them. Can we asked someone to work on getting them at half the cost or donated for next time. That is a huge money drain an area we could consider working on reducing for next time.
- Donations for admissions: we could of had specific people to stand at specific entrances of the park to collect admission money.(Wearing someone with Applicious Volunteer-Welcome) Perhaps would of helped in raising more money?

-USING THE SPACE: Cohesion. It felt like a disparate series of kiosks.

There was no sense of a centre it, feeling more like a carnival than an event attended to raise awareness or money for a particular organization. The event should in some way focus around Applegrove Community Complex as the main focus. For example the stage was put in an awkward spot that didn't allow the speaker to bring the audience in for a community gathering. It was more taking to the few people around.

What was missing:

- APPLES! Why we didn't have plain old apples for sale in a big bucket. Lots of people asked; "Where's the apples?"
- Apple games (real apples)
- Apple chips with the hotdogs?

Couldn't have asked for better weather; but definitely could have had less wasps :)?

What worked:

- Venue: many attendees acknowledged that it was a lot better and more accessible than last year. ?
- Time-keeping ?and volunteers at the bouncies were a great match. No complaints.
- The number of bouncies ?was perfect. Line-ups moved fast.
- Observed volunteer rotation/breaks at the bouncies as communicative and seamless. - very positive and great volunteers.
- The craft vendors seemed to be getting good attention / sales.
- Stage, music and performances were great.
- Enbridge's support was efficient and such effortless cooking - great time-savers.
- Media coverage and photos of the event were great.
- Advertising in advance of the event was great - saw posters everywhere and the mobile signs were very visible.

Areas of opportunity:

- Ticket sales table (closer to Queen / next to Woodward bouncies) wasn't ready to sell. They were visibly disorganized, still setting up and not ready until 11:20. This made kids very restless in waiting to get access to the bouncies.
- Signage for the table wasn't clear/visible (blowing in the wind). Should have been taped/zip-tied or secured better.
- Tables closest to queen looked displaced and not very inclusive
- Event layout: a lot of families hung out closer to the playground. If Applicious is hosted in the same venue next year, the event should be less spread-out and more concentrated in the south end of the park.

Completely agree with prior comment: "USING THE SPACE: Cohesion. It felt like a disparate series of kiosks. There was no sense of a centre it, feeling more like a carnival than an event attended to raise awareness or money for a particular organization. The event should in some way focus around Applegrove Community Complex as the main focus. For example the stage was put in an awkward spot that didn't allow the speaker to bring the audience in for a community gathering. It was more taking to the few people around".

- The food tent blocked the stage and broke up the event flow. I heard comments like, "oh, there's the food", that was not obvious enough". Or, where's the food, they must have food". This also seemed to affect the stage and the ability to hear Chris / announcements

- Food variety: appreciate hot-dogs for simplicity; however, I noticed quite a few people with and going to McDonald's. There weren't enough apple options or snack alternatives. 2 small bushels of apples was not enough. Perhaps baked goods, apple breads, apple muffins, etc next year?

- SIGNS lacking or unclear. This greatly impacted the event flow and simplicity for attendees. Clearer / larger signs would work better. Plus, it wasn't clear to first-timers as to 'who' we are and 'what' we're fundraising for?

- Games: not clearly marked / defined. Were not inviting; especially with some volunteers just sitting quietly and not encouraging anyone to play. I don't recall hearing announcements for games; which would be handy. Or someone walking around encouraging participation. Cohesion was lacking and games just seemed thrown in as an afterthought (disorganized). What happened to meeting with volunteers in advance? I agree with [other comment], in that if we assign volunteers to games and have a meeting prior to next year's event, it will help with preparedness. Perhaps an event board with times and sign-ups so people can know when to watch and get excited for 'their' turn?

- Bouncies cost: NEEDS to be reduced. What are our partners (schools and other community centres doing)? Duke and St. Joseph's had ample bouncies that they made a good profit off of (with small costs and in-kind rentals). Going into our 8th annual event, this should be a much smaller cost for us. We need to figure out a way to reduce this cost. Do we ask a sponsor/supported to cover the cost? Get Pizza Pizza and Toronto Fire to book us well in advance?

- Donations for admissions: we know this was a success last year - why didn't we do it again this year? We could have volunteers walk around with the Giant Apple mascot and a giant apple bucket...the more apple symbolism the better :)

Again, if our layout is more concentrated, we 'keep' people longer and have a better chance to raise awareness and 'hit up' people for donations .

- an amazing promotional event for AG
- Disappointed at the amount raised with successful turnout

20) Participants' Evaluation (see attached)

- informal comments to event staff confirmed that participants thoroughly enjoyed the event.
- like the last couple of years, incorporated a short evaluation form into the Door Prize Draw with a prize of a SPA Night gift bag

21) Finances

- vendors generated \$240 in fees, expecting an additional \$100 from food vendor

	2009	2010	2011	2012	2013	2014 Prelim
--	------	------	------	------	------	-------------

Applicious 2014 Notes
16

Ticket sales	\$3,377	\$3,100	\$3,500	\$2,174	\$2,966	\$2,835
City Grant	\$4,590	\$4,200	\$3,700			
Net proceeds	\$200	\$2,800	\$4,500	\$18		\$700
Net without grant	-\$4,390	\$1400	\$800	\$18	\$3000 plus SB	\$700

22) Financial Report

Actual 2014 Layout

24) Bouncy Comparison

Applicious Bouncies		Budget	\$1,200	including gennies					
Company		small bouncy		Obstacle course		sport		generator	
		desc	price	desc	price	desc	price		
AdventureMania	www.Adve	Disney house, 16x13	\$189.00	Extreme 11x38	\$549.00	Putts Perfect	\$69.00		
		Tiger Bounce 25x16	\$229.00	Dual Delight 11x61	\$749.00	Golf 21	\$49.00		
				Sports 52x10	\$649.00	6 in 1 sports 3gx28	\$549.00		
				Adrenaline Rush 34x23	\$899.00	Derby Express horse race 30x18	\$469.00		
				7 Element 30x12	\$349.00	Bungee Run 33x10	\$389.00		
Aeroldeas	http://www	Monkey, castle, 15x15	\$200.00	2 slides 46x13	\$375.00	Baseball shoot-out 21x13	\$150.00	\$ 85.00	
		Animal Kingdom mulit 18x18	\$300.00	Arctic double lane (size?)	\$475.00	Basketball 17x13	\$150.00		
				Adrenaline 31x13	\$425.00	Double soccer shootout 13x13	\$100.00		
				Rock climbing 30x13 (16' high)	\$400.00				
				Adrenaline and rock climb 61x12	\$650.00				
		Package of Animal kingrtom, plus Monkey plus soccer or baseball plus 1 food machine (cotton candy 200 servings or popcorn)				\$650.00			
Merlins	www.Merli	Canada (red and white) 12x15	\$239.00	Dual lane slike 16x32 (attendant inc)	\$795.00	Basketball 13x13	\$299.00	\$ 90.00	
				Climb n slide 36x14	\$450.00	Mini Hockey rink 15x26	\$399.00		
				2 lane obstacle 13x330	\$350.00	World Cup Socker shot 11x14	\$299.00		
A to Z	www.atozf	basic castle	\$275.00	2 lane Obstacle course	\$775.00	Giant Basketball	(none liste	\$ 100.00	
									also tables & chairs @ \$10 and \$2
Checkers	www.chec	Tiger belly 25x16	\$350.00	Sports Obstacle 40x12		Bungee Run 35x15			
		Treehouse 15x15	\$350.00	Adrenaline rush 40x27		Multi-sports 34x34			
		Colosso giant 22x24	\$650.00	Speed bump 40x13		Soccer kick (12x18 or 20x25)			
				Triple bay slide (pirate or roller coaster) 33x15		Hockey Shoot-out			
				Rock Climb slide 30x12		Multi-sports 34x34			
				Super 8 obstacle 49x22	\$995.00	Velcro Wall Extreme (2 people)	\$595.00		
Superior Events	www.Supe	Cars 13x13 ("ice truck")		Rock Climb slide 30x11		Soccer Challenge 13x14			
\$1495 including all 4 bouncies plus cotton candy		My little farm 16x19							includes a staff and 2 generators

25) Evaluation Data

39 forms returned.





