



# 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 30, 2015**

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

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

### **6:45 Optional Light Supper**

#### **7:00**

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

7. Board Development: Challenges and Rewards (*see Executive Director's Report*)

#### **7:20**

8. Minutes of the Oct. 26 meeting (*attached*): to be accepted
  
9. Wrong-doing and Reprisal (*See Executive Director's Report*)

#### **7:30**

10. Finance
  - 10.1. 2015 YTD Statistics Summary (*attached*) for information.
  
  - 10.2. 2015 Year-To-Date Financial Report: (*attached*) to be accepted

11. Strategic Planning

#### **7:45**

12. Revenue Generation Committee Report (*to follow*)
  
13. Community Integration Committee Report (*to follow*)

#### **8:15**

14. Directors' Concerns
  
15. Adjournment



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

**“TOGETHER, BUILDING OUR COMMUNITY”**



## **Board of Management Meeting AGENDA -- Monday, November 30, 2015**

### **8:20**

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of the Oct. 26 Board of Management Meeting (*attached*): to be accepted
- D. Personnel Committee Report (*attached except as noted*)
  - D.1. Managers' Job Descriptions
  - D.2. Police Reference Checks for Board Members
  - D.3. Leadership Volunteers (*report to come*)
  - D.4. Employment of Relatives Policy (*attached*)
  - D.5. Human Rights and Anti-Harassment/Discrimination Policy (*attached*)
  - D.6. Process for Executive Director's Performance Review
  - D.7. Complaints Policy (*attached*)

### **8:40**

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

- D.8. Workload and Overtime

Motion needed to return to the public meeting.

### **8:50**

- E. Executive Director's Report (*attached*): to be accepted
  - E.1. Community Hubs
  - E.2. Time Served
  - E.3. Meeting Dates

### **8:58**

- F. Correspondence List (*to be distributed at the meeting*): for information and decisions
- G. Adjournment

## **Next Meetings and Events**

Next regular Board meetings:  
December 14 at 7 p.m.  
January 25



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

**“TOGETHER, BUILDING OUR COMMUNITY”**

## **Minutes of the Board of Directors Meeting October 26, 2015**

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

Present: Irene Buncel, Matt Kindbom, Vai Teng Law, Jean Lim-O'Brien, Neil Sinclair, Chris Sulway (Chair)  
Regrets: Tolga Ay, Sabrina Dias, Councillor McMahan, Antoine Tedesco  
Staff: Susan Fletcher, May Seto (Recorder)

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

At 7:00, Chris called the meeting to order. Quorum of 5 Directors was achieved. By consensus, the agenda was adopted as circulated.

### **2. Welcome and Introductions**

### **3. Declaration of Conflicts of Interest**

None were declared.

### **4. Timekeeper**

Timekeeper for meeting

### **5. Volunteer Hours**

Members provided their volunteer hours.

### **6. Donation Envelope**

The donation envelope circulated.

### **7. Board Development: Program Presentation**

Louise provided an overview about the Applegrove Connection (formerly Edgewood), outlining its space and attendance, and noting her dream for the program.

### **8. Minutes**

#### **Minutes of the September 28 Board of Directors Meeting**

**MOTION** (Law/Sinclair)

To accept the minutes of September 28.

**Carried**

### **9. Policy Work**

9.1. Rescind existing Conflict of Interest Policy

**MOTION** (Sinclair/Buncel)

To rescind the existing Conflict of Interest Policy as of December 31, 2015 when it will be replaced by the Public Service Bylaw.

**Carried**

- 9.2. Rescind existing political activity policies

**MOTION** (Lim-O'Brien/Kindbom)

To rescind the existing Election Policy as of December 31, 2015 when it will be replaced by the Public Service Bylaw.

**Carried**

- 9.3. Amend/Adopt New Applegrove Employment of Relatives Policy  
Referred to Personnel Committee for approval

- 9.4. Amend/Adopt Procedural By-law for City Agency

**MOTION** (Lim-O'Brien/Law)

To adopt the revised Procedural By-law effective January 1, 2016

**Carried**

- 9.5. Amend/Adopt AOCC Human Rights and Anti-Harrassment Policy  
Referred to Personnel Committee

## 10. Wrong-doing and Reprisal

Susan provided an overview and answered members' questions. As directed by the Board, Susan will set up a meeting with City representatives to discuss the Board's options and the consequences of not adopting the policy.

## 11. City Policies that do not require Board approval (for information)

- 11.1. Corp Occupational Health and Safety
- 11.2. Critical Injury Investigation and Reporting
- 11.3. Hate Activity
- 11.4. Work Refusal
- 11.5. Workplace Violence
- 11.6. Workplace Harassment
- 11.7. Accommodation
- 11.8. Employment Equity

## 12. Finance and Fundraising

- 12.1. 2015 YTD Statistics Summary: for information

- 12.2. 2015 Year-to-Date Financial Reporting

**MOTION** (Lim-O'Brien/Law)

To accept the September 30 year to date financial report as presented.

**Carried**

- 12.3. 2016 Program Budgets

Susan provided an overview.

**MOTION** (Lim-O'Brien/Law)

To accept the program budgets for Parent-Child and Applegrove Connection.

**Carried**

The Board would like to explore the possible expansion of the Applegrove Connection and revenue generation opportunities to cover the costs.

- 12.4. Admin Budget 2016 Update: for information  
Susan provided an overview.

**13. Strategic Planning**

Nothing to report.

**14. Revenue Generation Committee Report**

**MOTION** (Sulway/Law)

To accept the Revenue Generation report as presented.

**Carried**

**15. Community Integration Committee Report**

Did not meet.

**16. Directors' Concerns**

None

**17. Adjournment**

The meeting was adjourned on a motion by Matt Kindbom, seconded by Jean Lim-O'Brien.

---

Chair

---

Secretary

**Applegrove Statistics**

**2015 Printed November 20, 2015**

Note: added new column with cumulative total different participants

Cumulative different people		January	February	March	April	May	June	July	August	September	October
<b>Applegrove Parent/Child Drop-in</b>											
Children	645	695	653	835	745	675	610	639	550	540	671
Parents	566	271	212	243	255	199	183	206	197	174	265
Caregivers		239	218	307	263	248	223	196	176	204	245
Subtotal		1,205	1,083	1,385	1,263	1,122	1,016	1,041	923	918	1,181
<b>The Applegrove Connection (previously Edgewood)</b>											
Children	145	8	23	59	72	39	47	0		194	178
Parents	119	6	20	46	41	23	26	0		61	37
Caregivers		0	0	5	11	5	17	0		60	72
Subtotal		14	43	110	124	67	90	0	0	315	287
<b>Helping Our Babies Grow</b>											
Infants and Children	45	36	17	38	28	35	55	54	44	25	39
Moms	58	41	18	40	32	43	62	43	47	43	43
Subtotal		77	35	78	60	78	117	97	91	68	82
<b>Therapeutic Play</b>											
Children		4	10	20	11	12	8	0	0	0	0
Adults		4	10	20	9	12	8	0	0	0	0
Subtotal		8	20	40	20	24	16	0	0	0	0
<b>Children and Youth</b>											
Summer Camp	137							1,149	732		
After4, PA, March	75	1,030	981	1,184	1,289	1,079	1,102			1,042	1,208
Leadership								209	98		
Teen		55	67	71	94	0	0			0	87
Subtotal		1,392	1,048	1,255	1,383	1,079	1,102	1,358	830	1,042	1,295
<b>Adult Programs</b>											
Seniors	202	221	139	317	235	248	233	144	89	191	255
Committee/Board ho		66	60	0	77	29	24	0	0	59	30
Other*		0	115	55	78	0	0	0	0	0	80
Subtotal		287	314	372	390	277	257	144	89	250	365
Phone and e-mail		325	288	406	308	221	298	304	288	371	371
<b>Total</b>	<b>1,992</b>	<b>3,308</b>	<b>2,831</b>	<b>3,646</b>	<b>3,548</b>	<b>2,868</b>	<b>2,896</b>	<b>2,944</b>	<b>2,221</b>	<b>2,964</b>	<b>3,581</b>
<b>Cumulative</b>		<b>3,308</b>	<b>6,139</b>	<b>9,785</b>	<b>13,333</b>	<b>16,201</b>	<b>19,097</b>	<b>22,041</b>	<b>24,262</b>	<b>27,226</b>	<b>30,807</b>
*Other includes Book Club, special events, Annual Meeting, Income Tax Clinic, Board Hours shown in month recorded, not worked											
Note: Edgewood was closed for all of January and most of February, then most of September-Dec 2014											
2014 Comparison Monthly		3,322	3,188	3,627	4,189	3693	3,340	3,087	2,067	4,468	3,694
Cumulative		3,322	6,510	10,137	14,326	18019	21,359	24,446	26,513	30,981	34,675

		Parent Child Annual Statistics for 2015				Printed November 20, 2015						
		Total to date	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.
Days Open		168	16	15	17	17	17	17	18	16	18	17
# Visits		11,137	1,205	1,083	1,385	1,263	1,122	1,016	1,041	923	918	1,181
# Children		6,613	695	653	835	745	675	610	639	550	540	671
# Parents		2,205	271	212	243	255	199	183	206	197	174	265
# Caregivers		2,319	239	218	307	263	248	223	196	176	204	245
New Parents		182	21	14	23	16	13	10	20	18	21	26
New Caregivers		79	11	4	10	3	4	5	7	4	14	17
New Children		275	28	15	41	19	13	17	48	22	41	31
Event: Adults		240	39	0	63	25	15	0	58	0	23	17
Event: Children		282	48	0	88	38	20	0	34	0	23	31
Workshop/meeting		175	26	32	12	22	14	18	8	6	6	22
Workshop Child Care		180	29	38	14	19	17	16	0	8	10	19
Parent Relief		13	0	0	1	2	6	0	1	1	1	1
Resources (items)		14	1	2	4	0	1	1	1	0	3	0
Resources (users)		12	1	2	3	0	1	1	1	0	2	0
Toy Library Items		23	2	0	2	1	1	1	12	3	0	1
Toy Library Users		17	2	0	4	1	1	1	5	2	0	1
Volunteer Hours		79	12	15	10	1	15	5	17	1	0	3
Volunteers		79	18	10	8	1	13	10	11	2	0	6
Hours of Operation		840	80.0	75.0	85.00	85.00	85.00	85.00	90.00	80.00	90.00	85.00
Average use		66	75	72	81	74	66	60	58	58	51	69
Referrals		72	8	7	9	7	6	6	7	7	7	8
Number of different users (monthly)	Total	N/A	349	298	378	306	278	280	347	299	305	311
	Adults	N/A	159	138	167	138	119	121	158	131	137	154
	Children	N/A	190	160	211	168	159	159	189	168	168	157
# of Workshops		15	2	3	1	2	1	1	1	1	1	2
Workshop Participants		132	15	23	8	12	2	10	6	6	34	16
Info/Counselling:		684	76	66	82	77	71	61	60	56	57	78
Condom Distribution:		186	10	13	44	45	5	6	34	7	13	9
Clothing Exchange:		265	28	24	31	25	13	22	27	23	24	48
Child Care Registry:		95	7	9	11	6	11	9	12	12	8	10
Adult Phone Contacts	(New)	212	24	22	25	25	5	26	27	22	27	9
	(Other)	341	40	37	42	42	6	43	44	37	45	5
First Visit 2015	Adults	566	159	48	61	44	25	26	49	46	48	60
	Children	645	190	45	88	46	25	40	51	45	59	56
Cumulative (to date) *	Adults	N/A	183	253	339	408	438	490	566	634	709	778
	Children	N/A	190	235	323	369	394	434	485	530	589	645

2014 comparative data		Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	
Days Open		168	16	16	16	17	18	16	18	15	17	19
# Visits		13,641	1,343	1,425	1,521	1,653	1,525	1,315	1,045	1,107	1,190	1,517
# Children		8,104	799	838	920	1,000	928	795	618	683	669	854
# Parents		2,401	240	263	234	257	242	198	173	161	277	356
# Caregivers		3,136	304	324	367	396	355	322	254	263	244	307
First Visit 2014	Adults	609	156	62	72	45	30	47	55	33	48	61
	Children	671	200	76	75	45	27	45	66	43	46	48

**October 31, 2015 YTD Financial Report**

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

		YTD Budget		YTD Actual		Difference from budget		Common Issues	Special Notes	
City Funded Administration	Expense	295,170		277,338		17,832	6%		Finance Manager gapping.	
	Income		307,018	307,069		51	0%			
Families with Young Children	HOBG	Expense	24,147		22,852		-1,295	-5%	Higher expenses due to fiscal year-end spending in March Funder sent April to November funding in advance! Note: new line for cost of program worker funded via donations, fundraising, etc.	
		Income		22,613		28,960	6,347	28%		
		Expense	2,358							
	PC	Expense	109,167		108,069		-1,098	-1%	Q	
		Income		125,282		126,730	1,448	1%		
	AC (formerly EW)	Expense	24,456		25,014		559	2%	Q	No fundraising income
		Income		22,871		24,834	1,963	9%		
	Therapeutic	Expense	26,527		20,775		-5,752	-22%	?	Lower expenses due to late start of fall program and low take-up of program supports
Income			13,375		13,375	0	0%			
Children and Youth	After School including March Break	Expense	109,710		109,024		-686	-1%		Now includes March Break expense and income of about \$4500 and \$4900 respectively
		Income		123,040		143,338	20,298	16%		
	Teen	Expense	8,369		5,366		-3,003	-36%		Staff are thrifty; some programming was cancelled; and fewer supplies purchased than anticipated. Funding received in 2014; must be transferred from 2014 into 2015
		Income		0		0	0	0%		
	Camp	Expense	78,866		73,088		-5,778	-7%		Waiting for several funders, totalling well over \$5,000
		Income		73,611		68,342	-5,269	-7%		
	Leadership	Expense	14,966		12,096		-2,870	-19%		Staff are thrifty.
		Income		11,401		11,632	231	2%		
Seniors	Expense	30,332		30,752		420	1%	§	Additional income from Wellness Fair plus prior New Horizons Grant (CTA project) as well as higher participant fees	
	Income		31,288		39,803	8,515	27%			
Fundraising general program	General programming	Expense	3,249						New line for Program Assistant and relevant expenses. Funded via After-school proceeds	
	Agency fundraising and donations	Revenue		5,130			3,260	Net Proceeds (Revenue - Expense)	Includes income from United Way, individual donations, YogaThon and Family Dance Expense includes Directors and Officers insurance @ \$800 and Family Dance	
		Expense				1,870				
§ = Special April-March financial year		Q = Funding received quarterly				? = Funding received twice annually				



**APPLEGROVE COMMUNITY COMPLEX  
BALANCE SHEET  
October 31, 2015**

**ASSETS**

Alterna - Admin Account	44,028.52	
Alterna - Program Account	151,123.86	
Alterna - Trust Account	502.99	
Alterna - Member Shares	151.59	
Alterna Term Deposits - Program	83,383.20	
Petty Cash Float - Admin	150.00	
Petty Cash Floats - Program	1,047.50	
Outstanding Transfers Between Accounts	(1,389.11)	
Accounts Receivable - Admin	0.00	
Accounts Receivable - Program	150.49	
Long-term Receivable - City of Toronto	303,037.34	
HST Receivable - Admin & Program	4,387.82	
Prepaid Expenses	3,972.10	
		<u>590,546.30</u>