Including yourself, how many people came with you to Applicious?

1	2	3	4	5	6
✓✓✓✓✓	✓✓✓✓✓ ✓✓✓	✓✓✓✓✓ ✓✓✓✓✓ ✓	✓✓✓✓✓ ✓✓	✓✓✓✓	✓✓✓✓
5	8	11	7	4	4
5	16	33	28	20	24

126 People in total

Would you like more info about Applegrove? Yes: : 12

Overall rating for the event from 4 (Very good) to 1 (Very poor):
(please check one box)

			
✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓	✓✓✓✓✓ ✓✓✓✓✓ ✓	✓✓✓✓✓	
19	11	5	
76	33	10	
119/35			

Average rating of 3.4 out of 4.

- a) The best thing about Applicious was . . .
- Bouncy castles
 - “ “, games for little lads, prizes
 - Weather, many activities
 - Fresh air + games
 - Kid events
 - “Seeing the cute kiddies”

- “Variety”
- “She loved the craft station”
- “kids’ activities”
- “bouncy castles”
- “The fun!”
- Activities
- Crafts
- “Claudia Filici & the superstar May Seto: Superb service.”
- The incredible sense of community
- food
- Stuff for kids
- “Guessing how many candies were in the jar”
- “Activities for kids, community groups
- Food
- Apples
- Prizes & food
- Everything
- weather
- “The kids are happy”
- Apple
- Family fun
- Everything
- Music & Good for kids

b) Applicious would be better if . . .

- More food vendors. Wasps were a pain.
- Info. About centre, free activities with donations
- N/A
- “ A little for adults”
- “maybe a little bit of grilled food (hotdogs etc.)
- More food vendors
- Coffee & more food options
- No wasps
- food vendors
- More advertising, couldn’t find online easily; more food vendors.
- A magician
- Poutine, burgers.
- More food/ Bev
- Popcorn
- There were more events
- “Yes”
- More booths and entertainment
- More events
- “ # of tickets needed for each activity displayed at sales booth

c) Before the event, had you heard of Applegrove?

Yes	No
✓✓✓✓✓	✓✓✓✓✓
✓✓✓✓✓	✓✓✓✓✓
✓✓✓✓✓	✓✓
✓✓✓✓✓	
✓✓✓✓✓	
25	12

d) Other comments:

- <3 Applegrove + Applicious
- Great Fundraiser
- Congrats! Maybe apple foods (pies, etc), Enviro friendly paint instead of (tape?) for tables.
- “Applegrove is a great place!”
- “Great job”
- “The event was superb”
- “Advertise better next year”
- “ Great thanks, like the new location”
- “ I like your prizes thank you for that”
- “Good”
- “Applegrove is an extremely great & important center we appreciate it very much”

Applicious Pix and Media Coverage




On SNAP's website

RETURN TO EDITION SHARE   

Applicious: The Core of the Community


If you like apples or anything to do with apples then the corner of Queen Street East and Woodward was the place to be. On Saturday, September 20th from 11am to 4pm it was all apples, all the time! The sun was shining and it was the perfect day for young and old to come out and enjoy Applicious!

Photos by Alex Wight

 +1  Tweet  Like  1




Winnie is a Big Tall Apple 

 Share  Comment  Buy

Interact with your community! Share the photo with your friends, leave a comment for the world to see, or buy a copy of the photo as a print or downloadable file to keep forever.

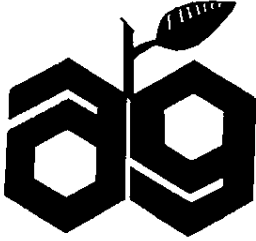
 Share  Comment  Purchase



DRAFT STRATEGIC OUTCOMES (Year 1 starts Sept 2014)

	Strategic Direction	Short Term Outcome (1-3 years)	Long Term Outcome (3-5 years)	Lead Committee/Person
Strategic Theme: Program Development				
Maximize current Applegrove strengths and assets to better meet the needs of our community and participants and take advantage of existing environmental opportunists.	Program Review	review of usage, costs, effectiveness and issues of Applegrove Parent/Child Program, programming in the 3 to 6 p.m. period and programming for seniors.	Program Review Data inform subsequent Strategic Plans	ED/staff
	Program change/expansion	PC survey about possible change in hours		ED/staff
	Meet gaps in the community	Gather input from people who are not participants		ED/staff
		Gather input from other partners in the community		CI
Continuous quality improvement (2 year rolling reviews and evaluations)	Next review completed by June 2016	Subsequent Program Reviews inform next Strategic Plan	ED/staff	
Strategic Theme: Sustainability				
Create the right factors and conditions to ensconce a sustainable position for Applegrove in the community. This includes establishing positive physical space to support programs and establishing the appropriate level of administrative staffing.	Applegrove will secure sustainable space that allows full service delivery of highest quality programs	Undertake review of current space to ensure optimization of current space resources	Applegrove being located in space conducive with high quality, community integrated programs	ED with Personnel
		Determine AG Functional Space Needs		ED with Personnel
	Ensure that AG has administration staff to thrive as an organization	Gain approval of staffing levels proposed in the 14/15 budget proposal to the City of Toronto	Achieve an effective and efficient administrative structure that supports current activities and facilitates growth. Staffing that includes - FT Executive Director, FT Program Director, FT Office Mgr, PT Admin Assistant, Volunteer Coordinator position	RG with ED
	Succession planning (staff and Board)	Establish an annual Board recruitment process and Board Committee Volunteers	Full Board that consistently reflect community we serve	CI
			Community Leadership Volunteers for Revenue Generation and Community Integration Committee	Per with CI&RG
		Review Board Member TOR and includes member mentoring		Per
		Job Description updated - ED		Per
	Develop revenue generation capacity	Develop Revenue Generation Committee TOR & annual workplan	A stable Revenue Generation Committee with strong volunteer leaders	RG
		Develop an annual organizational revenue plan with identified program net surplus/net deficit targets (including January budget reallocation process)	Develop revenue streams that reduce risk and dependence on one funder	RG
			City of Toronto AOCC funding be 50% or less of total revenue	
	Develop an annual fundraising target and associated action plan	Develop a sustainable fundraising strategy that facilitates reliable revenue sources	RG	
Refresh Strategic Plan		Strategic Planning Cycle (in line with next ED recruitment)	Per	

	Strategic Direction	Short Term Outcome (1-3 years)	Long Term Outcome (3-5 years)	Lead Committee/Person
Strategic Theme: Community Integration				
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.	Communication and PR plan	CI Committee TOR & Workplan	Establish integrated role for volunteer coordinator (when position is secured)	CI
		web site refresh	Percent or target of Community Leadership Volunteers on Board Committees	CI
		strengthen partnership with school		CI
		develop social media presence	High awareness of AG in the community	CI
		Community signage demonstrating presence in the building/community		CI
	Increase diversity	review of catchment area demographics		CI
		developing strategy and process for measuring success	Annual report/assessment of community integration building of strategy and process of measuring success	CI
		Community partner inventory to assess gaps/opportunities		CI
		Public Awareness annual work plan		CI



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”

CONSTITUTION of APPLEGROVE COMMUNITY COMPLEX

Original Constitution amended at the Annual Meeting on October 22, 1992
with a major revision adopted at the Annual Meeting on March 31, 2005.

Separate constitutions for the charity and City agency
adopted at the Annual Meeting on March 28, 2007.

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Charitable Number: 10671 8943 RR0001

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Constitution of Applegrove Community Complex
Adopted at the Annual Meeting on March 28, 2007

1. Definitions

- 1.1 "Board" means Board of Directors.
- 1.2 "Director(s)" means member(s) of the Board of Directors.
- 1.3 "Board Member(s)" means person(s) appointed by City Council to the Board of Management for Applegrove Community Complex.
- 1.4 "City" means City of Toronto.
- 1.5 "Council" means the Toronto City Council.
- 1.6 "Chair" or "Chairperson" means Chairperson of the Board of Directors for Applegrove Community Complex.