**LIABILITIES**

Accounts Payable - Admin	0.00	
Accounts Payable - Program	0.00	
Long-term Benefits Payable	270,914.00	
Unrealized Actuarial Gain	(15,889.00)	
Income Taxes Payable	7,781.12	
CPP Payable	3,784.14	
EI Payable	2,212.88	
OMERS Payable	8,253.56	
WSIB Payable	469.25	
Union & COTAPSAI Dues Payable	972.50	
EHT Payable	1,361.00	
Vacations Accrued - Admin	48,012.34	
Vacations Accrued - Program	7,260.63	
City of Toronto Payable (Receivable)	(378.98)	
Surplus (Deficit) Outstanding	9,726.81	
		<u>344,480.25</u>
Accrued Expenses - Admin	0.00	
Deferred Income - Program	690.00	
Funds held in trust	955.00	
Retained Surplus (Deficit): P/C	0.00	
Afterschool	57,644.58	
Teen Program	5,172.71	
Seniors Programs	14,533.26	
Board/Management	32,927.89	
Summer Programs	12,096.32	
HAIG	(85.29)	
The Applegrove Connection	0.00	
HOBG	9,130.15	
Over the Rainbow	36,142.96	
Current Program Income	462,143.66	
Current Program Expenses	(415,016.75)	
		<u>47,126.91</u>
Admin:		
Current Admin Funding - City of Toronto	307,017.90	
Interest on Admin Account	51.39	
Current Admin Expenses	(277,337.73)	
Current Admin Surplus/Deficit		<u>29,731.56</u>
		<u>590,546.30</u>

Applegrove Community Complex  
Year to date Income Statement  
October 31, 2015

	Admin		Program	P/C Drop-in		Applegrove Conne		March Break		HOBG		Therapeutic Play		Summer Camp		After School		Teen Program		Leadership		Seniors		Other(func	
	Actual	Budget	Total	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
<b>EXPENSES</b>																									
Salary	197,660	215,810	298,552	80,647	77,973	14,124	13,210	3,402	0	5,545	6,783	16,831	21,736	53,323	53,717	83,383	78,062	4,561	6,202	9,553	9,522	21,911	20,260	5,273	
Benefit	54,131	56,730	48,203	23,716	24,114	5,604	5,562	365	0	388	414	1,708	1,765	5,864	6,683	7,022	8,008	486	857	745	934	1,620	1,677	685	
Material & Supplies	6,459	7,358	34,993	2,808	4,908	713	969	226	0	12,221	13,950	74	1,320	7,078	8,672	6,416	12,285	221	1,310	264	2,105	4,845	6,800	127	
Furniture & Equipment	1,679	2,117	1,208	0	150	(199)	75	0	0	1,407	0	0	0	0	0	0	500	0	0	0	0	0	0	0	
Purchased Services	17,408	13,155	32,035	898	2,022	4,773	4,640	535	0	3,292	3,000	2,161	1,706	6,824	9,794	7,675	10,855	98	0	1,534	2,405	2,376	1,595	1,870	
<b>Total</b>	<b>277,338</b>	<b>295,170</b>	<b>414,991</b>	<b>108,069</b>	<b>109,167</b>	<b>25,014</b>	<b>24,456</b>	<b>4,528</b>	<b>0</b>	<b>22,852</b>	<b>24,147</b>	<b>20,775</b>	<b>26,527</b>	<b>73,088</b>	<b>78,866</b>	<b>104,496</b>	<b>109,710</b>	<b>5,366</b>	<b>8,369</b>	<b>12,096</b>	<b>14,966</b>	<b>30,752</b>	<b>30,332</b>	<b>7,955</b>	
<b>INCOME</b>																									
<b>Government Funding</b>																									
City of Toronto	307,018	307,018	140,510	112,032	112,032	24,828	18,621	0	0	0	0	0	0	3,650	7,066	0	0	0	0	0	0	0	0	0	0
Province of Ontario	0	0	38,118	12,000	12,000	0	0	0	0	0	0	0	0	0	1,400	0	0	0	0	0	0	26,118	26,840	0	
Federal Government	0	0	48,223	0	0	0	0	0	0	28,960	22,613	0	0	11,119	11,118	0	0	0	0	3,723	3,706	4,422	0	0	
<b>Total Government</b>	<b>307,018</b>	<b>307,018</b>	<b>226,850</b>	<b>124,032</b>	<b>124,032</b>	<b>24,828</b>	<b>18,621</b>	<b>0</b>	<b>0</b>	<b>28,960</b>	<b>22,613</b>	<b>0</b>	<b>0</b>	<b>14,769</b>	<b>19,584</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,723</b>	<b>3,706</b>	<b>30,540</b>	<b>26,840</b>	<b>0</b>	
<b>Non-Government Funding</b>																									
Charitable Organization	0	0	13,656	0	0	0	0	0	0	0	0	13,375	13,375	0	0	0	0	0	0	0	0	0	0	0	281
Foundation/Corporation	0	0	10,500	0	0	0	0	0	0	0	0	0	0	6,000	3,500	0	0	0	0	2,500	2,500	2,000	2,000	0	
<b>Total Non-Government</b>	<b>0</b>	<b>0</b>	<b>24,156</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,375</b>	<b>13,375</b>	<b>6,000</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>2,500</b>	<b>2,000</b>	<b>2,000</b>	<b>281</b>	
<b>Donation/Fundraising</b>																									
Charitable Donation-individual	0	0	5,088	627	0	0	0	0	0	0	0	0	0	0	0	72	0	0	0	10	0	1,844	325	2,536	
Charitable Donation-Business	0	0	2,000	0	0	0	0	0	0	0	0	0	0	2,000	2,000	0	0	0	0	0	0	0	0	0	
Non-charitable Donation-Ind	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Non-charitable Donation-Bus	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fundraising	0	0	4,591	2,071	1,250	6	750	0	0	0	0	0	0	990	1,000	0	0	0	0	0	200	212	0	1,312	
<b>Total Donation/fundraising</b>	<b>0</b>	<b>0</b>	<b>11,679</b>	<b>2,698</b>	<b>1,250</b>	<b>6</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,990</b>	<b>3,000</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>200</b>	<b>2,055</b>	<b>325</b>	<b>3,848</b>	
<b>Others</b>																									
User Fees	0	0	198,727	0	0	0	0	4,905	0	0	0	0	0	44,583	47,527	138,361	123,040	0	0	5,400	4,995	5,208	2,123	270	
Miscel	51	0	731	0	0	0	3,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	731	
GST Rebate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total Others</b>	<b>51</b>	<b>0</b>	<b>199,458</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>4,905</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44,583</b>	<b>47,527</b>	<b>138,361</b>	<b>123,040</b>	<b>0</b>	<b>0</b>	<b>5,400</b>	<b>4,995</b>	<b>5,208</b>	<b>2,123</b>	<b>1,001</b>	
<b>TOTAL INCOME</b>	<b>307,069</b>	<b>307,018</b>	<b>462,144</b>	<b>126,730</b>	<b>125,282</b>	<b>24,834</b>	<b>22,871</b>	<b>4,905</b>	<b>0</b>	<b>28,960</b>	<b>22,613</b>	<b>13,375</b>	<b>13,375</b>	<b>68,342</b>	<b>73,611</b>	<b>138,433</b>	<b>123,040</b>	<b>0</b>	<b>0</b>	<b>11,632</b>	<b>11,401</b>	<b>39,803</b>	<b>31,288</b>	<b>5,130</b>	
<b>SURPLUS(DEFICIT)</b>	<b>29,732</b>	<b>11,848</b>	<b>47,152</b>	<b>18,661</b>	<b>16,115</b>	<b>(180)</b>	<b>(1,585)</b>	<b>377</b>	<b>0</b>	<b>6,107</b>	<b>(1,534)</b>	<b>(7,400)</b>	<b>(13,152)</b>	<b>(4,747)</b>	<b>(5,255)</b>	<b>33,937</b>	<b>13,330</b>	<b>(5,366)</b>	<b>(8,369)</b>	<b>(464)</b>	<b>(3,565)</b>	<b>9,051</b>	<b>956</b>	<b>(2,825)</b>	



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

**“TOGETHER, BUILDING OUR COMMUNITY”**



## **Minutes of the Board of Management Meeting October 26, 2015**

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

Present: Irene Buncel, Matt Kindbom, Vai Teng Law, Jean Lim-O'Brien, Neil Sinclair, Chris Sulway (Chair)  
Regrets: Tolga Ay, Sabrina Dias, Councillor McMahon, Antoine Tedesco  
Staff: Susan Fletcher, May Seto (Recorder)

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

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

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

None were declared.

### **C. Minutes**

Minutes of the September 28 Board of Management Meeting

**MOTION** (Sinclair/Lim-O'Brien)  
To accept the minutes of September 28.  
**Carried**

### **D. Executive Director's Report: For information**

**MOTION** (Law/Sinclair)  
To accept the Executive Director's report.  
**Carried**

### **E. Correspondence/Information**

Susan provided information.

**MOTION** (Buncel/Sulway)  
To accept the suggested actions.  
**Carried**

### **F. Adjournment**

The meeting was adjourned on a motion by Vai Teng Law, seconded by Matt Kindbom.

---

Chair

---

Secretary

Continues on page 2

Board of Management Minutes  
October 26, 2015

2

**Next Meetings**

Board Meetings:

November 30 at 7 p.m.

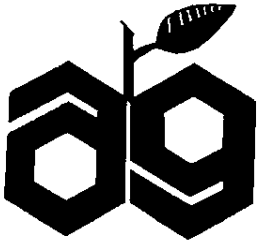
December 14 if needed

Community Integration Committee – TBA.

Revenue Generation Committee – TBA

Personnel Committee – November 17 at 7 p.m.

Meeting with City for Wrong-doing & Reprisal discussion – November 18 at 7 p.m.



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

**“TOGETHER, BUILDING OUR COMMUNITY”**



## Personnel Committee Notes

November 17, 2015

**Present:** Chris Sulway, Irene Buncel, Susan Fletcher (staff)

1. **Next Meeting** -- Tuesday, January 12, 2016 @ 7 p.m.

2. **Notes from last meeting**

- Accepted by consensus

3. **Follow-up on items from last meeting**

a. Management Job Descriptions:

- Susan circulated the draft job descriptions for the Finance Manager and Program Director, as well as the Executive Director's job description for reference.
- Susan had asked the relevant staff for input on the draft job descriptions.
- May felt the Program Director job description was appropriate.
- The committee made a minor amendment to the explanation of the hours for the Program Director.
- Susan H noted: comments on Finance Manager job description
  - As we discussed last month, I have no specific editing to propose for the current version of the Finance Manager job description, at this time. However, my general concern is: these tasks & responsibilities constitute a full-time job at other AOCC centres, so to expect Applegrove's FM to perform essentially the same work in 7 hours per week is not reasonable. As I adapt to the FM position over the next few months, I hope to have a better sense of what scope of work is feasible.
  - Can I suggest that we review this job description in about 6 months, with a view to making it more reflective of the limited work hours allocated to this position?
- In discussion, members noted
  - the importance for the organization of having job descriptions
  - that the organization has no experience with an effective Finance Manager and Bookkeeper
  - that the allocation of hours between the positions was done to meet an arbitrary financial target.
  - the need for information about workload.
  - possibly include time allocations in the job description
- Susan F agreed to ask the Finance Manager to track time on tasks, including identifying issues related to orienting the Bookkeeper, and to identify by February 2016 what items in the job description should be reviewed by the Personnel Committee in March and June.

Recommendation

That the Board endorse the attached job descriptions for the Executive Director, Program Director and Finance Manager, noting the issue related to the Finance Manager for review at 3 and 6 months.

b. Police Reference Checks

- during the discussion of leadership volunteers below, the question of police reference checks came up
- members agreed that Applegrove should require them for Board members.

Recommendation

That the Board require police checks for Board members and implement this via police reference checks for current Board members.

c. Leadership Volunteers

- part of this committee's work is 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. Because the bulk of the work of nominating Board members falls at the same time as the Personnel Committee work on the Executive Director's Performance Review, the Board assigned the Community Integration committee as the Nominating Committee
- at the last meeting, members
  - suggested that the recruitment and screening should include:
    - principles (to be developed)
    - an application form:
    - a statement of confidentiality
  - asked whether the Code of Conduct and confidentiality requirements be spelled out on the Board nomination form?
- members reviewed the current Board nomination form and agreed that it is appropriate as is for Board nominations. The Code of Conduct and confidentiality requirements will be addressed in Board orientation.
- discussed the role of leadership volunteers; while some will work on committees, others will focus on organizing a specific event or acting as consultants for particular issues.
  - suggested that committee volunteers should commit to a significant time, e.g. 1 year
  - should have police reference check but can start volunteering before it is completed
  - the Board nomination form is a good start on a form, without the federal and municipal eligibility requirements and adding a question whether there are any issues in an individual's background that the organization should know.
- Chris will prepare a draft for the Board meeting.

d. Draft of Hiring Policy

- members agreed to defer this item and comment by e-mail.

**4. Standing Item: Overtime and Workload**

- Susan reported on these to the committee
- the Board agenda will include an *in camera* item on this issue

**5. Public Service Bylaw Related Policies (referred by Board)**

a. Employment of Relatives Policy

Recommendation

That the Board adopt the Employment of Relatives policy as circulated.

b. Human Rights and Anti-Harassment/Discrimination Policy

Recommendation

That the Board adopt the AOCC Human Rights and Anti-Harassment/Discrimination policy as circulated.

**6. Executive Director’s Performance Review**

- Susan circulated the City’s background materials for members’ reference
  - Overview of the New Non-union Performance Management Program 2014
  - City Performance Review definition tool
  - Management Competencies
- Susan noted issues with the current performance review process as noted below, and circulated a proposal for an alternative process, including the other managers’ comments
  - the performance planner does not measure significant areas of senior managers’ work e.g.
    - identifying issues and either proposing or taking action to prevent problems
    - supporting the work of the board and its committees via
      - appropriate communication that is timely, has enough detail, etc.
      - effective participation in discussion
      - supporting recruitment
    - actively contributing to a welcoming and healthy workplace
  - there are important areas of organizational focus that are not easily converted to SMART objectives
  - the planner does not assess creativity, emotional intelligence, creation/maintenance of positive relationships with other organizations
  - other managers agreed that the Performance Planner does not adequately measure managers’ work and suggested that basing merit pay on its arbitrary “achievements” is unfair.
- committee members noted that the 360° input form is cumbersome and does not necessarily provide useful information. They noted other mechanisms through which Board members receive input about the Executive Director’s performance including observations, complaints/lack of complaints, grievances, etc.
- the committee agreed to forgo the 360 this year and otherwise meet the suggested timelines so that the 2015 financials can include an accurate estimate of merit pay for managers.
- the committee will work on a different process for performance reviews based on Susan’s proposal, what is done in other organizations, etc.

Date	Task
Jan. 8	<ul style="list-style-type: none"> <li>• Performance Planner and narrative report due</li> </ul>
Week of Jan 11	<ul style="list-style-type: none"> <li>• committee members review reports and determine merit level</li> </ul>
Week of Jan 18	<ul style="list-style-type: none"> <li>• committee meets with ED to discuss 2015</li> </ul>
Subsequently	<ul style="list-style-type: none"> <li>• ED meets with other managers to determine merit levels by Feb. 1</li> <li>• draft of 2016 Performance Planner due: Feb. 15?</li> <li>• committee meets with ED to discuss 2016 objectives: by March 1?</li> </ul>

## **7. Complaint Process**

- this committee agreed to revise Applegrove's complaint process so that it becomes:
  - clear
  - easy to follow
  - on the website.
- Susan will send the current policy to Irene to revise.

## **8. Hiring Reports**

- the committee reviewed the reports on hiring the Finance Manager, Bookkeeper/Information Clerk, After-school and Teen program staff
- the committee recommended that in future, returning staff be interviewed with their responses kept in their personnel files. This is important for a number of reasons including
  - organizational accountability
  - giving individuals the opportunity to practice their interview skills.
- interviews for returning staff can be 15-20 minutes and focus on what the individual has learned through their prior work for Applegrove.

## **9. Next Meeting Date**

Tuesday, January 12 @ 7 p.m.