2. Name of Organization

The name of the organization is Applegrove Community Complex ("Applegrove").

3. Objects

Applegrove's objects will be to maintain, manage and operate Applegrove's facilities in the City of Toronto as a City-funded community centre providing services in accordance with the following guidelines:

- 2.1 Applegrove is a neighbourhood partnership fostering community through social and informative programs for individuals and families.
- 2.2 Applegrove's goal is to meet social, recreational, educational and cultural needs by providing diverse social, recreational, educational, and cultural programs and services.
- 2.3 All persons will be welcomed and encouraged to make full use of Applegrove's facilities and services, in accordance with any by-laws and decisions of the Board and the policies of the City of Toronto.
- 2.4 Applegrove will be community-oriented and community-controlled with priority given to residents of the area bounded by Jones Avenue to Woodbine Avenue, Lake Ontario to the railway tracks north of Gerrard Street (the "Catchment Area"), and will work co-operatively with all members of the community, especially those disadvantaged by economic, social or physical circumstances.
- 2.5 Applegrove will be run in a fiscally responsible way without monetary gains for its members.
- 2.6 Applegrove is committed to the promotion of co-operative effort, volunteerism, inter-cultural exchange and anti-racism.

4. Structure

- 4.1. Non-Profit Corporation
 - i) In 1979, Applegrove was incorporated as a non-profit corporation under the provincial Corporations Act, incorporation number 417388.
 - ii) Applegrove is registered by Revenue Canada as charitable organization Number 10671 8943 RR0001 (previously Number 0570838-59).
 - iii) A Board of Directors, which is described in more detail in section 8 of this Constitution, governs Applegrove (the "Board").

Constitution of Applegrove Community Complex
Adopted at the Annual Meeting on March 28, 2007

4.2. Agency of the City of Toronto

- i) Applegrove is a community recreation centre under the Community Recreation Centres Act, which was established in 1983 by the City of Toronto, along with its Board of Management, via by-law 121-83.¹
- ii) The Board of Management for the community centre is a city board (local board) established or continued under sections 7, 8 and 141 of the *City of Toronto Act 2006* which permit the City to appoint a city board to manage a facility and provide for its administration.
- iii) The Board of Management will function as a Standing Committee of the Board of Directors, responsible for the administration monies and reporting to City Council.
- iv) The following matters require approval from Council:
 - a) The appointment of members of the Board of Management;
 - b) The annual administrative budget and global budget estimates;
 - c) Allocations for capital repairs, currently included in the City Facilities and Real Estate Capital Budget;
 - d) The audited annual financial statements of the community centre;
 - e) Collective Agreements;
 - f) A records retention by-law or specific Council approval to destroy records;
 - g) The establishment of new community centres and the cessation of existing community centres; and
 - h) Contracting out the overall operation or a significant portion of the operation of the community centre to a third party.
- v) The following matters have been delegated to the Board of Management:
 - a) The management, operation and maintenance of the community centre;
 - b) The development, funding, management and operation of community centre programs;
 - c) Expenditures and management of administrative funds in accordance with the Council approved budget and, where applicable, the City's financial policies;
 - d) The development of strategic business plans for the community centre; and
 - e) The setting of fees and charges for use of community centre space and programs.

5. Conflict with Other Bylaws or Statutes

5.1. Municipal

If this Constitution conflicts with any municipal legislation or policy, the municipal legislation and policy will prevail.

¹ Bylaw 121-83 was replaced by By-law 1994-0792, adopted 94-10-11 by Toronto City Council and known as Chapter 25 of the Municipal Code. After amalgamation, all by-laws of the former City of Toronto were continued in the new City of Toronto. Beginning in 2007, the relevant chapter will be known as Chapter 24.

Constitution of Applegrove Community Complex
Adopted at the Annual Meeting on March 28, 2007

5.2. Other Levels of Government

If this Constitution conflicts with legislation or policy of the provincial or federal governments, the provincial or federal legislation and policy will prevail.

6. Membership

6.1. Membership Categories

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

6.2. Dues

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

6.3. Responsibilities of Membership

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

6.4. Privileges of Membership

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

Constitution of Applegrove Community Complex
Adopted at the Annual Meeting on March 28, 2007

- ii) **Adult Members**
Members of Applegrove who are 18 years of age and over, except as otherwise restricted, will have the right to:
 - a) nominate individuals as Directors and members of the Board of Management;
 - b) vote in the election of individuals as Applegrove's Directors and members of the Board of Management subject to the processes and limitations set forth in the Constitution; and
 - c) vote on any and all matters brought before the members at the Annual Meeting, and any Special Meeting, subject to the processes and limitations set forth in the Constitution.

7. Meetings of the Membership

7.1. Annual Meeting

There will be an Annual Meeting of the membership between February 1st and March 31st as determined by the Board.

7.2. Notice of Annual Meeting

Notice of the Annual Meeting will be given at least twenty-one (21) calendar days in advance and in such manner as to ensure that members have reasonable opportunity to receive such notice. The notice will include the following:

- i) date, time and location of the meeting;
- ii) availability of the Annual Report of the Board;
- iii) last date for which nominations of eligible candidates to the Board will be accepted;
- iv) intent to propose any amendments to the Constitution; and
- v) any other proposed business.

7.3. The Purpose of the Annual Meeting

The Annual Meeting will:

- i) receive reports on Applegrove's work during the preceding year and on plans for the upcoming year;
- ii) receive nominations for and elect the Board;
- iii) receive the Auditor's Report; and
- iv) carry out such other business as is approved by the members.

7.4. Special Meetings

A Special Meeting of the membership will be called upon:

- i) a motion passed by the Board to call a special meeting; or
- ii) submission to the Board of a request for a special meeting signed by twenty (20) members stating the object of the proposed meeting. A special meeting so requested will be held no later than six weeks after the date the request was submitted to the Board.

7.5. Notice of Special Meeting

Notice of a Special Meeting will be given in the same manner as for the Annual Meeting at least fourteen (14) calendar days prior to the meeting, and will state the nature or the business to be carried out at such a meeting. The only business to be carried out will be that for which the meeting is called.

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- 7.6. Quorum for Meetings of the Membership
The presence of twenty (20) members will constitute a quorum at any meeting of the membership.
- 7.7. Votes at Meetings of the Membership
- i) At any meeting of the membership, only Adult Members in good standing at least thirty (30) days prior to the date of the meeting, will be entitled to cast a vote, except as otherwise specified in this Constitution.
 - ii) At any meeting of the membership, each member will have one vote and such a vote will be given in person and not by proxy.
 - iii) Questions arising out of any Annual or Special Meeting will be decided by a majority vote except in as otherwise specified below. In the event of a tie, the Chairperson will cast a vote.
 - iv) At a special meeting called for the removal of a Director:
 - a) a two-thirds majority is required to remove the Director; and
 - b) only paid-up members in good standing, who have joined 30 days prior to the date of the call for the meeting, may vote.

8. Board of Directors

8.1. Composition of the Board

The Board will be composed of ten (10) people as follows:

- i) Nine (9) members, the majority of whom live in the Catchment Area. These will generally be known as the Community Directors.
- ii) One City Councillor will be appointed by City Council to the Board of Management and will be a member of the Board of Directors.
- iii) The Toronto District School Board may appoint one person to the Board of Management.
- iv) Directors should collectively possess an understanding of the diverse neighbourhoods and communities within the catchment area;
 - a) reflect the cultural and social diversity of the community;
 - b) knowledge and understanding of public service; and
 - c) possess good communications and decision-making skills.

8.2. Eligibility Criteria

- i) Since Directors are also members of the Board of Management, they must meet eligibility criteria for the Board of Management, which are the following requirements:
 - a) at least eighteen (18) years of age;
 - b) residing in the City;
 - c) not an employee of the City of Toronto nor of any of its Agencies, Boards, Commissions or Corporations;
 - d) not the spouse, child or parent of a Member of Council; and
 - e) not serving on another City Agency, Board, Commission, or Corporation except they can be a member of a Business Improvement Area.
- ii) Appointees are required to maintain this status throughout their term of office.
- iii) Directors continue to serve past the expiration of their term until their successors are elected or appointed.

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Adopted at the Annual Meeting on March 28, 2007

- iv) All appointments to the Board of Management are made at the pleasure of City Council and City Council retains the right to replace any appointed member at any time and for any reason.

8.3. Process

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

8.4. Procedures of the Nominations Committee

- i) A Nominations Committee will be comprised of at least three persons appointed by the Board.
- ii) 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.
- iii) All named nominees will have indicated their willingness to stand for election prior to the Annual Meeting.
- iv) 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.
- v) 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.
- vi) 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.
- vii) 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.
- viii) 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.
- ix) If nominees are not already members of Applegrove, they should complete a membership form within 10 days of election.

8.5. Term of Office

- i) The term of office for Community Directors will be two (2) years.
- ii) Terms of the Community Directors should be staggered so that in alternating years the terms of either four (4) or five (5) Community Directors will expire at the Annual Meeting.
- iii) A retiring Director will retain office until the dissolution or adjournment of the meeting at which a successor is elected.
- iv) Any retiring Directors will be eligible for re-election if otherwise qualified, but should not serve more than four consecutive two-year terms.

8.6. Vacancy on the Board

- i) A vacancy in the office of Directors will be declared upon:

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Adopted at the Annual Meeting on March 28, 2007

- a) the death of a Director;
 - b) the resignation of a Director;
 - c) the removal of a Director; or
 - d) the failure of a Director to meet the Eligibility Criteria.
- ii) A vacancy is created and the individual ceases to be a Director, effective the earliest of:
- a) the date of resignation;
 - b) the date the Director ceases to be qualified;
 - c) the date the Director is removed by City Council; or
 - d) the date of death or other incapacitation.
- iii) In the event of a vacancy on the Board, other than a vacancy resulting from the removal of a Director, the Directors then in office will select a qualified person to serve for the remainder of the 2-year term.

8.7. Removal of a Director

- i) Except as specified below, a Director may be only be removed from the Board by a motion passed by a two-thirds majority vote at a Special Meeting of the membership called for that purpose.
- ii) Three consecutive absences, or missing half the meetings in a year, may be grounds for removal of a Director at the discretion of the Chairperson.
- iii) Any qualified person may be elected by a majority of votes cast by a secret ballot at such a Special Meeting to fill the vacancy. The person so elected will be entitled to serve as a Director Member for the balance of the term of the Director who was removed.
- iv) A Director who was removed from office may appeal the decision at a Special Meeting of the membership duly called for the purpose. A simple majority will confirm the removal.

8.8. Indemnification

A member of the Board from and after election will be indemnified and saved harmless out of the funds of the Applegrove Community Complex from and against all costs, charges and expenses whatsoever which such member of the Board sustains or incurs in or about any action, suit or proceeding which is brought, commenced and prosecuted against such member for, or in respect of, any act, deed, matter, or thing whatsoever made, done or permitted by her or him in or about the execution of the duties of offices; and all other costs, charges and expenses, which are sustained or incurred in or about, or in relation to, the affairs thereof, except such costs, charges or expenses as are occasions of such member's own wilful neglect or default.

8.9. Conflict of Interest

Directors shall disclose any financial interest in a matter under consideration at a meeting and shall avoid taking part in any discussion of the matter.

8.10. Procedural Bylaw

The Board will adopt a procedural bylaw to address matters including Board meetings, quorum, voting, officers, committees and other relevant issues.

9. Appointment of Agents and Employees

- 9.1 The Board may appoint agents and employees and they will be paid such remuneration as the Board by resolution determines.
- 9.2 The Board will appoint an Executive Director as the senior staff member for the organization. The Board will delegate to the Executive Director the responsibility for the general control and management of the centre within the approved budget, policies and procedures.

10. Signatures and Fiscal Year

- 10.1. Cheques
Cheques, drafts and orders for the payment of money and all notes and bills of exchange will be signed by any two of the Chairperson, Treasurer, Secretary and Executive Director.
- 10.2. Contracts
Contracts, documents or instruments of writing requiring execution by Applegrove will be signed by any two of the Chairperson, Treasurer, Secretary and Executive Director.
- 10.3. Fiscal Year
Applegrove's fiscal year will end on the last day of December in each year.

11. Amendments to the Constitution

- 11.1 Applegrove's Constitution will be enacted, amended, repealed, or re-enacted only by a two-thirds majority vote of the members present in person at the Annual Meeting.
- 11.2 Proposals to enact, amend, repeal, or re-enact the Constitution may be put forward by the Board provided that intention to enact, amend, repeal, or re-enact is contained in the Notice for the Annual Meeting at which they are to be voted upon and that the text of any proposed change is posted in a prominent place at Applegrove no less than twenty-one (21) days in advance of the proposed date of such Annual Meeting.
- 11.3 A Special Meeting of the membership may be called to propose an amendment to the constitution; however, such an amendment must be ratified at the subsequent Annual Meeting.



APPLEGROVE COMMUNITY COMPLEX

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Procedural Bylaw

April 2007

The (new) 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.

And, 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.
- 2.2. The Chairperson will call a special meeting of the Board upon the request of any four (4) Directors.
- 2.3. Every Director will be notified at least seven (7) days prior to the proposed date of the meeting.
- 2.4. The requirement for notification may be waived if a regular Board meeting date is set and a calendar of those dates is distributed to Directors.
- 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.

- 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.
- 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;
 - 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.

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.

- 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.

April 2014 – Excerpt from Constitution for Information

8.3 Process

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

8.4 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

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Adopted April 18, 2007 to take effect May 1, 2007

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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.



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Procedural Bylaw

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- 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 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.

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- 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.
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 - iv) an officer ceasing to be a Board Member.

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- 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.
 - 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

Procedural By-Law for the Board of Management of Applegrove Community Complex
Adopted April 18, 2007 to take effect May 1, 2007

6

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.

Applegrove Community Complex

Personnel Committee New Terms of Reference – Draft 2

November 6, 2014

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.

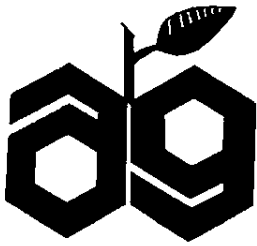
3. Responsibilities

- 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.
- 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.

4. Procedures

- 4.1 The committee should set a regular meeting date convenient to its members.
- 4.2 Because issues of a sensitive and/or confidential nature may be discussed, only members of the committee should attend meetings. However, other interested parties from the Board, staff or users can contact the chair of the committee to request permission to attend; such 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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Revenue Generation Committee

Terms of Reference

DRAFT -- November 6, 2014

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 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

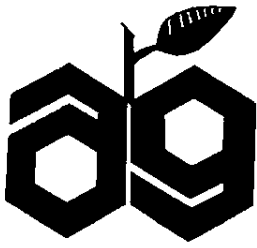
- 2.1 The committee is chaired by a Board member.

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



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- 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)

Community Integration Committee

Draft Terms of Reference

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 a 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.

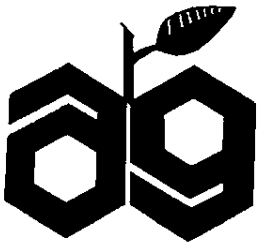
3. Purpose

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.