Agenda to include:

- complaints
  - the process for the Executive Director's performance review with reference to privacy issues
  - Hiring Procedures, unless resolved via e-mail.
- 
- Irene and Chris will discuss the performance review process by phone within the next couple of weeks
  - there will be a separate meeting for the Executive Director's performance review

**Applegrove Job Description**  
**Executive Director**  
Draft 5 – November 2015

**Overall job purpose**

As the on-site authority and the main link between the Centre and all those who fund and regulate it, and as the conduit between the Board and members, staff and community, the Executive Director is responsible for the performance and public image of the Centre. As its leader, the Executive Director must

- ensure a safe, welcoming and appropriate physical and social environment in which and through which the Centre can fulfil its mission
- encourage involvement in and ownership of the Centre
- develop community spirit and identity
- assure sufficient funding for program and administrative initiatives.
- meet all regulations and statutory requirements
- simultaneously follow the lead of the Board and provide leadership to the Centre.

**Major Responsibilities**

- Lead a responsive, successful community organization that advances the City's Social Development Strategy and promotes the quality of life of members and residents.
- Achieve the goals and objectives of the Centre as directed by the Board, community and City Council.
- Plan, supervise, implement, co-ordinate, evaluate and promote service for the effective operation and continuing growth of the Community Centre.
- Monitor financial policies and practices and manage human resources consistent with the goals and philosophy of the Centre.
- Responsible for managing all aspects of the Centre, including its viability and operational functions.

**Specific accountabilities**

**1. Leadership and advice**

- 1.1. Direct, negotiate with, supervise and motivate a management team in complex problem solving on organizational issues, labour management, resource allocations
- 1.2. Represent and interpret the interests, issues, needs and recommendations of all staff, volunteers, users of services, and community to the Board and in turn represents the Board interests, issues and directions to the staff and community
- 1.3. Design and negotiate solutions and systems, policies and procedures and undertake change management when needed that supports the Centre to function effectively and efficiently.
- 1.4. Provide visible leadership in the community, with other organizations, governments and the general public to address common issues, to coordinate and integrate community responses to issues and needs through bringing together appropriate stakeholders, engaging and initiating processes for shared analysis, decision making and implementation.
- 1.5. Provide visible leadership with staff - giving inspiration, motivation and providing clear frameworks for staff to realize the organizational and operational mission, principles, planning and policies of the Centre.

- 1.6. Lead the Centre's strategic planning and implement strategic and operational plan implementation across the Centre.
- 1.7. Ensure the effective operation of the Board, Committees, Management Team and staff through
  - Developing and interpreting the Centre's mission, goals, policies, operational plans and procedures.
  - Monitoring the full Centre operations for conformity to these expectations.
- 1.8. Manage critical issues and solve difficult problems by anticipating and addressing matters which are or may become critical issues for the Centre by:
  - Planning for and acting to forestall critical issues such as anticipated budget cuts.
  - Managing, monitoring, and delegating responsibilities for critical issue management, in consultation with Board, Management Team, other staff, and community partners.
  - Providing Centre leadership in dealing with and utilizing the range of media when critical issues arise for the Centre
  - Analysing trends, developing projections, and anticipating crises.
  - Designing and implementing strategies to prevent potential crises from developing.
  - Creating and implementing strategic changes within the Centre to better meet changing environmental conditions
- 1.9. Lead the processes to strengthen, acknowledge, recognize the contributions and leadership of others and of the Centre by:
  - Carrying out, and ensuring the Management Team of the Centre carries out, a range of practices and traditions that celebrate and recognize individual staff and volunteer contributions and achievements - personally, professionally and for and within the Centre
  - Recognizing departmental contributions and achievements as well as volunteers, special friends and contributors to the Centre and its welfare.
  - Celebrating the special milestones of the Centre to thank, to inform, to educate and to motivate.
- 1.10. Convey timely information to the Board, staff, volunteers and community partners through
  - initiating contact with the Board, committees, staff, volunteers, members, community partners and media
  - responding effectively to inquiries, issues, and concerns arising from the Board, staff, service users, funders, regulators, community partners, elected officials, media
  - reviewing and analyzing policies and procedures of the Centre; any level of government; any laws, acts, or contracts required of the Centre; financial reports;
  - utilizing a broad range of communication vehicles including oral presentations, letters, reports, media releases, proposals, briefs, telephone, e-mail.
- 1.11. Promotes an ethical workplace by:
  - Acting as the agency's Ethics Executive according to the Toronto Public Service By-law.
  - Promoting ethical conduct and decision-making

- Ensuring staff are familiar with the ethical provisions included in the Toronto Public Service by-law and providing guidance on their application
- Providing advice and guidance to staff on situations involving conflict of interest, political activity and other ethical matters.

## **2. Financial Management (Budgeting & Finance)**

- 2.1. Provide overall control and direction for all funding including an overall budget and individual budgets for administration and the various program areas, totalling about \$1 million annually in direct funding and in-kind services.
- 2.2. Administer and supervise all financial and budgetary activities.
- 2.3. Review or approve all financial statements, monthly reconciliations, accounts payable, payroll, requisitions, purchase orders and receipts.
- 2.4. Supervise office staff in maintaining records.
- 2.5. Ensure that timely financial reports are submitted to all funders in the appropriate formats.
- 2.6. Monitor, control and forecast expenditures and cash flow.
- 2.7. Develop and maintain relations with funding sources.
- 2.8. Ensure adequate system of controls and financial accounting.
- 2.9. Develop and recommend forecasts for programs and Centre.
- 2.10. Present and defend budgets.

## **3. Resource Development**

- 3.1. Ensure sufficient financial resources to operate the centre and programs through planning, co-ordinating, implementing and evaluating fundraising by methods such as special events, gaming, direct mail, rentals, fees, special events, proposals to government, foundations and corporations. Includes
  - a) Liaising with various levels of government, corporations, foundations and private donors to sustain and improve financial resources.
  - b) Researching the advantages and disadvantages and cost-effectiveness of various fund-raising methods.
  - c) Working with committees of volunteers and staff to coordinate, plan and run dinners, benefits, auctions, raffles, bingo, runs/walks, theatre trips and other special events

## **4. Community and Social Development**

- 4.1. Accountable and responsible for all of the programs and services offered by the Centre including their assessment; design; development; implementation; and evaluation.
- 4.2. Implement philosophy of a community helping itself. Effective and efficient management is expected with progressive recruitment, selection, training and development, accommodation, utilization and maintenance of paid and volunteer human resources
  - a) Working with the community to find flexible and creative responses to the problems a community identifies.
  - b) Helping people learn new skills for change and gain a greater sense of power and control over their lives.
  - c) Continuing the development of an organization that integrates flexibility with professionalism.
  - d) Participating in a cohesiveness and collaboration within organizations; collaboration among community agencies and organizations

- e) Leading collective planning, decision-making, and evaluation.
- f) Promoting empowerment, ownership and commitment in all aspects of the community;
- g) Progressively developing local partnerships with community members to solve problems and build strength, self-sufficiency and well-being;
- h) Mobilizing local resources and skills and initiating action,
- i) Developing partnerships with residents and agencies in needs assessment and program development
- j) Promote collectively among those who are the most disadvantaged and developing community-based leadership.
- k) Planning joint services and responses to meet community needs.

## **5. Board Development and Relations**

- 5.1. Provide support and leadership to volunteer Board members via orientation, preparation of reports, agenda construction, communication between Board and staff, maintaining confidential material, implementing Board decisions and identifying issues and ways to address them.
  
- 5.2. Promote effective decision making and action by the Board and Committees through
  - a) Providing information, guidance and advice derived from professional training, experience, research and creative problem-solving approaches.
  - b) Utilizing a wide range of approaches including parliamentary procedure, discussion, consensus models, and creativity strategies.
  - c) Advising Board members when actions may be inconsistent with policies and procedures of the Centre or City or any laws, acts, or contracts required of the Centre.

## **6. Management and Administration**

- 6.1. Maintain a clear direction for Centre operations and staff through:
  - a) Providing the direction for and supervision of all staff, directly or indirectly through the Department Heads, for all key aspects of the Centre's operations;
  - b) Delegating authority and decision making to strong staff teams, inter-departmental partnerships, and promoting professional collegial relationships within the Centre
  - c) Supporting staff and the Centre by seeking human, financial and in-kind resources and managing those resources to achieve the Centre's goals and objectives and carry out the programs of the Centre.
  
- 6.2. Protect and reflect the Centre's interests in its legal relationships with funders, businesses and agencies that support Centre operations through:
  - a) Negotiating, signing and administering complex legal agreements that affect the Centre (with a range of government departments, United Way, funders, contractors of selected services to the Centre, funders)
  - b) Maintaining formal and informal relationships with City of Toronto Council and Committees and with City of Toronto divisions including property, funding, human resources, legal, Parks and Recreation;
  - c) Negotiating and implementing Union agreements and issues related to the agreement and the relationship with the Union and unionized staff.
  
  - d) Exercising accountability and signing authority for a broad range Centre contractual agreements in respect to facilities, operations, human resources legal

documentation, union agreements, and with funders, program partners, users of facilities and other legal matters, correspondence and relationships, unless otherwise delegated.

- 6.3. Responsible for long-term facility planning and budgeting for the facilities whether leased by the City or rented from a community partner, as well as administering the maintenance and operations for the facility and the physical assets of the Centre. Design and manage major projects such as renovation or relocation. These facilities are defined by:
  - a) The physical building, its design and layout and its component parts (e.g. elevators, plumbing, heating and air conditioning, flooring, lighting and electrical systems, security systems, roofing, etc.)
  - b) the grounds (surrounding areas e.g. parking lots, gardens, wheelchair accessibility, ice melting & snow clearing, grounds maintenance, etc.)
  - c) The furniture and equipment (e.g. chairs, tables, computers etc.)
- 6.4. Ensure that a space use policy is developed, implemented, and revised as needed, including agreements with user groups.

## **7. City Relations**

- 7.1. Develop and maintain effective working relationships with relevant City elected officials and staff.
- 7.2. Create and maintain a positive image of the Centre at Council and among City staff.

## **8. Public, Community and Media Relations**

- 8.1. Create and build a positive Centre image in the community, among community agencies and in the media. Supervise the design and implementation of effective publicity, outreach and public relations/marketing materials and initiatives.
- 8.2. Create and maintain alliances, collaborative relationships and partnerships
  - a) Gathering interested external parties to solve community problems.
  - b) Identifying and cultivating key individuals to promote the interests of the Centre.
  - c) Creating new structures and opportunities for citizen and volunteer involvement to increase Centre capacity to achieve goals
  - d) Leveraging volunteer and donor goodwill to promote the Centre's aims.
  - e) Providing leadership in community partnerships relevant to the Centre's mandate.

## **9. Planning, Development and Evaluation**

- 9.1. By means of consultation with the Board, staff, volunteers and key stakeholders, determine priorities, establish objectives and formulate programs, policies and procedures.
- 9.2. Ensure the organizational operations are congruent with the intended policies, practices and goals of the Centre through
  - a) Maintaining a range of monitoring tools, reporting within timetables on all the components of the Centre with respect to the range of operating and human resource policies and procedures outlined in Centre manuals and guidelines, Corporations Act, Community Recreation Centres Act, Income Tax Act, Toronto Municipal Code – Chapter 25, Centre's constitution and bylaws, Employment Standards Act, Anti-Discrimination, Anti-Racism provisions of the City of

Toronto, Child Welfare Act, Occupational Health and Safety, and the Municipal Freedom and Protection of Privacy Act.

- b) Carrying out directly, or by delegation, periodic evaluations of personnel, programs, and operations through formal and informal processes, Management Team and departmental meetings and reports, Board and Committee reviews, funder reviews, audits, annual reports, extensive statistical, financial, and descriptive monthly, quarterly and annual reports and evaluations.
- c) Conducting and reporting on formal program evaluation.
- d) Directing the monitoring and organizational evaluation processes and managing steps to improve, change, eliminate, create efficiencies, adapt the approaches, policies and procedures, and/or actions of the Centre to more effectively meet its intentions and goals.

## **10. Safety and Security**

- 10.1. Provide a healthy, safe, and secure environment to protect and maintain the Centre's physical and financial assets, staff, volunteers and users of services, by
  - a) Monitoring, maintaining, improving and replacing the physical assets of the Centre (building, equipment, and supplies) through regular inspections, reports, audits carried out directly or indirectly through delegation.
  - b) Implementing and maintaining conditions that meet both legal and Centre standards and expectations for a healthy and safe work and service environment, including the detailed legal requirements under city, provincial, and federal occupational health and safety requirements for work and service environments with up to 35 staff and 50,000 service contacts annually.

## **Knowledge and skill**

Demonstrated capacity to:

- build and maintain a highly motivated and diverse staff team.
- manage multiple tasks and communications and maintain the related documentation.
- develop and manage relations with diverse stakeholders including all levels of government, funders, community members, service users, Centre partners, volunteers and staff.

Requires inter-related management, administrative and technical knowledge and skills to lead and to manage a human services organization including the following, numbered for identification:

- A. Thorough knowledge and understanding of the Centre's mission, corporate goals, objectives, programs, policies and priorities.
- B. Specific knowledge of a broad range of fundraising methods including gaming, foundation and corporate proposals, special events, and individual appeals.
- C. Significant experience in organizational and administrative leadership within the not-for-profit sector, including human resource management, labour relations, program development and evaluation, financial management, facility management, organizational development.
- D. Demonstrated experience and ability in a leadership role in delivering projects, activities and assignments from inception through to implementation with minimal direction while balancing political, community and other stakeholder interests.
- E. Highly developed communication skills, particularly speaking and writing skills, able to represent the Centre, deal with opposing viewpoints, network with community groups,

handle media interviews, make presentations, negotiate, mediate, coach, consult and influence others.

- F. Advanced skills in complex problem solving, decision-making, goal setting and analysis, similar to those required at a master's degree level.
- G. Knowledge of municipal legislative and administrative structures and processes
- H. Post-secondary education in a relevant discipline or equivalent combination of education and experience.
- I. Experience as a manager in a unionized environment, leading and motivating a diverse, multi-functional workforce with a strong ability to foster teamwork, communicate a vision, engage team members, manage change and establish and operate in an environment that promotes excellence.
- J. Experience leading complex projects from inception through to implementation while balancing political, community and other stakeholder interests.
- K. Demonstrated ability to manage competing priorities and demands in a rapidly changing environment.
- L. Sound judgement and decision-making skills with a track record of innovation and results oriented leadership.
- M. Ability to provide strategic advice and communicate with senior management and political staff on sensitive and confidential issues including familiarity with municipal governance policies, issues, all relevant legislation, municipal programs and services.
- N. Well-developed people management skills with proven success in achieving results in a unionized and non-unionized workforce.
- O. Highly developed human and public relations skills with the ability to communicate both orally and in writing at all levels of the organization, with various political levels and the community and develop effective working relationships with all stakeholders.
- P. Excellent strategic and lateral thinking skills in combination with strong research, analytical and problem solving abilities.
- Q. Proficiency using current office and workplace technology and other computer applications relevant to the work.

Accountability: The Executive Director reports to the Board which delegates supervision to the Personnel Committee.

Supervises: Directly supervises the Finance Manager, Program Director, and non-financial responsibilities of the Evening Office Coordinator. Indirectly supervised up to 35 individual staff members across multiple program areas, representing up to 20 FTEs.

Salary and Hours:

- City of Toronto Non-union level 7.0 plus relevant benefits and conditions according to the City personnel policies for non-union staff.
- a flexible schedule that may include occasional overtime, evenings and weekends.
- City Council budget direction restricts the position to 93% of full time or 32.5 hours per week.
- Applegrove's Board of Directors is striving to return this position to full time at 35 hours per week.

Additional Information

- A satisfactory police records check is a condition of employment.

**Applegrove Community Complex  
Job Description – Program Director**  
*3<sup>rd</sup> Draft update November 2015*

**Overall job purpose**

In a dynamic, responsive and successful community agency with limited resources, the Program Director is a senior manager who takes the lead in enhancing the quality of life of community members and furthering the City's strategic actions and social development strategy. In doing so, the Program Director will ensure efficient operations, effectiveness of the centre and development of the broader community through

- promoting a safe, welcoming and appropriate physical and social environment in which and through which the Centre can fulfil its mission.
- ensuring that programs and services achieve the centre's mandate, goals, objectives and strategic directions.
- encouraging involvement in and ownership of the Centre.
- developing community spirit and identity.
- meeting relevant regulations and statutory requirements.

**Major Responsibilities**

- Respond to community needs by planning, coordinating and evaluating effective programs and services
- Hire, train, develop, supervise, evaluate and recommend discipline for full-time, part-time and seasonal staff that develop, implement and assess programs
- Ensure that programs and services support the effective operation and continuing development and growth of the community centre and achievement of its mandate, goals and objectives
- Manage program finances in accordance with organizational values, policies and practices

Specific Accountabilities *[Note: numbering below is for identification and does not represent priority]*

**1. Community and Social Development**

- 1.1. Develop, implement and manage a broad range of community, social, educational and recreational programs, which may include all aspects of this process: research, community consultations, organizational impact analysis, development of program model, grant/funder preparation, contract negotiations, etc.
- 1.2. Lead the service planning, program development and evaluation processes for all community programs using a community development, participant-centered approach, that builds and strengthens communities and fosters broad social inclusion, public accountability and diversity principles.
- 1.3. Lead program development and continuity through oversight, development, preparation and submission of various grant/funding/foundation applications.
- 1.4. Ensure that programs and services are meeting funder/organizational expectations and contractual obligations while ensuring the appropriate use of public funds.
- 1.5. Develop and manage partnerships with community agencies, City of Toronto, funders, local businesses and community members to provide accessible services that improve community well being and represent the Centre at broad community

events, on committees, taskforces etc. Respond to concerns/issues and provides information to the public.

**2. Manage human resources for programming**

- 2.1. Hire, manage, motivate, supervise, train, schedule, and terminate program staff.
- 2.2. Model, promote and ensure effective teamwork, high standards of work quality and organizational performance, continuous learning and innovation in others.
- 2.3. Build high performing multidisciplinary teams and workgroups of program staff and volunteers.
- 2.4. Authorize and control vacation and overtime requests.
- 2.5. Monitor and evaluate program staff performance, approve salary increments, resolve disputes and recommend disciplinary action when necessary in accordance with the Collective Agreement.
- 2.6. Actively support the Centre's volunteer program including recruiting and coordinating volunteers to participate in/lead various community activities, events, etc.
- 2.7. Administer the centre's police reference check processes for all staff.

**3. Leadership, Management and Administration**

- 3.1. Provide leadership in the Centre's development of policies and procedures development including but not limited to Health and Safety, operational and human resources policy development, organizational risk assessments
- 3.2. Ensure the delivery of high quality public services that meet City of Toronto standards and other best practices.
- 3.3. Manage the Centre's complaints process related to program delivery
- 3.4. Support the Executive Director, Board and committees by
  - a) attending Board and relevant committee meetings
  - b) providing information, reports, updates and recommendations on programs, events and activities.
  - c) taking minutes at Board and committee meetings as needed
- 3.5. Ensure the Executive Director is apprised of issues and assists with such issues in the Executive Director's absence.
- 3.6. In the absence of the Executive Director, function as the Acting Executive Director, for the majority of purposes, excluding those of signing officer and Ethics Executive.

**4. Budgeting, Finance and Revenue Generation**

- 4.1. Provide leadership in related annual budget planning cycles ensuring that the budget process includes timely consultation with relevant program areas, preparation and coordination of relevant program budget submissions, and related material for the annual budget.
- 4.2. Ensure expenditures and revenues are controlled and maintained within approved limits.
- 4.3. Identify, assess, implement and evaluate potential revenue generation opportunities in collaboration with the Executive Director and relevant committees. Revenue generation may include major fundraising initiatives, fee-for-service programs, etc.

**5. Public, Community and Media Relations**

- 5.1. Oversee and coordinate special events for the community.
- 5.2. Foster and maintain cooperative and collaborative working relationships within and external to the organization.

- 5.3. Develop and maintain a continuous and thorough knowledge of relevant current issues and initiatives of the City, other governments, voluntary sector, and neighbourhood.

## **6. Safety and Security**

- 6.1. Model, lead and ensures compliance with all corporate and provincial legislation, such as the Ontario Human Rights Code, Workplace Harassment, Confidentiality, Occupational Health and Safety Act, Child Abuse, etc.
- 6.2. Identify and act to correct areas that compromise workplace health and safety.

### Key Qualifications:

- A. Bachelor's Degree in a related discipline such as social sciences or public administration, or an equivalent combination of education and experience.
- B. Considerable (2 years or more) supervisory/management experience including working in a unionized environment.
- C. Considerable experience in program development and design with proven experience initiating and leveraging partnership opportunities from the profit and non-profit sector.
- D. Ability to establish effective working relationships using interpersonal, conflict resolution and problem solving skills with the ability to engage staff, foster teamwork and establish an environment of excellence.
- E. Demonstrated ability to manage competing priorities and demands in a rapidly changing environment.
- F. Excellent organizational and planning skills with demonstrated ability to work under significant time constraints.
- G. Sound judgment and decision-making skills with a track record of innovation and results oriented leadership.
- H. Demonstrated ability to resolve conflict and cultivate a positive and harassment-free work environment that respects diversity.
- I. Ability to develop and administer budgets to ensure fiscal accountability and effective use of resources.
- J. Experience in a range of core functions of the position, including programming, planning, training, administration, customer service, human resources, fiscal management, and other specialized functions.
- K. Considerable knowledge of legislation, policies, resources and issues related to children and child development from birth through adolescence.
- L. Sound judgement and demonstrated skills and abilities in effectively achieving results.
- M. Ability to work flexible hours which may include occasional evenings and weekends.
- N. Familiarity with government legislation in the area of occupational health and safety, labour relations, human rights and harassment.
- O. Proficiency using current office and workplace technology and other computer applications relevant to the work.

Accountability: The Program Director reports to the Executive Director.

Supervises: Up to 30 individual program staff across multiple program areas, representing up to 20 FTEs.

Salary and Hours:

- City of Toronto Non-union level 5.5 plus relevant benefits and conditions according to the City personnel policies for non-union staff.
- a flexible schedule that may include occasional overtime, evenings and weekends.
- City Council budget direction restricts the position to 93% of full time or 32.5 hours per week.
- Applegrove's Board of Directors is striving to return this position to full time at 35 hours per week.

Additional Information

- A satisfactory police records check is a condition of employment.
- Applegrove employees cannot work at another AOCC or the City of Toronto.

**Applegrove Community Complex  
Job Description – Finance Manager**  
*3<sup>rd</sup> Draft update October 2015*

**Overall job purpose**

In a dynamic, responsive and successful community agency with limited resources, the Finance Manager takes the lead in ensuring fiscal accountability with responsibility for the centre's financial, business management, information and risk management systems including accounting, payroll, business, insurance and administrative policy.

**Major Responsibilities** *[Note: numbering below is for identification and does not reflect priority]*

**1. Oversee all aspects of the Centre's accounting, financial operations and business systems.**

1.1. Pay and benefits

- a) Managing the Centre's payroll and where relevant the pension and benefits systems, including establishing and maintaining appropriate records, reports and related systems.
- b) Ensuring that the Centre completes and submits all required reports and various remittances, T4's, government returns, tax payments, etc.
- c) Monitoring and implementing applicable changes to the City's compensation, pension and benefit packages and ensure that employees receive related information.

1.2. Purchasing

- a) Overseeing and ensuring effective purchasing processes
- b) Monitoring expenditures and controlling accounts receivable and accounts payable for the proper financial management of the Centre.

1.3. Reporting

- a) Ensuring the preparation of regular financial/budget statements and variance reports, and related material for funding/grant applications.
- b) Providing detailed information on financial operations, revenues, expenditures.

1.4. Development, maintenance and review of financial control mechanisms.

1.5. Administration of banking practices and procedures and development of related policies.

**2. Ensure the Centre is in compliance with Generally Accepted Accounting Principles and best practices related to business and financial management of non-profit and government organizations.**

2.1. Lead relevant policy and business practice development to ensure that the day-to-day accounting practices, cash procedures, investment policies, and expenditures and revenues, are controlled and maintained within approved limits.

2.2. Ensure that the Centre complies with all accounting legislative requirements related to charities.

**3. Manage human resources related to financial staff including**

3.1. hiring, management, motivation, supervision and training of staff,

3.2. ensuring effective teamwork, high standards of work quality and organizational performance, continuous learning and encouraging innovation in others.

- 3.3. building high performing multidisciplinary teams and workgroups of financial staff and volunteers.
- 3.4. authorizing and controlling vacation and overtime requests.
- 3.5. monitoring and evaluating relevant staff performance, approving salary increments, and recommending disciplinary action when necessary in accordance with the Collective Agreement.

**4. Financial planning and reporting**

- 4.1. Participate in the annual budget planning cycles and service plans ensuring organizational consultation with relevant departments.
- 4.2. Ensure the preparation of all financial submissions and related material for the administrative and program budgets, including the City of Toronto submissions, other grants, foundation funders, etc.
- 4.3. Ensure the coordination, preparation and submission of all applicable reporting related to business and finance including Annual Charitable Returns and other applicable government regulations/returns/remittances

**5. Audit**

- 5.1. Prepare all related materials, schedules and information as required to facilitate the audit process.
- 5.2. Draft statements, notes, etc. in compliance with the audit agreement.

**6. Leadership, management and administration**

- 6.1. Attend occasional Board meetings and provides information, reports, updates and recommendations on programs, events and activities as requested.
- 6.2. Ensure the Executive Director is apprised of issues and advise the Program Director and/or Board Chair regarding such issues in the Executive Director's absence.
- 6.3. Foster and maintain cooperative and collaborative working relationships within and external to the organization.
- 6.4. Develop and maintain a continuous and thorough knowledge of relevant current issues and initiatives of the City, other governments and voluntary sector.
- 6.5. Liaise with various City staff regarding financial matters and compliance with relevant City policy.

**7. Safety and security**

- 7.1. Ensure compliance with corporate and provincial legislation, such as the Ontario Human Rights Code, Workplace Harassment, Confidentiality, Occupational Health and Safety Act, Collective Agreements, City policies, etc.
- 7.2. Identify and act to correct areas that compromise workplace health and safety.
- 7.3. Identify and correct issues that impact financial security and protection of assets.

Key Qualifications:

- A. College or university education in a related discipline such as business administration or accounting.
- B. CGA/CMA/CA program at third year level or an equivalent combination of education and experience.
- C. Minimum of 3 years direct experience working with ACCPAC (or comparable financial data-software system).

- D. Considerable (2 years or more) supervisory/management experience including working in a unionized environment.
- E. Considerable experience in financial management in the non-profit sector.
- F. Ability to establish effective working relationships using interpersonal, conflict resolution and problem solving skills with the ability to engage staff, foster teamwork and establish an environment of excellence.
- G. Demonstrated ability to resolve conflict and cultivate a positive and harassment-free work environment that respects diversity.
- H. Excellent organizational and planning skills with demonstrated ability to work under significant time constraints.
- I. Considerable knowledge of legislation, policies, resources and issues related to financial administration, charities, etc.
- J. Sound judgement and demonstrated skills and abilities in effectively achieving results.
- K. An understanding of Applegrove's neighbourhood or programs would be a critical asset.
- L. Ability to work flexible hours which may include occasional evenings and weekends.
- M. Proficient in the use of corporate computer software applications including ACCPAC.
- N. Familiarity with government legislation in the area of occupational health and safety, labour relations, human rights and harassment.

Accountability: The Finance Manager reports to the Executive Director.

Supervises: Clerk, Administration & Financial Customer Service (Bookkeeper/Information Clerk) and the financial responsibilities of the Evening Office Coordinator.

Salary and Hours:

- City of Toronto Non-union level 5.5 plus relevant benefits and conditions according to the City personnel policies for non-union staff.
- 7 hours per week plus 105 hours over year-end and audit season, all on a flexible schedule that may include occasional overtime, evenings and weekends.

Additional Information

- A satisfactory police records check will be required as a condition of employment.



# 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”**



## **Hiring Report – Finance Manager**

October 2015

Submitted to Personnel Committee by Susan Fletcher

### **1. Goal**

- to fill the part-time Finance Manager position and maintain/enhance organizational memory and expertise.

### **2. Preparation**

#### **A. Background**

- When Applegrove's prior Finance Manager resigned in August 2014, I delayed hiring
- During fall 2014, I drafted a proposal for Applegrove's finance functions. But when I shared it with Susan Horley the Bookkeeper (who had previously been part-time Finance Manager at another center), she proposed planning a transition to a new Finance Manager and new Bookkeeper once all the issues were resolved, and advised that she would be interested in the Finance Manager position.
- Once the audit was completed in spring 2015, we discussed transition timing.
- Agreed that the summer was a bad time for new staff to start
- Agree on a transition in early fall.
- Knowing that she would be the most suitable candidate for Finance Manager, and that this would immediately create a Bookkeeper vacancy, I decided to advertise both positions at once but hire the Finance Manager first.

#### **B. Job Description (on Personnel agenda)**

- I was already working on a job description instead of the job profile we had used for some years
- Consequently, a draft version of the job description was used.

#### **C. Posting**

- revised the posting used in 2013 and 2014
- on August 27, posted
  - in office
  - on-line in Charity Village \$280
  - on-line at [www.ApplegroveCC.ca](http://www.ApplegroveCC.ca)
  - circulated to other AOCC's

#### **D. Criteria**

- developed initial screening criteria including
  - experience in a non-profit
  - 1 year of Canadian payroll experience
  - 1 year of ACCPAC experience
- developed detailed screening criteria including
  - experience with fundraising, charitable receipts and reporting
  - experience with Applegrove and the neighbourhood

**Charitable Number: 10671 8943 RR0001**

### 3. Applicants

- Received more than 80 applications by the Sept. 9 deadline, which was higher than those received for the 2012, 2013 and 2014 hirings.
- 12 applications did not follow the direction of one Word or PDF file, so I did not even print their materials.
- initial screening Sept. 10-11 eliminated more than 1/2 of applicants who either did not have the required non-profit experience, wanted to be a contractor (rather than an employee) or were not available within our office hours.
- also disqualified applicants who used their work e-mail address with their work signature or applied on 2 different dates
- used detailed criteria on the remaining applicants.
- as expected, one outstanding candidate, Susan H, was far more suitable than any other candidates

### 4. Interview

#### A. Candidate

- arranged to interview Susan H. on Sept 17.

#### B. Interview Questions (attached)

- I have extensive knowledge of Susan's work for 14 months at Applegrove plus prior contact in her former position at another center
- developed questions that focussed on questions that focussed on management issues, working with a Bookkeeper, and addressing the issues of not much management time and needing to work on the same computer as the Bookkeeper.
- her answers demonstrated her broad and deep understanding of the manager's role, Applegrove issues, and the challenges of the position.

#### C. References

- As I had checked her references for the Bookkeeper position, I did not require references.

### 5. Job Offer

- After checking with the Personnel Committee, I made a job offer on Sept. 22.
- Susan Horley accepted; we agreed that her official start date would be determined once we knew when a new Bookkeeper would start.
- Her official start date was Oct. 12 with additional hours planned to ease the transition.

## **Permanent Part-Time Position, Finance Manager**

For more than 30 years, Applegrove Community Complex has worked with local residents in the Queen-Greenwood area of Toronto offering a range of community programs. Programs include programs for infants, children, teens, adults, and seniors. Applegrove now requires a Finance Manager.