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Strategic Planning Update Board Report – November 24th 2014

Strategic Plan

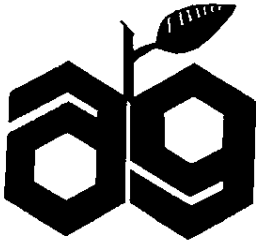
- Confirmed Themes – September
- Confirmation of 3 Board Committees – October
 - Personnel
 - Community Integration
 - Revenue Generation
- Each Committee created a Draft Terms of Reference (TOR) – November
 - Done with consideration of desired strategic outcomes (see attached)

Input from Board – November Meeting

- Provide comments or edits of the Strategic Outcomes
- Provide feedback on the Committee TOR

Suggested Next Steps

- Compile all of the work to date in a communication document – Applegrove Strategic Plan
 - Purpose of the document:
 - Available to members (ie on website)
 - Used for Board and Community Volunteer Recruitment
 - Used for community partner engagement
 - Inform the City of Toronto
 - Can be used for grant applications (if/where applicable)
 - Guide yearly Board and Board Committee workplans
- Draft submitted to Board for December or January



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Revenue Generation Committee Board Report – November 24th 2014

Members: Chris Sulway, Tolga Ay, Neil Sinclair, Irene Buncel (moving to another committee)

Key discussion point

- Fundraising is not required to deliver a balanced budget (at an organizational level) in 2015
- This is a new financial state for Applegrove
- RGC recognizes that there are many benefits to fundraising for Applegrove
 - Discretionary funds for Applegrove
 - A way of engaging participants, community, local businesses
 - A way of recruiting volunteers and participants
- Types of revenues and suggested use
 - Fundraising/One Time revenue should be used for one time purchases, for example: new toys/equipment's, program materials, programming events, capital improvements
 - Stable revenue (ie from program fees, and stable grants) should be used for program delivery

Direction required from the Board

- Terms of Reference (see attached document)
 - RGC recommends that the Board review and comment on the draft terms of reference to ensure alignment with strategic plan and Board objectives
- Investment Options (see attached document)
 - RCG has reviewed suggestions from Finance staff regarding investment options.
 - The options present no additional risk to Applegrove cash flow. Committee reviewed other options and these options appear to maximize potential revenue
 - The RCG is recommending that the Board directs the Executive Director to:
 - Verify options are compliant with City of Toronto Investment Policy
 - Change the 3 current term deposits into one 1-year redeemable term deposit at 1.1% interest.
 - Move \$50,000 from the program chequing account either into a second 1-year redeemable term deposit or into an investment savings account.
- Program Budget (see attached document)
 - RCG reviewed the 2015 Program Budget with the Executive Director
 - It includes a fundraising target of \$10,000 in 2015. RCG feels that this is a reasonable and achievable goal.
 - RCG is recommending Board endorsement

Revenue Generation Committee Minutes

November 6, 2014

Present: Chris Sulway, Tolga Ay, Irene Buncel

Staff: May Seto, Susan Fletcher (recorder)

1. Next Meeting

Tuesday, November 9 at 7:30 p.m. at Applegrove

2. Terms of Reference

The committee accepted the draft terms of reference as circulated by consensus.

3. Investment Strategy

Chris noted the attached information about Applegrove's current investments. Members considered the recommendation and agreed that further information was needed before a decision. Irene will research other investment options and will bring the information to the committee.

4. Program Budgets

The October Board meeting had referred program budgets to this committee. The committee accepted the specific program budgets as proposed, amended the "Board" revenue (by taking out Applicious revenue and adding \$5,000 of net other fundraising), and set a 2015 Revenue/Fundraising goal of \$10,000.

The attached program budget summary reflects the proposed budgets.

5. Revenue Generation in 2015

In discussion, the committee considered the revenue of \$2,000 or more in interest on \$100,000 investment, as well as revenue from small increases in certain program fees. May will research comparable fees in other local organizations and bring the results to the next meeting.

Susan reported that Applegrove's experience in 2012 and 2013, year-end forecast for 2014, and 2015 budget show that net revenue from the after-school program will cover revenue needs in the PC, EW and HOBG programs. This means that Applegrove is in a different financial position than ever before, in that we do not need fundraising revenue to cover program costs.

There was significant discussion about other needs for revenue and the non-financial benefits of events. The discussion included the following:

- Fundraising events have multiple purposes:
 - One-time funds for programs
 - Introduce Applegrove to new people, both potential participants and businesses in the community
 - Enhance engagement and involvement of current participants
 - Help to identify potential leadership volunteers, areas of need, and underserved populations
- Multiple source of revenue exist:
 - One time fundraising event revenue – when an event goes well it can bring significant funds, but it is hard to rely on these funds for programs (ie staff)

- because of its potential variability. It is ideal for one-time purchases (ie program equipment, program events, facility improvement)
- Base/stable revenue can come from program fees, and sustainable grants provide greater stability on which to build programs (ie staff)
 - donations promote engagement and involvement with Applegrove, whether the donations are from individuals or businesses
 - Have to be cognisant that Board members have limited volunteer hours and if staff spend time on fundraising events it takes away from time spent on programs and other areas. Therefore there needs to be clear value for any event
 - the Community Integration Committee will probably generate ideas for new programs and/or involvement activities to engage underserved groups
 - if we get the Vital People grant, we will have a part-time staff for a year whose responsibilities will be to build involvement and engagement

The discussion ended with understanding that future directions need to also be informed by the work of the Community Integration Committee.

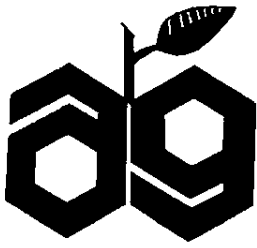
Susan suggested that this committee might review Applicable sponsorship options at the December or January meeting; this would mean that staff and interested Board members could begin sponsor recruitment early in the year. Even if Applicable is a break-even event, it still has significant expenses to be offset.

6. Next Meeting

Tuesday, December 9 at 7:30 p.m. at Applegrove

Agenda will include:

- program fees
- Sponsorship/business membership
- possible engagement/involvement activities



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Revenue Generation Committee

Terms of Reference

DRAFT -- November 6, 2014

1. Composition

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- 1.2 The Board Chair is an *ex officio* member.
- 1.3 The Executive Director staffs the committee.
- 1.4 The Office 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)
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4. Reporting

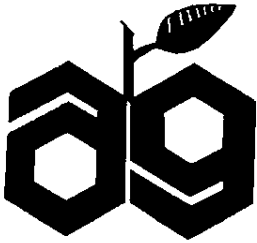
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 - Fundraising targets
 - Annual work plan

- 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
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 - 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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Investment Strategy

October 28, 2014

Background Info from Susan Horley

For many years, Applegrove has had 3 program term deposits (currently totalling \$33,415) rolling over every 30 days, and earning only 0.5 % interest. Also, the balance in the program chequing account has been over \$100,000 since Dec. 2012.

At present, Alterna offers a 1-year redeemable term deposit at 1.1 % interest. It is redeemable after 60 days, i.e. can be cashed, in case of cash-flow emergency. This product would give all the liquidity (after 60 days) we currently have, & earn more than twice the interest we now receive (0.001 %).

Alterna has many other investment products, but generally, none are redeemable before maturity. They currently have a promotional 19-month non-redeemable term deposit earning 2.3 %, which is their best rate right now.

Another option would be to move some program funds into an investment savings account, which is fully liquid but pays a slightly higher interest rate than an Alterna chequing account.

There are no fees for either a term deposit or a savings account with Alterna. However, any changes to Applegrove's investments/accounts would need to be issued via letter, signed by 2 Alterna signing officers, & given to branch staff.

Notes from Susan Fletcher

Any changes to Applegrove's investments must be in accordance with the City's investment policy. (excerpt attached)

The budget program expenses for 2015 total about \$515,000. If these expenses occurred evenly across the year, that would mean about \$50,000 in expenses per month.

Recommendation of Revenue Generation Committee to Board of Directors: instruct the Executive Director to:

1. Verify options are compliant with City of Toronto Investment Policy
2. Change the 3 current term deposits into one 1-year redeemable term deposit at 1.1% interest.
3. Move \$50,000 from the program chequing account either into a second 1-year redeemable term deposit or into an investment savings account.

Excerpts from City Investment Policy

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.EX23.13>

1.1. Policy

It is the policy of the City to invest the City's funds in a manner which will provide the highest investment return consistent with the maximum security of principal, while meeting the cash requirements of the City and conforming to all legislation governing the investment of the City's monies.