**Responsibility:** To manage the Centre's overall financial management, risk management systems including accounting of a not-for-profit corporation, charitable accounting, city financial reporting, payroll, HST reporting and accounts receivable and payable. Assistance in the preparation of budgets and dealing with the corporate auditors is required. The candidate will participate as an active member of the Centre's management team and prepare current and timely financial reports of the Centre's operations and programs.

**Education, training, experience and skills:** Post secondary in a relevant discipline or equivalent combination of related education and experience, CGA/CMA/CA at third year level an asset. Minimum of 3 years direct experience working in non-profit financial services. Sound decision-making and judgment skills. Demonstrated ability to work to deadlines in a multi-dimensional environment and to meet deadlines while ensuring accuracy and attention to detail. An understanding of Applegrove's neighbourhood and/or programs would be a critical asset as would experience with ACCPAC and cashbook.

**Duties:**

1. Manage all aspects of accounting, financial operations, and business financial systems, including supervising the Bookkeeper/Information Clerk. Develop and monitor financial and budgetary controls. Ensure preparation of regular financial/variance reports and related material for funding/grant applications.
2. Lead the annual audit process, including ensuring the preparation of all related materials, schedules, and information as required to facilitate the audit process.
3. Coordinate and prepare all applicable reporting related to business and finance, including Annual Charitable Returns and other applicable government remittances and reports.
4. Provide statistical and financial analysis data to the Board, staff, funders.
5. Ensure financial compliance with all applicable regulations.

**Hours:** Averaging 7 hours per week, with occasional evenings and weekends plus extra time over audit season.

**Salary:** \$40.10 to \$47.12 per hour (2015 rate).

**Special Note:** A Police Records Check will be required.

**Deadline:** Noon on Wednesday, September 9, 2015. Resume and cover letter by

- mail to Applegrove, 60 Woodfield Road, Toronto M4L 2W6 or
- fax to 416-461-5513 or
- e-mail to [Applegrove@ApplegroveCC.ca](mailto:Applegrove@ApplegroveCC.ca) with Finance Manager in the subject line; kindly attach cover letter and resume as one Word document or one PDF.

Those selected for an interview will be contacted by Sept. 30, 2015.

## Interview Questions

1. What particularly interests you about the position and the organization?
2. Tell me about a management–staff problem you faced as a manager – something that was significant or one that dealt with sensitive issues and tell me how you resolved it.
3. For more than a year, you have been working in effect both the Finance Manager and Bookkeeper positions. I have a couple of questions:
  - A. What have you put in place and what still needs to be put in place for the FM to monitor the Bookkeeper's regular work.
  - B. What else do you see as FM work compared to Bookkeeper work?
4. To help manage the part-time nature of this position and the Bookkeeper, we are thinking of alternative strategies. One option is providing a laptop that the Finance Manager would bring into the office on work days and take home with them. This would include an expectation for occasional availability by e-mail and/or phone for unexpected or complicated matters. The laptop would also be a back-up for ACCPAC – essentially the FM would “Back-up” ACCPAC on the laptop at the beginning of the day. Do you think this would help? What issues do you anticipate?
5. What other ideas have you had to manage the work with potentially the Finance Manager and Bookkeeper both needed to access the same computer and desk?

**Hiring Report – November 2015**  
**Afterschool and Teen Drop-in Staff**  
**Submitted by May Seto – Program Director**

Afterschool Program

Goal

- To hire enough staff to fill 10 Afterschool Program Counsellor positions with experience working with children ages 6 – 12 years in an afterschool setting.

Advertising

- Job posting for Afterschool positions advertised for 2 weeks on:
  - Applegrove bulletin boards & website
  - Job postings sent to other AOCC centres
  - Response deadline was August 21, 2015

Responses

- Resumes were received by email to Applegrove
- Resumes for Afterschool Program Worker were from 14 return afterschool staff and 2 new staff who worked in our summer camp through a placement.
- One candidate expressed interest after the deadline.

Selection for interviews

- Selection for interview for new candidates who applied for the position.

Interviews

- Interviews were not conducted for most staff because all but 2 were returning. Interviews were conducted with 2 new candidates. Interviews were conducted by the Program Director and Child & Youth Worker.

Selection of Staff

- All staff were considered for shifts based on their availability and those who were available for training and planning started the week of August 31.

The following staff members were hired in Applegrove part-time afterschool positions:

- Linda Phuong – 16.25 hour Afterschool Program Worker
- Josh Grainger – Afterschool Program Worker
- Ashley Staniforth – Afterschool Program Worker
- Erick Trejo-Beltran – 15 hour Afterschool Program Worker
- Paulina Boffil-Jimenez – Afterschool Program Worker
- Nanor Boghossian – 16.25 hour Afterschool Program Worker
- Janina DeGuzman – 16.25 hour Afterschool Program Worker
- Zaq Durran – Afterschool Program Worker
- Shernel Monlouis – Afterschool Program Worker
- Bashir Moalim – Afterschool Program Worker
- Otis Taylor – Afterschool Program Worker
- Shelley Manousos – Afterschool Program Worker
- Anisa Mohammed – Afterschool Program Worker
- Raylene Bailey-White – Afterschool Program Worker

- Mandy Begley – Afterschool Relief Staff
- Elizabeth Loforte – Afterschool Relief Staff

Other Information:

- Redistribution of hours based on staff needs and changes may occur.
- For the future, in accordance with the hiring of relatives policy, if Abby is the CY Worker, she will not be involved in any part of the hiring process for positions that a relative applies for.

Teen Drop-In

Goal

- To hire 1 Teen Program Worker for our Teen Drop-in Program

Advertising

- Teen Drop-In Worker position advertised for 2 weeks on:
  - Applegrove bulletin board & website
  - Advertised on 2 student external job websites: Magnet & jobpostings.ca
  - Response deadline was September 23, 2015

Responses

- Resumes were received by email to Applegrove
- 8 resumes for the Youth Worker position were from 3 returning youth staff, 1 Applegrove staff, 1 AOCC candidate and 2 other interested candidates. 1 candidate submitted their resume late.

Selection for interviews

- Interviews were granted to 3 returning youth staff

Interviews

- Interviews conducted by Program Director and Child & Youth Worker.

Selection of Staff

- Josh Grainger was hired for the position of part-time Youth Worker.
- Both Ashley Staniforth and Nino Almonte have been hired on as Youth Worker Relief staff

**Hiring Report – Bookkeeper/Info Clerk** *revised*  
Oct. 9, 2015  
Prepared by Susan Horley, Finance Manager and Susan Fletcher

1. Goal
  - To hire a new Bookkeeper/Info Clerk.
2. Job Description and Wage Grade
  - Job description (as previously drafted) was rated at Wage Grade 8. *attached*
3. Advertising
  - Job was advertised on Charity Village, circulated to other AOCCs, and posted on our office bulletin board and website.
  - Posting was advertised for more than one week with a submission deadline of Sept. 9.
4. Applications
  - Received 70 applications by the deadline.
  - Applications were initially screened to meet three basic criteria: had applicant used ACCPAC software? Did s/he have at least 6 months' work experience in the non-profit sector? Had s/he issued Canadian payroll for a minimum of 1 year? Detailed screening (e.g. education, work experience, customer service experience, languages, etc.) was done for applicants who met all three basic criteria, and the top four applicants were invited for interview.
5. Interviews
  - Developed questions based on prior hirings and focused on specific tasks to be performed by this employee. (FYI, interview questions attached.)
  - Susan Fletcher and I interviewed the top four applicants on October 8<sup>th</sup>. (One interview was suspended when it became clear that applicant had not actually issued Canadian payroll.) Three remaining candidates additionally completed a brief written assignment involving payroll calculations.
6. Selection
  - Outstanding applicant was Jenef Pirathap, who had previously worked for Applegrove as Bookkeeper on a six-month maternity leave contract in 2013.
  - *Reference check: checked one reference because Susan F would have been the second.*
  - Offered position to Jenef on Oct. 9<sup>th</sup> following successful reference check. Start date booked for October 19, 2015.

### Interview Questions

6. Tell us about your work experience in the non-profit sector. What organizations have you worked for? What scope of work have you done?
7. Have you worked for a registered charity? Issued charitable tax receipts? Filed a charitable tax return? Taken any specific training related to charities?
8. In what job or jobs have you used ACCPAC accounting software? What modules? Did you run payroll via ACCPAC? Have you used Cashbook in conjunction with ACCPAC?
9. Please tell us about the most responsible position you have even held. How long did you or have you worked there? What challenges and successes did you have?
10. Now, concerning your experience with payroll, have you been responsible for Canadian payroll directly, i.e. not via a payroll service?  
  
Have you issued T4 slips or filed a T4 summary?  
  
Managed Receiver General accounts?  
  
Administered an employee benefits plan (e.g. through Manulife, Cooperators, etc.)?  
  
WSIB? EHT?  
  
Pension account?  
  
Issued Records of Employment?
11. What experience do you have in customer service and dealing with the public?
12. What do you know about Applegrove Community Complex as an organization? What do you know about this neighbourhood/this area of Toronto?
13. Looking at your work experience, what was your favourite job? Your least favourite? And why, for each.
14. What languages do you speak or write?
15. This position is 32 paid hours per week. The regular hours of work are Monday to Friday, 8:30 a.m. to 5 p.m. Are there any of those times when you are NOT available to work on a regular basis?  
  
We are currently reviewing the work schedule and deciding if this job should be four 8-hour work days or 4 ½ shorter days. Do you have a strong preference?  
  
Sometimes, extra work hours arise evenings or on weekends, usually for special events or fundraising activities. Can you accommodate these special requests? Are there days or times when you are never available to work?

16. If you are selected, when will you be able to start?
17. Do we have your references? (At least two, business not personal)
18. Before you ask your questions, let me tell you about the written question: you will need to calculate payroll hours for a number of employees, and give a short, written account of how you will allocate benefit costs to each program.
19. What questions can we answer for you?

Written question

Review the employee time sheets provided to you, and, using Excel, summarize the payroll hours and pay rates for each employee, for input onto their timecard. Then write a brief explanation (at most a few sentences) telling us how you will allocate statutory employee benefit costs (CPP, EI, WSIB, EHT) to the relevant programs – be as specific as possible.

**APPLEGROVE COMMUNITY COMPLEX**  
**Job Description – Clerk, Administration & Financial Customer Service**  
**(City of Toronto CUPE 2998)**

Drafted February 2012

**Accountability:** The Clerk is accountable to and takes direction from the Finance Manager and from the Executive Director.

**Education, training, experience and skills**

1. Post secondary in a relevant discipline or equivalent combination of education and experience related to the combined Finance and Administrative position.
2. CGA/CMA/CA program at third year level.
3. Minimum of 3 years direct experience working with ACCPAC ERP 500 accounting systems (or comparable financial data-software system).
4. Demonstrated excellence in customer service relations and effective communication skills, including ability to effectively communicate both orally and in writing. A second language is an asset, especially a South Asian or Chinese language.
5. Working knowledge of MFIPPA and other relevant legislation.
6. Sound decision-making and judgment skills in public relations with the ability to effectively manage communications with community, government agencies, committees, and coalitions.
7. Proficient in Windows, spreadsheet, and d-base applications
8. Demonstrated ability to work in a fast-paced, demanding, multi-dimensional environment and ability to meet deadlines while ensuring accuracy and attention to detail.
9. Demonstrated experience working with a variety of customers including newcomers and volunteers.

**Primary Responsibility:** This position is responsible for the delivery of high-quality administrative, bookkeeping, payroll, and customer service activities that foster effective service coordination, customer relations, and financial accountability.

**Duties**

**A. Finance Duties**

- Undertake assigned bookkeeping responsibilities including various accounts payable, accounts receivable, and payroll activities. Operate computerized accounting systems up to trial balance and enter adjusting entries as directed.
- Process cheque requisition, invoice, and billing activities and undertake all related aspects of financial systems administration, including back-up documentation, signing authorities, filing, audit preparation, etc.
- Input payroll/personnel information in the Centre's automated human resources system and prepare biweekly payroll for entry, including identifying errors and inaccuracies and following up with the relevant parties to ensure accurate payroll information.
- Provide high-quality professional customer service when dealing with vendors, suppliers, contractors, funders, and various customers to ensure timely payment of approved expenditures and the collection of revenues.
- Record and reconcile various receipts, record and prepare bank deposits and bank reconciliation reports using computerized cashbook system.
- Prepare and update the furniture and equipment inventory for both accounting and insurance purposes.

- Perform all clerical duties relating to receipts, disbursements, and the recording and filing of all business office records.

B. Program Administrative Duties

- Provide high-quality accurate administrative assistance to the staff team.
- Maintain and coordinate all scheduling aspects of program appointments, calendars, registration, and other requirements.
- Maintain appropriate electronic and paper filing and record-keeping systems in compliance with all funder and applicable legislation and regulations under MFIPPA.
- Deal directly with clients by responding to various communications including phone, fax, email communication, and in-person visitors.
- Complete and process cheque requisitions, invoice payments, and expense reports.
- Copy and distribute resource information packages for program participants.

C. General Organizational Duties

- Assist the Finance Manager in the planning and implementation of the Finance department's annual and strategic work plan, including working at special fundraising events.
- Perform other duties as assigned.

D. Adhere to all Applegrove policies including:

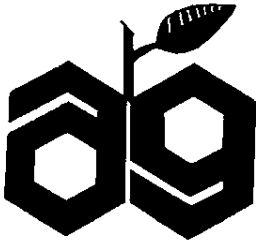
- a. Personnel Policies, Confidentiality, Child Abuse, Anti-Harassment, Staff Conflict of Interest, Health and Safety, and Computer Use.
- b. Maintaining the Petty Cash system.
- c. Preparing reports.
- d. Maintaining appropriate statistics and records.
- e. Ensuring that relevant information is shared with other staff and Applegrove administration.
- f. Meeting relevant deadlines.
- g. Participating in staff meetings
- h. Pursuing professional development through relevant workshops, training, reading, conferences, etc.

Scope of Supervision: Work with and give direction to the Evening Office Coordinator.

Salary and Hours: 32 hours per week, City of Toronto AOCC Wage Grade 8 plus relevant benefits according to the collective agreement.

Additional Information: A satisfactory police records check will be required as a condition of employment.

(Not part of official job description: informally and for most purposes, the position will probably be known as Bookkeeper/Info Clerk)



# 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”**



## **Employment of Relatives Policy**

*Draft 1 – October 2015*

This policy is summarized in Applegrove’s Hiring Procedure. If there are discrepancies between the Hiring Procedure and this policy, this policy will take precedence.

### **1. Policy Statement**

The Conflict of Interest provisions of the Toronto Public Service By-law require City Agencies to maintain a policy that governs the employment of relatives and outlines the rules restricting supervisory relationships between relatives and the recruitment and appointment of relatives.

The Conflict of Interest provisions state that “City and Agency employees are expected to conduct themselves with personal integrity, ethics, honesty and diligence in performing their duties.” Applegrove recognizes that conflict and bias can arise from situations where relatives work together and discourages the appointment of a relative of a current employee where such conflict and bias could result. This policy provides direction so these situations can be avoided.

### **2. Application**

This policy applies to all Applegrove staff.

### **3. Definition**

For the purposes of this policy, a relative is defined as:

- spouse, including common-law or same-sex spouse
- parent, including step-parent and legal guardian
- child, including step-child
- sibling and children of siblings
- father/mother-in-law, brother/sister-in-law, son/daughter-in-law
- any family members who live with the employee on a permanent basis

### **4. Conditions**

#### **4.a. Supervisory Relationship**

No relatives are permitted to work together if this places them in a supervisory relationship, either in a subordinate or supervisory role to each other.