1.2. Purpose of the Investment Policy

The purpose of this policy is to guide the management of the investment assets toward the desired results. It is intended to be sufficiently specific to be meaningful, yet flexible enough to be practical.

The investment policy is developed by the Deputy City Manager and Chief Financial Officer, reviewed by the Investment Advisory and Sinking Fund Committees of the City of Toronto and approved by the Toronto City Council in order to:

Define and assign responsibilities

Establish a clear understanding of the investment goals and objectives of the City of Toronto funds assets

Offer guidance and limitations regarding the investment of funds assets

Establish a basis of evaluating investment results

Manage the funds assets according to industry best practices and applicable regulations.

The investment policy will be reviewed annually by the Investment Advisory and Sinking Fund Committees and investment staff.

1.3. Scope

This investment policy applies to all investments made on behalf of the City and its agencies, boards and commissions including, but not limited to, operating funds, reserves, reserve funds, sinking funds, trust funds, pension funds (internally managed component) and any new fund created by the City unless specifically exempted. It has been prepared with the objective of ensuring continued prudent and effective management of the City's investment activities.

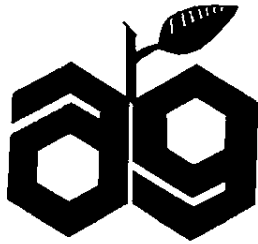
1.7 Authorized and Suitable Investments

The City may invest in certain securities as set out by Ontario Regulation 438/97 to the City of Toronto Act 2006, as amended from time to time. A copy of this regulation, which prescribes the securities in which a municipality may invest, is attached to this policy. Investment of trust funds is regulated by The Trustee Act. However, in keeping with the primary objective of the City's investment policy, namely the preservation of capital, permissible investments have been restricted to those of high credit quality and reasonable liquidity. Consequently, investment officers are permitted to invest only in fixed income instruments of the following issuers:

- (i) Government of Canada and its guarantees.

- (ii) Short term (less than one year) obligations of Provinces of Canada and their guarantees that have a minimum credit rating of A-1(-) by Standard and Poor's (S&P), R-1(low) by Dominion Bond Rating Service (DBRS) and P-1 by Moody's.
- (iii) Long-term (greater than one year) obligations of Provinces of Canada and their guarantees which have a minimum credit rating of A- by S&P, A(low) by DBRS and A3 by Moody's.
- (iv) Canadian municipalities or collective Canadian municipalities which have a minimum credit rating of A- by S&P, A (low) by DBRS and A3 by Moody's.
- (v) Municipal investment pools, that being, the public sector group of funds of the Local Authority Services Limited and the CHUMS Financing Corporation.
- (vi) Canadian School Boards or Separate School Boards which have a minimum rating of AA - by S&P, AA (low) by DBRS and Aa3 by Moody's.
- (vii) Short term obligations of Schedule I Canadian chartered banks which have a minimum short term credit rating of A-1(-) by S&P, R-1(low) by DBRS and P-1 by Moody's and long term obligations of such banks which have a minimum long term credit rating of AA- by S&P, AA (low) by DBRS and Aa3 by Moody's.
- (viii) Short term obligations of Canadian trust companies which have a minimum short term credit rating of A-1 by S&P, R-1(mid) by DBRS and P-1 by Moody's and long term obligations of such trust companies which have a minimum long term credit rating of AA- by S&P, AA (low) by DBRS and Aa3 by Moody's.
- (ix) Short-term obligations of Schedule II Canadian chartered banks that have a minimum credit rating of A-1 by S&P, R-1(mid) by DBRS and P-1 by Moody's.
- (x) Asset-backed securities (ABS) which have a minimum short term credit rating of A-1(+) by S&P, R-1 (high) DBRS and P-1 by Moody's and long term obligations of such asset-backed securities which have a minimum long term credit rating of AAA by S&P, AAA (mid) by DBRS and Aaa by Moody's. Typically, the City prefers ABS issued by Schedule-1 chartered banks. ABS issued by Schedule-2 banks, retailers and auto loans should be evaluated on an individual basis with research indicating very strong collateral level (documentation required), along with written signoff (e.g. email) by both the Capital Markets Manager and Senior Investment Advisor prior to the transaction.
- (xi) Negotiable promissory notes or commercial paper of eligible issuers, other than asset-backed securities, maturing one year or less from the date of issue having a minimum credit rating of A-1 by S&P, R- 1(mid) by DBRS and P-1 by Moody's.

The lowest rating shall govern in the case of split rated bonds.



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2015 Program Budgets	Applegrove	Edgewood	Helping Our	Therapeutic	After	Teen	Day Camp*	Leadership	Seniors	Board	Program Tc	
Revised November 2014	PC		Babies Grow	Play	School							
Expenses	Salaries and Benefits	126,878	22,729	13,210	35,666	105,715	8,683	60,350	9,622	26,388	1,000	410,242
	Program Expense	9,320	7,763	21,606	5,200	28,868	5,663	11,052	4,425	10,261	500	104,657
	Total Expense	136,198	30,492	34,816	40,865	134,583	14,346	71,402	14,048	36,649	1,500	514,899
Income	Grants City											
	Children's Services	108,764	21,568					8,916				139,248
	EYET	12,000										12,000
	YES							1,400				1,400
	Focus on Youth											0
	Star Fresh Air							3,500				3,500
	Foundation grants							5,913	5,421			11,334
	United Way				26,750							26,750
	Federal			28,808				11,934	3,978			44,720
	Provincial				36,041					32,312		68,353
	Program fees					153,800		38,736	4,995	2,446		199,977
	Agency Net Pasta fest										3,000	3,000
	Net Yoga-Thon										1,000	1,000
	Net Applicious											0
	IndivCharitable Donations									400	2,500	2,900
	Corp and Foundation	300	300				200					800
	Net Other fundraising	1,500	6,000					1,000	100	2,000	5,000	15,600
	Total Income	122,564	27,868	28,808	62,791	153,800	200	71,399	14,494	37,158	11,500	530,582
	Surplus (Revenue needed)	(13,634)	(2,624)	(6,008)	21,926	19,217	(14,146)	(3)	446	509	10,000	
	Surplus / Deficit	-13,634	-2,624	-6,008		19,217						
	Totalling	-22,266										
	Offset by After-4 revenue generated	19,217										

Community Integration Committee Meeting Notes.

Date: November 10, 2014

In Attendance: Ann McKechnie
Neil Sinclair
Antoine Tedesco
Vai Teng Law
By Phone: Chris Sulway

1. Discussion took place with Chris via Phone.
 - a. Revenue Generation Committee and Community Integration Committee have some overlap
 - b. Revenue Generation could allow for additional programs, as determined by Community Integration Committee

2. Discussion of Responsibilities of the Committee
 - a. Recruitment of Volunteers and Board Members
 - b. Communication
 - c. Determination of unmet needs in the community
 - d. Integration with community stakeholders;
 - i. School
 - ii. Community centre
 - e. Liaison with other AOCC's
 - f. Work with Government Representatives (City Councillor, School Trustee etc)

3. Next Steps
 - a. Board Member recruitment for AGM (1st Priority)
 - b. Update of Website

Next Meeting: Wednesday, December 3rd, 7:00 p.m.



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Minutes of the Board of Management Meeting October 20, 2014

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

Present: Kyle Brown, Irene Buncel, Ann McKechnie (Chair), Neil Sinclair, Chris Sulway
Regrets: Tolga Ay, Alysha Brown, Lynne Gray, Antoine Tedesco
Absent: Councillor McMahon, Trustee Cary-Meagher.
Staff: Susan Fletcher (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 with minor amendments.

B. Declaration of Conflicts of Interest

None were declared.

C. Minutes

C.1. May 26 Board of Management Meeting (deferred at September meeting, June meeting did not have quorum)

MOTION (Sinclair/McKechnie)

To accept the minutes of May 26.

Carried

C.2. September 29 Board of Management Meeting

MOTION (Sulway/Buncel)

To accept the minutes of September 29.

Carried

C.3. Deferred from September Meeting: June Executive Director's Report

MOTION (Sulway/Sinclair)

To accept the June Executive Director's Report.

Carried

C.4. Deferred from September Meeting : June Correspondence/Information

MOTION (Sulway/McKechnie)

To accept the suggested actions on the June Correspondence/Information.

Carried

D. Review of Procedures and Documents to Support Front Line Staff

This discussion followed up on e-mail discussion of related issues. Documents circulated with the agenda package and electronically included:

- Guidelines for staff behaviour
- Conflict mediation process
- Roles and expectations for family resource participants.

For the family resource programs, an annual review of the latter items is part of the operating criteria. The Roles and Expectations are posted within the PC program room.

In discussion, members suggested that additional information about program concerns and complaints be

- included on the website,
- made more available within programs including in the PC handbook
- put into the January agency newsletter.

The Board asked the Personnel Committee to review these and related documents and processes.

E. Hiring Report: After-school and Teen staff

In the future, these reports will probably go to the Personnel Committee.

MOTION (Sulway/K. Brown)

To accept the hiring report.

Carried

F. Executive Director's Report

Board members volunteered for Pasta Fest. For the December meeting, the Board agreed to have a social evening with a short business agenda offsite on December 22. The Board confirmed the proposed date for the Annual Meeting as Monday, March 30, 2015.

MOTION (Sulway/Sinclair)

To accept the Executive Director's report.

Carried

G. Correspondence/Information

MOTION (Sulway/Sinclair)

To accept the suggested actions.

Carried

H. Adjournment

The meeting was adjourned on a motion by Alysha Brown, seconded by Irene Buncel.

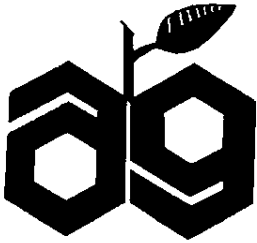
Chair

Secretary

Next Meetings

Monday, November 24 at 7 p.m.

Monday, December 22, time to be confirmed, off-site.



APPLEGROVE COMMUNITY COMPLEX

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Personnel Committee Meeting Notes November 5, 2014

Present: Ann McKechnie, Lynne Gray

Regrets: Alysha Brown, Kyle Brown

Staff: Susan Fletcher (recorder)

1. Terms of Reference

Members reviewed the draft terms of reference circulated at the October Board meeting, as well as the attached additional information from discussions of strategic outcomes as well as the AOCC Relationship Framework. The committee revised the Terms of Reference (attached) for the Board to endorse.

In accordance with the strategic outcomes, members noted that this committee would be responsible for identifying the agency's needs for leadership volunteers for the Board and committees, but that the Community Integration committee would function as the Nomination Committee. This division of labour is because most of the work of the Nomination Committee should happen in January and February, which is the same period in which the Personnel Committee must complete the Executive Director's Performance Review.

As background information for a discussion of leadership volunteer needs, Susan distributed Applegrove's current "Job Description" for Board members as well as a related resource on Performance Expectations

2. Other Business

a. Executive Director's Performance Review

Ann reported that the City is scheduling training for AOCC Board members regarding the City's pay for performance and performance management system. She recommended that at least one Board member in addition to herself attend.

Susan distributed hard copies of the background material for the City's process.

b. Review of Procedures and Documents to Support Front Line Staff

The October Board meeting asked the Personnel Committee to review these and related documents and processes. In compliance with the proposed Terms of Reference, this would be considered a request by the Executive Director for input. Members agreed to hold this discussion after the November Board meeting and to include the Program Director.

3. Next Meeting

To be scheduled in early December with an agenda including:

- Nomination of the committee chair
- Timeline for the Executive Director's Performance Review
- Timeline for Revising Management Job Descriptions
- Review of Procedures and Documents to Support Front Line Staff

Background Information

Additions to Personnel ToR coming from Strategic Outcomes

Succession planning for staff *and Board*

Review Board member terms of reference/job description that includes mentoring

Background Info from “AOCC Relationship Framework”

The Board may appoint an Executive Director who shall be responsible for exercising general control and management of the affairs of the community centre for the purpose of ensuring the efficient and effective operation and performing other administrative duties as delegated by the Board.

7.1.3 The responsibilities of the Board include the following specific matters:

- (i) the overall management, operation and maintenance of the community centre ensuring compliance with Chapter 24, all applicable laws and applicable City policies;
- (vii) the hiring and evaluation of the community centre’s Executive Director;

7.3 Community Centre Staff

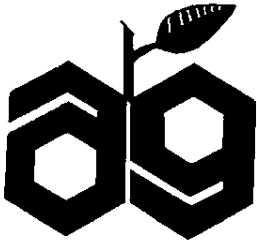
7.3.1 Community centre staff are employees of the City but Council has delegated authority to the Board for the overall management of the community centre and its’ employees in accordance with the City’s human resource policies and collective agreements.

7.3.2 The City must approve any policy or practice that affects employee compensation including changes to salary ranges, job evaluation, performance pay, salary and benefits.

7.3.3 The Board is required to follow the City policy for performance pay increases for management and excluded staff including following the appropriate merit scales set by the City.

7.3.4 The City will provide clear and timely information to the Board on human resource and employment-related policies and programs including advising the Boards of any cost of living increase when approved by Council.

7.3.5 The City will provide clear and timely information to the Board on salaries and benefits relevant to management, excluded and union staff and timely updates when any matters change.



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Volunteer Job Description -- Board Member

Revised February 2008

Authority and Responsibility

The Board of Directors is the legal authority for non-profit organization, Applegrove Community Complex, corporation number 417388. As a member of the Board, a Director acts in a position of trust for the community and is responsible for the effective governance of the organization.

The “Board of Management”, a sub-committee of the Board of Directors, is appointed by City Council under the authority of the City of Toronto Act. The Board of Management is responsible to City Council for the management, operation and maintenance of the City-funded centre; governing the centre; annual reporting of the centre’s objectives and major activities; and annual financial reporting.

The Directors and members of the Committee of Management are the same individuals, except that the Toronto District School Board has a representative of the Board of Management and not on the Board of Directors. Because the non-profit corporation and the City-funded organization function collectively as one organization, information applies to both the Board of Directors and the Board of Management. Similarly, except where otherwise specified, the terms “Director” and “Board member” refer to both interchangeably.

Requirements

These include:

1. Commitment to the work of the organization.
2. Knowledge and skills in one or more areas of Board governance, e.g., programs, policy, finance, personnel, advocacy, etc.
3. Serving on at least one committee.
4. Attendance at Board meetings, committee meetings, and Annual Meetings.
5. Support of special events.
6. Support of and participation in fundraising events.
7. Living in the City of Toronto, a member (or associate member) of Applegrove, and at least 18 years of age.

Term

Applegrove’s term for Board members is 2 years, to a maximum of 4 consecutive 2-year terms.

General Duties

A Board member is fully informed on organizational matters, and participates in the Board’s deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.

Board members must:

- A. Endorse, where appropriate, policy and other recommendations received from committees and staff.
- B. Monitor all Board policies.
- C. Review the Constitution and recommend changes to the membership.
- D. Review the organization’s structure, approve changes, and prepare necessary policy and/or constitutional amendments.

- E. Participate in the development of Applegrove's organizational plans.
- F. Approve budgets and authorize funding applications.
- G. Approve the hiring and release of the Executive Director, based on the recommendation of the Personnel Committee.
- H. Support and participate in evaluating the Executive Director.
- I. Assist in developing and maintaining positive relations among the Board, committees, staff, volunteers, and the community to enhance Applegrove's mission.

Time Commitment

Attending meetings, reading Board packages and other Board-related activities tend to require an average of 10 hours monthly. Starting in April 2010, the Board usually meets on the last Monday evening of the month, with committees meeting immediately before the Board.

All boards need to develop a policy like this – adopt it and then enforce it. This document uses the terms “board member” and “board of directors,” referring to the governing group. Other organizations use other terms, e.g., trustee, governor, board of trustees, board of governors...whatever. The intent is the same.

Performance expectations of you, the individual as a board member

Each Board member of our organization affirms the expectations outlined here and strives to perform accordingly. We treat all Board members the same when it comes to these expectations.