A supervisory relationship is an employment relationship where one relative has direct or indirect authority over a relative's employment through decisions, recommendations or judgments related or influence to:

- the approval/denial of increments/performance pay
- the assignment and approval of overtime
- the negotiation of salary level
- the conduct of performance appraisals discipline
- the assignment or direction of work assignments
- the approval of leaves of absence

A supervisory relationship exists even though there are levels of supervision in between two employees who are relatives.

Employees must declare a conflict to the Executive Director when a family relationship develops that puts them in a supervisory relationship.

#### 4.b. Recruitment and appointment

A situation may arise through external recruitment or internal promotion/transfer/acting assignments/superior duties where the successful candidate could be a relative of an employee:

- already within the same work unit or
- within a work area where any form of direct or indirect supervision would exist over a relative

Candidates/employees must tell the hiring panel if placement in the position they have applied for would put them in a supervisory relationship with a relative.

If such a situation arises, the hiring manager must inform the Executive Director in order to determine if the appointment of an employee could be perceived as a potential conflict of interest.

If the Executive Director decides the hiring/transfer would result in, or has the potential to result in, a conflict of interest, a candidate will not be hired or be permitted to transfer into work areas in which a relative is currently employed.

#### 4.c. Selection process

An employee must not participate in any part of the selection process where a relative is an applicant. The selection process includes screening applications, interviews and reference checking.

### 5. Implementation

#### 5.a. Supervisory Relationship

When employees who are related are aware that they are working in positions that put them in a supervisory relationship with each other they must declare this situation to their Executive Director in writing.

When a situation arises where an employee is in a supervisory relationship to a relative, the Executive Director must discuss reassignment options with the employees involved. The Executive Director should consult with the direct supervisor and with Labour Relations as appropriate to resolve this problem.

Possible solutions that the City uses include:

- offering one employee a permanent alternate position, if available
- placing one employee on a temporary assignment if available
- transferring one employee to a comparable position in another department i.e. lateral transfer, if available.

In a small organization such as Applegrove, these solutions may not be possible.

The preferences of the employees should be taken into account when considering any of these options. If the employee rejects all of the above options, the Executive Director should make the final decision. Although these situations are sometimes

difficult to resolve, the Executive Director should address this issue as soon as possible after it arises and seek to remedy the situation promptly.

5.b. Recruitment and Appointment

In situations where the conflict, or potential conflict, involves hiring or transfer of a relative and where, in the opinion of the Executive Director, the concern has sufficient validity, the relative will not be hired or transferred.

5.c. Other Considerations

Close personal relationships can also cause problems in the selection process and in supervisory relationships. Employees who find themselves in this situation should be sensitive to perceptions and guide themselves according to rules set out in the Conflict of Interest provisions.



**City of Toronto**

# **Association of Community Centres**

## **Human Rights and Anti-Harassment/ Discrimination Policy**

Nov. 2009

April 2015

---

**TABLE OF CONTENTS**

1.0 Policy Statement .....3

2.0 Application .....3

3.0 Roles And Responsibilities .....5

4.0 Definitions .....7

5.0 Harassment And Discrimination Prevention

    Educational Resources .....11

---

## 1.0 Policy Statement

Under the *Ontario Human Rights Code*, every person has a right to equal treatment in the Provision of services and facilities, occupation of accommodation, contracts and in employment. Under the *Occupational Health and Safety Act*, all employers are required to have a policy, program, information and instruction regarding workplace harassment.

The City of Toronto, its Agencies, Corporations and citizen advisory committees/bodies are committed to respectful, equitable service delivery and employment practices. The goal of this Policy is to recognize the dignity and worth of every person (whether resident, service recipient or employee) and to create a climate of understanding and mutual respect

The City condemns harassment, denigration, discriminatory actions and the promotion of hatred. The City of Toronto will not tolerate, ignore, or condone discrimination or harassment and is committed to promoting respectful conduct, tolerance and diversity at all times. All employees are responsible for respecting the dignity and rights of their co-workers and the public they serve. The City's Human Rights and Anti-Harassment/Discrimination Complaint Procedures provide a range of dispute resolution options for employees, service recipients and Members of Toronto City Council who believe that they may have experienced discrimination and/or harassment.

## 2.0 Application

This policy applies to all City of Toronto employees, volunteers, Accountability Officers and their staff, elected officials and their staff and to all aspects of the employment relationship. Toronto Public Service (TPS) staff are expected to abide by this policy, the *Ontario Human Rights Code*, the *Occupational Health and Safety Act* and any other relevant City Policy and legislation.

Citizen advisory committees/bodies, members of the public, service recipients, visitors to and users of City facilities/public space and individuals conducting business with, for or with support from the City of Toronto, are expected to adhere to this policy. This includes refraining from discriminating and/or harassing City of Toronto employees, elected officials and persons acting on behalf of the City of Toronto. If such discrimination and/or harassment occur, the City of Toronto will take action to ensure a harassment/discrimination-free workplace, facility and service provision, including barring a harasser from its facilities, limiting services, discontinuing business and/or revoking contracts with consultants or contractors.

### **Social Areas & Prohibited Grounds:**

**2.1 Services and Facilities:** Every person has a right to equal treatment with respect to City services and facilities, without discrimination or harassment because of one or more of the following prohibited grounds:

- 
- race - citizenship - gender identity - political affiliation\*
  - ancestry - creed - gender expression - level of literacy\*
  - place of origin - sex (including pregnancy, breast feeding) - age
  - colour - marital status
  - ethnic origin - sexual orientation - family status
  - disability

**2.2 Occupation of Accommodation:** Every person has a right to equal access with respect to the occupancy of City-owned accommodation, without discrimination because of one or more of the following prohibited grounds:

- race - citizenship - gender identity - level of literacy\*
- ancestry - creed - gender expression - political affiliation\*
- place of origin - sex (including pregnancy, breast feeding) - age
- colour - marital status
- ethnic origin – sexual orientation - family status
- disability
- receipt of public assistance

**2.3 Contracts:** Every person having legal capacity has a right to contract on equal terms without discrimination because of one or more of the following prohibited grounds:

- race - citizenship - gender identity - level of literacy\*
- ancestry - creed - gender expression - political affiliation\*
- place of origin - sex (including pregnancy, breast feeding) - sexual orientation
- colour - age
- ethnic origin - marital status - family status
- disability

All City contracts, agreements or permits for programs and services delivered by a third party individual or organization that has been (i) contracted under the City's Purchasing Bylaw, (ii) awarded a grant under the Toronto Grants Policy, (iii) is receiving financial support from the City or (iv) using City facilities through a permit, will include a signed copy of the *Declaration of Compliance with Anti-Harassment/Discrimination Legislation & City Policy* and be subject to contract provisions regarding consequences for non-compliance.

**2.4 Employment:** Every person has a right to equal treatment in employment without discrimination or harassment because of one or more of the following prohibited grounds:

- race - citizenship - gender identity - level of literacy\*
- ancestry - creed - gender expression - political affiliation\*
- place of origin - sex (including pregnancy, breast feeding) - age
- membership in a union or staff association\*
- colour – sexual orientation - record of offences
- ethnic origin - marital status
- workplace harassment\*\* - family status
- disability

\* These grounds are included in the City's policy, but are not explicitly covered by the *Ontario Human Rights Code*.

---

\*\* The *Occupational Health and Safety Act*, includes provisions regarding workplace harassment

### 3.0 ROLES AND RESPONSIBILITIES

Upholding human rights principles and obligations is a shared responsibility.

All management staff have the following general responsibilities with respect to human rights:

- modelling respectful behaviour; setting and enforcing standards of appropriate workplace conduct; and remaining alert to incidents of discrimination and harassment that may be occurring in the workplace
- not engaging in behaviour that would constitute discrimination or harassment under the policy
- knowing this policy and complaint resolution options
- posting the Human Rights and Anti-Harassment/Discrimination Policy and Complaint Procedures in the workplace
- educating employees to ensure that they know what constitutes harassment and discrimination; that neither will be tolerated; and what their rights and responsibilities are under the policy (refer to Harassment and Discrimination Prevention Resources, section 5.0)
- taking all necessary steps to deal with allegations/incidents of discrimination and harassment in a timely fashion while maintaining as much confidentiality as possible (even if a direct complaint has not been made).
- Implementing remedies where there are findings of discrimination or harassment
- Reporting all complaints of harassment and/or discrimination addressed by AOCC staff to the Human Rights Office
- ensuring that the services they provide are free from barriers and that processes are in place to provide accommodation as required under the *Ontario Human Rights Code* and the *Accessibility for Ontarians with Disabilities Act*
- administering good faith, appropriate complaint exploration/resolution processes when allegations regarding the policy are raised
- documenting details of concerns, actions taken, outcomes or remedies implemented
- monitoring situations where discrimination or harassment occurred to ensure the harassment or discrimination has stopped and does not reoccur
- consulting the Human Rights Office where there may be a perceived or real conflict of interest in addressing an alleged policy violation or for assistance with a human rights issue
- keeping the Human Rights Office apprised of outcomes where a complaint has been raised with or referred to management
- cooperating, in good faith, in investigations
- responding to and taking appropriate action to resolve/remedy complaints of workplace harassment – see definition in section 4.9
- addressing employee incivility
- ensuring the signed copy of the *Declaration of Compliance with Anti-Discrimination Legislation & City Policy* and/or its stated intent is included in all City contracts, service agreements, Letters of Understanding, Permits

- 
- facilitating harassment and/or discrimination complaint dispute resolution related to contracted services where appropriate
  - addressing service delivery contract breaches related to harassment and/or discrimination in consultation with the City Solicitor

### **3.1 In addition to the above responsibilities, Executive Directors of Community Centres are responsible for:**

- providing leadership in creating and maintaining harassment-free, respectful workplaces
- receiving employee formal investigation reports and making final decisions (in consultation with the Human Rights Office, Employee & Labour Relations and Legal Services staff as appropriate) about disposition of a complaint
- communicating final decisions about the disposition of a formal complaint in writing to the parties
- ensuring resource availability and effective implementation of complaint settlements, remedies and corrective actions
- ensuring that staff are held accountable for their responsibilities under the policy and have the appropriate knowledge and skills to meet their obligations

### **3.2 Community Centre Board of Management Members:**

- providing leadership in creating and maintaining harassment-free, respectful workplaces
- ensuring policy and program development and implementation are consistent with the Human Rights and Anti-Harassment/Discrimination Policy
- advising and forwarding to the City's Human Rights Office complaints against the Executive Director
- abiding by policy confidentiality expectations
- receiving (**in camera**) investigation reports involving the Executive Director
- consulting the City's Human Rights Office, Legal Services and other City staff as appropriate when making final decisions about the disposition of a complaint against an executive director

### **3.3 Employees:**

- being familiar with their rights and responsibilities under this policy
- ensuring behaviour is respectful related to all employment activities
- not engaging in behaviour that would constitute discrimination or harassment towards members of the public, co-workers, and management
- Immediately reporting incidents of harassment, discrimination, reprisal experienced and/or witnessed - refer to the [Complaint Procedures](#):
- documenting details of harassment and discrimination that are experienced or witnessed
- co-operating in good faith in interventions and investigations to resolve human rights and harassment issues
- maintaining confidentiality related to human rights investigations

### **3.4 Human Rights Office:**

The Human Rights Office was set up to provide confidential advice and impartially explore allegations of harassment and discrimination for any City employee or recipient of municipal

---

services. Human Rights Office staff do not advocate, act on behalf of, or represent any party in dispute (complainant, respondent, management). All complaints to the Human Rights Office will be dealt with in an unbiased manner.

The focus of the Office is to prevent, correct and remedy harassing and/or discriminating behaviours that are contrary to this Policy. When investigating allegations, Human Rights Office staff may explore the conduct of parties beyond the complainant and respondent (including management) to ensure compliance with the policy. Staff in the Human Rights Office report to the City Manager through the Director of the Equity, Diversity and Human Rights Division

Responsibilities include:

- administering the City's Human Rights Program
- interpreting and implementing this policy
- policy research, development and advocacy
- developing education and communication strategies
- providing independent, unbiased, confidential advice
- assessing the merits of a complaint and determining appropriate complaint investigation and resolution options, including whether concern(s) can be referred to division management to address
- undertaking impartial, independent informal and formal investigations
- providing mediations
- retaining external consultants
- working with Legal Services Division on Ontario Human Rights Tribunal complaints
- submitting an annual report to City Council about statistics and trends in human rights
- enquiry and complaint activities and other program initiatives including the policy review required under the *Occupational Health and Safety Act*

### **3.5 Equity Diversity and Human Rights Division:**

- promoting compliance with and awareness of the City's equity legislative and policy obligations
- aligning the City's access, equity & diversity initiatives with its Human Rights and Anti-Harassment/Discrimination Policy obligations and services
- building corporate strategies, institutional supports and accountability mechanisms to fulfill the mandate of the Human Rights Office
- supporting the implementation of the decisions/remedies proposed by the Human Rights Office by developing equity, diversity & human rights based structures, capacities, responses within the Toronto Public Service
- providing divisional support to the Human Rights Office enabling it to deliver its services effectively

## **4.0 DEFINITIONS**

**4.1 Allegation:** An allegation is an unproven assertion or statement based on a person's perspective that the policy has been violated.

**4.2 Complainant:** The person alleging that discrimination or harassment occurred. There can be more than one complainant in a human rights complaint.

---

**4.3 Discrimination:** Discrimination is any practice or behaviour, whether intentional or not, which has a negative impact on an individual or group because of membership in a group protected in the *Ontario Human Rights Code* (e.g., disability, sex, race, sexual orientation etc.) or circumstances unrelated to the person's abilities or the employment or service issue in question (i.e., disability, sex, race, sexual orientation, etc.). Discrimination may arise as a result of direct differential treatment or it may result from the unequal effect of treating individuals and groups in the same way. Either way, if the effect of the behaviour on the individual is to withhold or limit full, equal and meaningful access to goods, services, facilities, employment, housing accommodation or contracts available to other members of society, it is discrimination.

**4.4 Duty to Accommodate:** The legal obligation of an employer to take steps to eliminate disadvantage caused by systemic, attitudinal or physical barriers that unfairly exclude individuals or groups protected under the *Ontario Human Rights Code*. It also includes an obligation to meet the special needs of individuals and groups protected by the Code unless meeting such needs would create undue hardship. Failure to accommodate a person short of undue hardship is a form of discrimination (refer to the Accommodation Policy, Procedures and Guidelines).

**4.5 Employee:** For the purpose of this policy, the term employee includes: full-time, part-time, temporary, probationary, casual and relief employees, job applicants, and individuals performing services directly on the City's behalf whether with or without compensation or benefit, excluding individuals providing services by way of service provision/third part contracts – see Section 2.3.

**4.6 Equal Treatment:** Equal treatment is treatment that brings about an equality of results and that may, in some instances, require different treatment. For example, to give all employees equal treatment in entering a building, it may be necessary to provide a ramp for an employee who requires the use of a wheelchair.

**4.7 Harassment:** Provisions regarding harassment are included in both the *Ontario Human Rights Code*, referred to as "Code Harassment", (see 4.8) and the *Occupational Health and Safety Act*, referred to as "Workplace (non-Code) Harassment", (see 4.9). It is a form of discrimination if it is Code Harassment. Harassment may result from one incident or a series of incidents. Harassment can occur between co-workers, between management and employees, between employees and Members of Council, between employees and vendors, between employees and recipients of municipal services, between employees and members of the public, between Members of Council and members of the public, between Members of Council and their staff.

**4.8 Code Harassment:** defined in the *Ontario Human Rights Code* means engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome based on one or more of the prohibited grounds listed in the *Ontario Human Rights Code*, that a person knows or ought to know would be unwelcome, offensive, embarrassing or hurtful – see section 2.0 for a list of the prohibited grounds.