These expectations are clearly articulated during the recruitment process. We accept the candidate as a nominee or appointee only after s/he has agreed to fulfill these expectations. And, by accepting nomination or appointment, the individual confirms that this board service is one of his / her top volunteer and giving commitments.

Specific performance expectations are:

1. Believe in and be an active advocate and ambassador for the values, mission and vision of the organization.
2. Work with fellow Board members to fulfill the obligations of Board membership as articulated in the job description of the Board of Directors, in these performance expectations, and in keeping with all other policies.
3. Act in a way that contributes to the effective operation of the Board – and work with fellow Board members and staff to assure that the Board functions well. This includes – but is not necessarily limited to the following:
 - a. Focus on the good of the organization, independent of personal agenda, self-interest, or the influence of others.
 - b. Maintain confidentiality of committee, board, and organization work unless authorized otherwise.
 - c. Support Board decisions once these are made.
 - d. Participate in appraisal of own performance and the performance of the Board and its committees.
 - e. Support the organization’s policies and procedures for conducting business.
4. Regularly attend Board and committee meetings. Prepare for these meetings by reviewing materials and bringing the materials to meetings. Use conversation as a core business practice, asking strategic questions and participating in dialogue.
5. Keep informed about the organization, its issues, and its connection to the community through active participation within the organization and conscientious connection outside the organization.
6. Help support the charitable contributions operation of the organization. Specifically:

- a. Reach into diverse communities and help identify and cultivate relationships to support the organization as donors, volunteers, and advocates.
 - b. Give an annual financial contribution to the best of personal ability. Consider this organization one of your top 2 – 3 charitable commitments. If the organization launches a capital program, give to that, too.
 - c. Participate in the fund development by taking on various tasks tailored to your comfort and skills.
7. As appropriate, use personal and professional contacts and expertise¹ to benefit the organization, without compromising ethics or trespassing on relationships.
 8. Be available to serve as a committee or task force chair or member. Be a prepared and active participant.
 9. Inform the Board of Directors of the organization of any potential conflicts of interest, whether real or perceived, and abide by the decision of the Board related to the situation.
 10. Respect the authority of the chief executive officer and staff; and, adhere to the limitations of the Board, its committees and individual Board members.
 11. Agree to step down from Board position if unable to fulfill these expectations.

¹ Each candidate is invited to join the Board in order to provide specific expertise to the governance process. The individual is informed of this need – and agrees – prior to nomination or appointment



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Executive Director's Report

November 7, 2014

I am writing this report about a week before the Board agenda package will be sent, as I will be on vacation from November 10 to 21 inclusive, but back for the Board meeting on November 24.

Hong Kong Visitors

On October 22, Applegrove hosted 6 visitors from the Yang Memorial Methodist Social Service organization in Hong Kong. They were on a visit to Toronto to learn about the service system here. After a discussion of funding and structure over tea and cookies, we went into the PC room so they could see how a family resource program operates. Later in the afternoon, they participated in the After-school program.

Access to Applegrove, Buzzer, etc.

The new doorbell/video system started on November 3. So far, Applegrove's office staff have maintained their sanity and managed to get work done in between doorbell rings.

AOCC¹ Board / City Session

Ann, Chris and I attended a 4-hour meeting of Board representatives and Executive Directors from the 10 centers and City staff, focused on Governance issues and the City of Toronto Strategic Plan. There was lots of interesting and relevant information, opportunities to learn from other centers, and delicious snacks! The session ended with agreement for similar sessions annually and for the City to arrange training for Board representatives on the City's performance management process, probably in January.

Your Board package includes an excerpt from the City Manager's Strategic Initiatives.

Strategic Planning

Following up on the discussions at the September and October Board meetings, as well as within committees, the Board agendas include time to revise the Procedural Bylaws for the non-profit organization and the City agency to include as standing committees, the Personnel, Revenue Generation and Community Integration committees, as well as to identify the Community Integration committee as the Nomination Committee. The Board packages include the current Procedural Bylaws as well as the Constitution for the non-profit. (The Constitution for the City agency is almost identical and is in your Board orientation manual if you wish to see it). Please note that the copy of the Procedural Bylaw for the non-profit includes information from the Constitution regarding the Nominations Committee.

When Applegrove revised its constitutions after the City's AOCC Governance Review and Relationship Framework, we moved the operations of the Board into a Procedural Bylaw. These items had previously been in the constitution; since the constitution can only be amended at the Annual Meeting, City staff recommended the use of a Procedural Bylaw that the Board can amend.

¹ AOCC = Association Of Community Centres

I recommend that a new item be added to section 7.3 regarding Standing Committees. It should say something like

Effective December 1, 2014, Standing Committees will include the following with Terms of Reference as shown in Appendices A, B and C.

- Personnel Committee
- Revenue Generation Committee and
- Community Integration Committee.

The Community Integration Committee will include the functions of the Nominations Committee specified in the Constitution.

Of course, with separate Procedural By-laws for the non-profit and the City agency, this item will be on both agendas.

AGM Preparation

I have included the "Time Served" summary with this Board package. In preparation for the AGM, Nominations Committee will need to know how many vacancies there will be. We have always encouraged prospective Board members to attend a meeting as a guest; in order to begin advertising the vacancies in time for interested individuals to attend the January Board meeting, the Nominations Committee will need each Board member's response in early January.

Please let me know as soon as is convenient whether you plan to resign or want to continue, and I will compile the information for the Community Integration Committee.

Pasta Fest

I am writing this report before the event, so I do not know how successful it will be. But I do know that Louise and May will organize it well and that the food will be delicious!

Board Agenda

Because of my vacation, I will not be able to prepare a summary financial report for the November Board meeting.

In accordance with discussions in strategic planning and at the Board, I have included time on the agenda for committee reports. Because personnel issues have been on the Board of Management agenda, I have included the Personnel Committee report on the Board of Management agenda. The Revenue Generation report is on the Board of Directors agenda, as is Community Integration.

Looking Ahead

Please note that I will be on vacation from November 10 to 21 inclusive; May will take the lead in preparing the agenda and information for the Board meeting on November 24 (distribution date November 13).

At the October meeting, the Board set December 22 for an off-site social with a possible short business agenda. In addition, the Board confirmed Monday, March 30 for the Annual General Meeting.

Complaints and Grievances

As agreed in 2011, the Executive Director's Report includes "Complaints". There have been no additional complaints since my September report.

As advised in my June report, a received a grievance in June regarding a request for an alternate rate. It is still at Step 3, review by the City's Labour Relations staff.

As previously reported, the union suspended discussions on job evaluation pending resolution of applications to the Pay Equity Commission.

Respectfully submitted,

Susan Fletcher.



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Applegrove Board Members – Time Served

November 2014

Name and position on the Board	Date came on board (D/M/Y)	Time completed (at the AGM in 2015)	Term	Renew?	In catchment?
Mary-Margaret McMahon (City Council Rep)	1/12/10	N/A 4 years		N/A	
Sheila Cary-Meagher (TDSB Rep on Board of Management)	27/03/02	N/A 13 years		N/A	
Tolga Ay	28/10/13	1.5 years	1 st year of 2-year term ending March 2016		✓
Alysha Brown	25/03/13	2 years	2 nd year of 2-year term ending March 2015		✓
Kyle Brown	31/03/14	1 year	1 st year of 2-year term ending March 2016		
Irene Buncel	25/03/13	2 years	1 st year of 2-year term ending March 2016		✓
Lynne Gray	25/03/13	2 years	2 nd year of 2-year term ending March 2015		✓
Ann McKechnie	31/03/10	5 years	2 nd year of 2-year term ending March 2015		✓
Neil Sinclair	30/03/11	4 years	2 nd year of 2-year term ending March 2015		✓
Chris Sulway	26/03/12	3 years	1 st year of 1-year term ending March 2015		✓
Antoine Tedesco	31/03/14	1 year	1 st year of 2-year term ending March 2016		

Terms exist independently of the person filling them and are staggered so that about half expire each year.

A majority of community Board members must live within the catchment area.