---

**Examples of Code harassment based on a prohibited ground include, but are not limited to:**

- slurs or derogatory remarks;
- threats;
- inappropriate jokes, innuendos, name-calling, teasing;
- insulting gestures;
- practical jokes which result in embarrassment;
- displaying pin-ups, pornography, racist, homophobic or other offensive materials;
- use of electronic communications such as the internet and e-mail to harass;
- actions that invade privacy;
- spreading rumours that damage one's reputation;
- refusing to work with another;
- condescending or patronizing behaviour;
- abuse of authority which undermines performance or threatens careers;
- unwelcome touching, physical assault or sexual assault (refer to the City's Workplace Violence Policy).

There is no legal obligation for an individual to tell a harasser to stop. The fact that a person does not explicitly object to harassing behaviour, or appears to be going along with it does not mean that the behaviour is not harassing or that it has been consented to.

**4.9 Workplace Harassment:** is harassment that is not related to a prohibited ground identified in the *Ontario Human Rights Code*. Workplace harassment, defined in the *Occupational Health and Safety Act* means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome.

Workplace harassment often involves a course or grouping of behaviours. However a single serious incident of such behaviour that has a lasting harmful effect on an employee may also constitute workplace harassment.

This policy is not intended to interfere with constructive feedback regarding performance or operational directives provided to employees by their supervisors or managers.

**Examples of workplace harassment include a pattern of:**

- frequent angry shouting/yelling or blow-ups
- regular use of profanity and abusive language
- verbal or e-mail threats (not including threats to exercise physical force which are covered by the workplace violence policy), intimidation
- intimidating behaviours - slamming doors, throwing objects
- targeting individual(s) in humiliating practical jokes
- excluding, shunning, impeding work performance
- spreading gossip, rumours, negative blogging, cyber-bullying
- retaliation, bullying, sabotaging
- unsubstantiated criticism, unreasonable demands
- frequent insults and/or name calling
- public humiliation
- communication that is demeaning, insulting, humiliating, mocking
- Intent to harm
- A single, serious incident that has a lasting, harmful impact

---

**Workplace harassment does not include:**

- legitimate performance/probation management
- appropriate exercise and delegation of managerial authority
- operational directives
- a disagreement or misunderstanding
- conflict between co-workers
- work related change of location, co-workers, job assignment
- appropriate discipline
- less than optimal management
- a single comment or action unless it is serious and has a lasting harmful effect
- rudeness unless it is extreme and repetitive
- conditions in the workplace that generate stress (technological change, impending layoff, a
- new boss, friction with other employees, workload, etc.)

**4.10 Racial Harassment:** Racial harassment is harassment on the ground of race. It may also be associated with the grounds of colour, ancestry, where a person was born, a person's religious belief, ethnic background, citizenship or even a person's language. Racial harassment/discrimination can include:

- racial slurs or jokes
- ridicule, insults or different treatment because of your racial identity
- posting/e-mailing cartoons or pictures that degrade persons of a particular racial group
- name-calling because of a person's race, colour, citizenship, place of origin, ancestry, ethnic background or creed

**4.11 Sexual Harassment:** Sexual harassment is harassment on the ground of sex. This includes:

- a sexual advance or solicitation from anyone if they know or ought to know the advance is unwelcome, especially if the advance is from a person in a position to give or deny a benefit, to engage in a reprisal, or if a threat of reprisal is made if the advance is rejected.
- sexually suggestive or obscene remarks or gestures,
- leering (suggestive staring) at a person's body,
- unwelcome physical contact,
- having to work in a sexualized environment (bragging about sexual prowess, or discussions about sexual activities),
- circulation or posting of sexist jokes or cartoons, display of pin-up calendars or other objectifying images,
- negative stereotypical comments based on gender, sex or sexual orientation
- gender related comments about an individual's physical characteristics or mannerisms and/or behaviours that reinforce traditional heterosexual gender norms.
- Exercising power over another person, making them feel unwelcome or putting them 'in their place' – motivated by sexual interest.

---

This policy is not intended to interfere with normal social interaction between employees.

**4.12 Mediation:** A voluntary process where parties in dispute consent to meet with a trained mediator to determine whether the dispute can be resolved in a mutually satisfactory manner. Mediation discussions between parties are treated as private and confidential to the full extent permitted by law.

**4.13 Poisoned Work Environment:** A poisoned work environment is a form of indirect Code harassment/discrimination. It occurs when comments or actions ridicule or demean a person or group creating real or perceived inequalities in the workplace. Pornography, pin-ups, offensive cartoons, insulting slurs or jokes, and malicious gossip (even when they are not directed towards a specific employee or group of employees) have been found to “poison the work environment” for employees.

**4.14 Prohibited (Protected) Grounds:** The list of grounds for which a person or group is protected under the Ontario Human Rights Code. See Application section 2.0 for a list of prohibited grounds. Under the Code, case law and this policy, there are protections where there is a perception that one of the prohibited grounds applies or where you have been treated differently because of an association or relationship with a person identified by one of the above grounds.

**4.15 Reasonable Person Test:** This is an objective standard to measure whether a comment or conduct is discrimination or harassment. It considers what a reasonable person's reaction would have been under similar circumstances and in a similar environment. It considers the recipient's perspective and not stereotyped notions of acceptable behaviour. This standard is used to assess human rights complaints under this policy.

**4.16 Respondent:** The person who is alleged to be responsible for the discrimination or harassment. There can be more than one respondent in a human rights complaint.

**4.17 Workplace:** The workplace includes all locations where business or social activities of the City are conducted. This Policy may also apply to incidents that happen away from work (e.g., inappropriate phone calls, e-mails or visits to an employee's home, incidents at luncheons, after work socials).

## 5.0 HARASSMENT AND DISCRIMINATION PREVENTION EDUCATIONAL RESOURCES

The City of Toronto is committed to providing training and education to ensure that all City staff have knowledge about their rights and responsibilities under the Human Rights and Anti-Harassment/Discrimination Policy. A variety of resources to educate employees about policy expectations are available. All staff are expected to be familiar with policy provisions. Resources include:

- 
- human rights training is mandatory for supervisors/managers/directors and is available for employees and to management through the Toronto Public Service course calendar or call 392-9091
  - customized training for specific issues/workplaces is available through Human Resources Division, Organization Development and Learning Unit
  - Equity Diversity and Human Rights [Web page](#) and on-line Complaint form
  - confidential Human Rights Inquiry Line 416-392-8383

## RELATED INFORMATION

### Applicable Legislation:

Ontario *Human Rights Code*

*Occupational Health and Safety Act*

*Accessibility for Ontarians with Disabilities Act*

Related Policies, guidelines and procedures:

[Accommodation Policy](#)

[Accommodation Procedures](#)

[Guidelines for Accommodating Disabilities](#)

[Guidelines for Accommodating Family Status](#)

[Guidelines for Accommodating Gender Identity and Gender Expression](#)

[Guidelines for Accommodating Pregnancy and Breastfeeding](#)

[Code of Conduct – complaints by or against a Member of Toronto City Council](#)

[Whistle Blower Policy](#)

[Hate Activity Policy](#)

[Workplace Violence Policy](#)

[Scented Products Guidelines](#)

*For information about the policy or if you have any questions or concerns contact the Confidential Human Rights Inquiry Line or e-mail us at:*

[humanrights@toronto.ca](mailto:humanrights@toronto.ca)

**HUMAN RIGHTS INQUIRY LINE**

**392-8383**



# **APPLEGROVE COMMUNITY COMPLEX**

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

[www.ApplegroveCC.ca](http://www.ApplegroveCC.ca)

**“TOGETHER, BUILDING OUR COMMUNITY”**



Formatted: Different first page header

## **Complaints Procedure<sup>1</sup>**

Revision Draft 2 November 20, 2015

### **1. Introduction**

The mission of Applegrove Community Complex is to be “a neighbourhood partnership fostering community through social and informative programs for individuals and families”. Applegrove is committed to providing the best programs and services possible.

Sometimes mistakes happen. Applegrove believes that acknowledging and correcting mistakes demonstrates ongoing accountability to our stakeholders. We have created this procedure to explain the process followed when a complaint is received.

### **2. Preface**

- The following procedure applies to complaints directly related to our programs and services.
- Some services may have a separate right of appeal, statutory remedy or prescribed procedure.<sup>2</sup>
- All Complaints are reviewed on receipt and complainants are advised if an alternative complaint procedure is available.
- Staff is trained and are accountable to receive complaints and follow this procedure.

### **3. Guidelines**

- It is in the interest of all parties that complaints are dealt with promptly and resolved as quickly as possible.
- Staff and Board Members shall treat complaints as confidential and protect complainants' privacy.
- The procedure shall be fair, independent, timely, impartial and respectful to the parties involved.
- Complainants are advised of any further options if they remain dissatisfied after following the complaints procedure.
- Complainants are provided clear and understandable reasons for how decisions on the complaint were made.
- Complaints shall be used to improve services, policies and procedures.

### **4. Types of Complaint**

A complaint is an issue, either written or oral, raised by or on behalf of a user of a service about Applegrove's programs, services, rules, policies, procedures or practices.

Complaints can relate to service, action(s), or lack of action by Applegrove Community Complex staff, volunteers or Board Members.

---

<sup>1</sup> See the Human Rights and Anti-Harassment Policy and Procedures for complaints relating to discrimination and harassment. See the Complaints about Fundraising Ethics procedure for complaints regarding fundraising.



Revision to Applegrove Community Complex  
60 Woodfield Road, Toronto, Ontario M4L 2W6  
Tel: 416-461-8143 Fax: 416-461-5513  
www.ApplegroveCC.ca

"Together, Building Our Community" Applegrove Complaints Procedure  
Draft 2 -- November 2015



Formatted: Font: 10 pt, Not Bold,  
Font color: Auto, Not Small caps

Formatted: Font: 10 pt, Not Bold,  
Font color: Auto, Not Small caps

Formatted: Font: Not Bold, Font  
color: Auto, Not Small caps

Formatted: Font: 10 pt, Not Bold,  
Font color: Auto, English (Canada),  
Not Small caps

2

The subject matter of complaints may include (but is not limited to):

- The quality and types of services or programs.
- The way services and programs operate.
- Policies and procedures.
- Applegrove's expectations of behaviour and community rules.
- How staff and volunteers work with and treat the public.
- How Applegrove operates within the neighbourhood.
- The impact of programs and services in the neighbourhood.
- Decisions about resources.
- Access to service.
- Timeliness of Service
- Outcomes
- Quality of service
- Standards of service
- Fees

Examples include but are not limited to:

- A perceived failure to do something agreed to do;
- A failure to observe policy or procedures;
- An error made by staff; or
- Unfair or discourteous actions/statements by staff, volunteers or Board Members.

Anyone personally affected can submit a complaint and it will be reviewed in accordance with this procedure.

## **5. How a Complaint is Made**

- A complaint may be received verbally, in person or by telephone.
- A complaint may be received in writing, received by hand delivery, mail, fax or email.
- An individual acting on another person's behalf on a written complaint must provide a signed authorization from that individual.

## **6. Initial Receipt and Handling of Complaints**

When staff receives complaints, they should try to resolve the issue/concern whenever possible within the Centre's policies and procedures.

Staff are expected to explain the complaints process, facilitate resolutions to conflict, include participants in developing solutions, and provide referrals if necessary.

## **7. Complaint Review Process**

**Applegrove uses a 3 stage escalation process:**

Written complaints received by hand delivery, mail, fax or email will be date-stamped and provided to the appropriate front-line or management staff. Within 5 days of the centre receiving the complaint, the appropriate staff, Executive Director, delegate or Board



Revision to Applegrove Community Complex  
 60 Woodfield Road, Toronto, Ontario M4L 2W6  
 Tel: 416-461-8143 Fax: 416-461-5513  
 www.ApplegroveCC.ca



“Together, Building Our Community” Applegrove Complaints Procedure  
 Draft 2 -- November 2015

Formatted: Font: 10 pt, Not Bold, Font color: Auto, Not Small caps

Formatted: Font: 10 pt, Not Bold, Font color: Auto, Not Small caps

Formatted: Font: Not Bold, Font color: Auto, Not Small caps

Formatted: Font: 10 pt, Not Bold, Font color: Auto, English (Canada), Not Small caps

representative will contact the complainant to explain the process and obtain additional details if needed

- Complaints may be accelerated through the process depending on the nature of the issue.
- If the staff receiving the complaint decides that the matter should be dealt with by someone other than themselves, the staff person shall inform the complainant of the Executive Director's name and contact information.

a. First Stage: Informal review

- All staff will try to solve verbal complaints immediately to the satisfaction of the complainant without need for a formal written complaint.
- When receiving a verbal complaint directly, staff will listen and understand the complaint, and should attempt to resolve it with certain exceptions.
  - o Complaints about another staff member, volunteer or Board Member shall be immediately referred to the Executive Director or designate.
  - o Complaints not within Applegrove's jurisdiction are referred to the appropriate organization as noted above, or forwarded to the Executive Director or designate for referral to the appropriate City Division or other organization. In either case, the complainant is advised.
- Staff should ask appropriate questions to understand the issues and take notes.
- Complaints resolved at this level will be logged and brought to the attention of the Program Manager or Executive Director.
- Staff will automatically and immediately refer the verbal complaint to the Executive Director or designate when:
  - o the complainant requests the complaint to be referred to a Manager;
  - o the verbal complaint cannot be resolved by the staff because it is outside their specific delegation or area of expertise; or
  - o it is of a serious nature such as alleged controversial conduct, illegal conduct, or there is threat of legal action.

b. Second Stage: Management Review

- All written complaints begin at this stage.
- All complaints about the conduct of staff, volunteers and Board Members begin at this stage.
- If a complainant is not satisfied with the resolution offered for a verbal complaint or if the verbal complaint is about another staff member, volunteer or Board Member, the complaint will be referred to Management (at Applegrove this is the Executive Director<sup>3</sup>) to be addressed.
- The Executive Director acknowledges receipt with the complainant within five business days of receipt of the complaint.
- The Executive Director reviews the complaint, and may attempt to resolve the complaint immediately.

<sup>3</sup> In the Executive Director's absence, the Program Director will be responsible for the actions below.



Revision to Applegrove Community Complex  
60 Woodfield Road, Toronto, Ontario M4L 2W6  
Tel: 416-461-8143 Fax: 416-461-5513  
www.ApplegroveCC.ca

“Together, Building Our Community” Applegrove Complaints Procedure  
Draft 2 -- November 2015



Formatted: Font: 10 pt, Not Bold,  
Font color: Auto, Not Small caps

Formatted: Font: 10 pt, Not Bold,  
Font color: Auto, Not Small caps

Formatted: Font: Not Bold, Font  
color: Auto, Not Small caps

Formatted: Font: 10 pt, Not Bold,  
Font color: Auto, English (Canada),  
Not Small caps

4

- If required, the Executive Director conducts an informal review of the complaint. No later than 21 days after acknowledgement, the Executive Director will provide the complainant with a status update.
- Upon completion of the informal review, the Executive Director may conduct a formal review or may forward it to the Board of Management for a formal review.
- Where the complaint is about a Board Member, the complaint shall be referred to the Board.
- The Executive Director may suggest that a verbal complaint be put in writing, especially if it involves a serious or complex matter. If the complainant declines to put the complaint in writing, the Executive Director should record the details as described by the complainant.
- For all verbal and written complaints requiring formal review, the Executive Director will indicate to the complainant when they will be contacted with a resolution or update (normally within twenty-one days of the acknowledgement of the complaint).

## **8. Formal Review Process**

A formal review process may be conducted during the second and third steps. The formal review may include:

- Discussion(s) with the complainant to clarify the complaint, confirm the issues, clarify outcome sought, and explain the complaint process.
- Discussion with staff involved (with union representative if applicable).
- Review of background information such as policies and procedures, previous written communications and other documentation.
- May require obtaining and reviewing other expert opinions or perspectives.
- At the conclusion of the formal review(s), a copy of the formal review and any attachments sent in support of the complaint including any e-mail communications relating to the complaint, will be scanned and/or saved in a secure folder in the complaints registry.

### **a. Third Stage - Board Review**

- Where the complainant is dissatisfied with the Executive Director's review, or the Executive Director decides that the matter should be referred to the Board, the Executive Director refers the complaint to the Board.
- The Board will review the complaint and determine the best method of resolving the issue raised. The Board after its review, may uphold the decision of the Executive Director, request that the Board Chair resolve the complaint, offer a resolution, or forward the complaint to a Board committee.
- A complainant who remains dissatisfied after the Board Review is completed will be advised of the opportunity to complain to the City of Toronto Ombudsman.

## **9. Notice of Decision and Resolution**

- Written complaints will be responded to in writing unless otherwise requested by the complainant.
- Verbal complaints receive written or verbal notice at Executive Director's discretion or as requested by the complainant.



Revision to Applegrove Community Complex  
60 Woodfield Road, Toronto, Ontario M4L 2W6  
Tel: 416-461-8143 Fax: 416-461-5513  
www.ApplegroveCC.ca

“Together, Building Our Community” Applegrove Complaints Procedure  
Draft 2 -- November 2015



Formatted: Font: 10 pt, Not Bold,  
Font color: Auto, Not Small caps

Formatted: Font: 10 pt, Not Bold,  
Font color: Auto, Not Small caps

Formatted: Font: Not Bold, Font  
color: Auto, Not Small caps

Formatted: Font: 10 pt, Not Bold,  
Font color: Auto, English (Canada),  
Not Small caps

5

- If a formal review determines that the complaint is unfounded, and no further action is required, the complainant will be advised accordingly.
- If a formal review determines that the complaint is founded, the complainant is advised of corrective action recommended.
- A copy of all written notifications to the complainant will be saved in a secure folder in the complaints registry.

#### 10. Logging of the Complaint and Record

- A Complaint Registry will be maintained to ensure a central record of complaints.
- This Complaint Registry will be both a binder and electronic record and will be maintained by the Executive Director or designate. The records will be held in a manner that ensures confidentiality.
- Each file will be labelled with the complaint number beginning with the year.
- The Executive Director or designate, is responsible for ensuring the logging of the complaint in the complaints registry and assigning a complaint number.
- The Executive Director or designate scans and/or saves the complaint in a secure folder.
- All written complaints are logged with basic information relating to the complaint and stored securely.

#### 11. Monitoring and Reporting on Complaints

- The Executive Director reports on a monthly basis to the Board of Directors on complaints which have been received.
- The Executive Director monitors and reviews complaints to identify issues, trends, areas of concern and opportunities for improvement.
- The Executive Director may provide an update to the City Councillor's office or to program funders should the occasion arise or if necessary.
- The Applegrove website will indicate on an annual basis the receipt and resolution of any complaints

#### 12. Time Limits

The time limit for the filing of complaints under this policy is six months from the time of the incident. Consideration will be given on a case by case basis as to whether the time limit should be waived in extenuating circumstances.

#### 13. Frivolous, Vexatious or Persistent Complaints

- A frivolous complaint is one found upon investigation to have no reasonable grounds or to make no sense or to be not serious.
- A vexatious complaint is one made only to annoy others.
- Because all complaints are treated seriously, frivolous and vexatious complaints and inappropriate use of the escalation process use resources that could be put to better use. Applegrove will not conduct additional follow-up on or investigate frivolous or vexatious complaints.
- Persistent complainants are those who tend to have an obsessive and excessive preoccupation with the complaint. Strategies when dealing with these types of



Revision to Applegrove Community Complex  
60 Woodfield Road, Toronto, Ontario M4L 2W6  
Tel: 416-461-8143 Fax: 416-461-5513  
[www.ApplegroveCC.ca](http://www.ApplegroveCC.ca)

“Together, Building Our Community” Applegrove Complaints Procedure  
Draft 2 -- November 2015



Formatted: Font: 10 pt, Not Bold,  
Font color: Auto, Not Small caps

Formatted: Font: 10 pt, Not Bold,  
Font color: Auto, Not Small caps

Formatted: Font: Not Bold, Font  
color: Auto, Not Small caps

Formatted: Font: 10 pt, Not Bold,  
Font color: Auto, English (Canada),  
Not Small caps

6

complaints may include involving the Executive Director to assist throughout the resolution process.

- When dealing with individuals who frequently contact the centre, it is important that their complaint is not dismissed and that the process is followed.
- If Applegrove receives a complaint it has already dealt with, the complainant will be informed verbally and/or in writing that Applegrove will not conduct further follow up on the issue unless the complainant provides new information.

#### 14. Other Complaint Processes

- Applegrove Conflict Mediation Process (see Appendix A)
- Applegrove's Complaint Process regarding Fundraising Ethics (see Appendix B)
- Grievance Procedure under the Collective Agreement.
- Human Rights and Anti-Harassment Complaint Procedure for issues of discrimination and harassment.
- City of Toronto Integrity Commissioner for complaints about the Board of Management
- City of Toronto Ombuds Office when other processes have not resolved the issue. <http://ombudstoronto.ca/>

## Complaints Procedure<sup>4</sup>

### 1. Introduction

Applegrove Community Complex is a neighbourhood partnership fostering community through social and informative programs and services for individuals and families. Applegrove is committed to providing the highest best quality of programs and services possible.

Sometimes mistakes happen. Applegrove believes that acknowledging and correcting mistakes shows strength rather than weakness demonstrates ongoing accountability to our stakeholders. Correcting mistakes provides opportunities to identify improvements in services and systems We have created this procedure to explain the process followed when a complaint is received.

### 2. Preface

- The following procedure applies to complaints directly related to our programs and services and processes related to the operation and management of Applegrove Community Complex.
- Some services and processes may have a separate right of appeal, statutory remedy or prescribed procedure.<sup>5</sup>
- All Complaints are reviewed on receipt and complainants are advised if an alternative complaint procedures apply is available.
- Staff isare trained and are accountable for their involvement in the complaint process to receive complaints and follow this procedure.

### 3. Guiding Principles

- It is in the interest of all parties that complaints are dealt with promptly and resolved as quickly as possible.
- Staff and Board Members shall treat complaints as confidential and protect complainants' privacy.
- Review of of The procedure complaints is shall be fair, independent, timely, impartial and respectful to the parties involved.
- Complainants are advised of their any further options if they are remain dissatisfied with treatment or outcome after following the complaints procedure.
- Complainants are provided clear and understandable reasons for how decisions on the complaint were made.
- Updates are provided to complainants during review processes.
- Complaints are shall be used to assist in improving improve services, policies and procedures.

### 4. Types of Complaint

A complaint is an expression of dissatisfaction issue, either written or oral, made raised by or on behalf of a user of a service about Applegrove's programs, services, rules, policies, procedures or or practices.

Formatted: Section start: New page, Footer distance from edge: 0.49", Not Different first page header

Formatted: English (Canada)

Formatted: Centered, Indent: Left: 0", First line: 0"

Formatted: Keep with next

<sup>4</sup>This procedure is longer and more complex than needed for simple complaints. See last page for the simplified version to hand out as needed.

<sup>5</sup>See the Human Rights and Anti-Harassment Policy and Procedures for complaints relating to discrimination and harassment. See the Complaints about Fundraising Ethics procedure for complaints regarding fundraising.

Complaints can relate to service, action(s), or lack of action by Applegrove Community Complex staff, volunteers or Board Members.

The subject matter of complaints may include (but is not limited to):

- The quality and types of services or programs.
- The way services and programs operate.
- Policies and procedures.
- Applegrove's expectations of behaviour and community rules.
- How staff and volunteers work with and treat the public.
- How Applegrove operates within the neighbourhood.
- The impact of programs and services in the neighbourhood.
- Decisions about resources.
- Access to service.
- Timeliness of Service
- Outcomes
- Quality of service
- Standards of service
- Fees

Examples include but are not limited to:

- A perceived failure to do something agreed to do;
- A failure to observe policy or procedures;
- An error made by staff; or
- Unfair or discourteous actions/statements by staff, volunteers or Board Members.

Anyone personally affected can submit a complaint and it will be reviewed in accordance with this procedure.

#### 5. What is NOT a Complaint

- A customer complaint is distinct from:
  - Enquiry — A general or specific request for service or request for information that is resolved at the point of service delivery.
  - Feedback — A participant's opinion, comment and expression of interest in an Applegrove program or service.
  - Compliment — An expression of approval for an Applegrove service, staff member, program, product or process.
  - Suggestion — A participant's idea with the aim of improving services, programs, products or processes.
- Some complaints are exempt from these Guidelines, including:
  - Anonymous complaints — these are difficult, if not impossible, to assess or investigate and may not be dealt with through the complaint handling process.
  - Complaints by employees — there are alternative procedures available to employees to initiate complaints within the organization.
  - Complaints about other organization's services; for these, staff should try to provide the appropriate complaint process or information source, such as 311 for City services.
  - Appeals

**6. How a Complaint is Made**

- A complaint may be received verbally, in person or by telephone.
- A complaint may be received in writing, received by hand delivery, mail, fax or email.
- An individual acting on another person's behalf on a written complaint must provide a signed authorization from that individual.

**7. General Initial Receipt and Handling of Complaints**

When staff receives complaints, they should try to resolve the issue/concern whenever possible within the Centre's policies and procedures.

Staff are expected to explain the complaints process, facilitate resolutions to conflict, include participants in developing solutions, and provide referrals if necessary.

Staff are also expected to provide assistance (as requested) to help the complainant complete the Complaint/Appeal form. Assistance may include verifying what the participant wrote, completing the form accurately based on the participant's dictation, or arranging translation service for the participant.

As appropriate, staff should offer appropriate action which might include:

- apology.
- reimbursement.
- corrective action.
- involving or referring the issue to another staff or management.

○ other action.

As appropriate, staff should complete an incident or serious occurrence<sup>6</sup> form.

**a. Written complaints**

Written complaints received by hand delivery, mail, fax or email will be date stamped and provided to the appropriate front-line or management staff. Within 5 days of the centre receiving the complaint, the appropriate staff, Executive Director, delegate or Board representative will contact the complainant to explain the process and obtain additional details if needed.

**b. Anonymous complaints**

Applegrove accepts anonymous complaints; however, the effectiveness of follow up and resolution may be limited.

**Complaint Review Process**

**Applegrove uses a 3 stage escalation process:**

**8. Written complaints received by hand delivery, mail, fax or email will be date stamped and provided to the appropriate front-line or management staff. Within 5 days of the centre receiving the complaint, the appropriate staff, Executive Director, delegate or Board representative will contact the complainant to explain the process and obtain additional details if needed**

<sup>6</sup>Serious Occurrence: programs funded by Children's Services have specific definitions of Serious Occurrences and reporting processes.

Formatted: Indent: Left: -0.25"

Formatted: Indent: Left: 0", Don't adjust space between Latin and Asian text

Formatted: Indent: Left: 0"

Formatted: Indent: Left: -0.25"

Formatted: Indent: Left: 0.25", No bullets or numbering

- If the Applegrove staff person is uncertain about how to interpret or handle an issue raised by the complainant, they should request the assistance of the Executive Director or designate.
  - Complaints may be accelerated through the process depending on the nature of the issue and judgement of relevant staff.
  - If the staff receiving the complaint decides that the matter should be dealt with by someone other than themselves, the staff person shall inform the complainant of the Executive Director's name and contact information.
- a. ~~First Stage: Informal review Immediate Resolution~~
- All staff will try to solve verbal complaints immediately to the satisfaction of the complainant without need for a formal written complaint.
  - When receiving a verbal complaint directly, staff will listen and understand the complaint, and should attempt to resolve it with certain exceptions:
    - Complaints about another staff member, volunteer or Board Member shall be immediately referred to the Executive Director or designate.
    - Complaints not within Applegrove's jurisdiction are referred to the appropriate organization as noted above, or forwarded to the Executive Director or designate for referral to the appropriate City Division or other organization. In either case, the complainant is advised.
  - Staff should ask appropriate questions to understand the issues and take notes.
  - Complaints resolved at this level do not need to will be logged and brought to the attention of the Program Manager or Executive Director. However, if staff become aware of a pattern of related complaints or multiple complaints about the same issue from the same individual or multiple individuals, staff should advise the Executive Director or delegate.
  - Staff will automatically and immediately refer the verbal complaint to the Executive Director or designate when:
    - the complainant requests the complaint to be referred to a Manager;
    - significant disciplinary action is a possible outcome;
    - the complainant is unusually upset, extremely angry or threatening;
    - the verbal complaint cannot be resolved by the staff because it is outside their specific delegation or area of expertise; or
    - it is of a serious nature such as alleged controversial conduct, illegal conduct, or there is threat of legal action.
- b. ~~Second Stage: Executive Director Management Review~~
- All written complaints begin at this stage.
  - All complaints about conduct of staff, volunteers and Board Members begin at this stage.
  - If a complainant is not satisfied with the resolution offered for a verbal complaint or if the verbal complaint is about another staff member, volunteer or Board Member, the complaint will be referred to the EManagement, (at Applegrove this is the Executive Director) Executive Director to be addressed at this stage.
  - The Executive Director acknowledges receipt with the complainant within five business days of receipt of the complaint.
  - The Executive Director or reviews the complaint, and may attempt to resolve the complaint immediately.
  - If required, the Executive Director conducts an informal review of the complaint to determine its validity and explore a resolution. No later than 14 21days after

~~acknowledgement, the Executive Director will provide the complainant with a status update.~~

- ~~• Upon completion of the informal review, if no resolution is found, the Executive Director may conduct a formal review or may forward it to the Board of Management for a formal review.~~
- ~~• Where the complaint is about a Board Member, the complaint shall be referred to the Board.~~
- ~~• The Executive Director may request suggest that a verbal complaint be put in writing, especially if it involves a serious or complex matter. If the complainant declines to put the complaint in writing, the Executive Director should record the details as described by the complainant.~~
- ~~• For all verbal and written complaints requiring formal review, the Executive Director will indicate to the complainant when they will be contacted with a resolution or update (normally within fourteen twenty one days of the acknowledgement of the complaint).~~

~~c. Board Review~~

- ~~• Where the complainant is dissatisfied with the decision of the Executive Director, or the Executive Director decides that the matter should be referred to the Board, or when the complaint involves the Executive Director, the Executive Director refers the complaint to the Board.~~
- ~~• The Board can uphold the decision of the Executive Director, request that the Board Chair resolve the complaint, offer a resolution, conduct a formal review or forward the complaint to a Board committee.~~

~~d. Last Resort~~

- ~~• A complainant who is dissatisfied at the end of the Board Review will be advised of the opportunity for external review by the City of Toronto Ombudsman.~~

**9. Formal Review Process**

~~A formal review process may be conducted during the second and third steps. The formal review may include:~~

- ~~• Discussion(s) with the complainant to clarify the complaint, confirm common the issues understanding, clarify outcome sought, and explain complaint procedures process.~~
- ~~• Discussion with staff involved (with union representative if applicable).~~
- ~~• Review of background information such as policies and procedures, previous written communications and other documentation.~~
- ~~• May require obtaining and reviewing other expert opinions or perspectives.~~

~~At each step, it should be determined whether the formal review to date has been adequate.~~

- ~~• Once a formal review is begun, the formal review will be recorded.~~
- ~~• At the conclusion of the formal review(s), a copy of the formal review and any attachments sent in support of the complaint including any e-mail communications relating to the complaint, will be scanned and/or saved in a secure folder in the complaints registry.~~

**10. Notice of Decision and Resolution**

- ~~• Written complaints receive a written notice of the decision unless otherwise requested by the complainant.~~

Formatted: Indent: Left: 0.5", No bullets or numbering

- Verbal complaints receive written or verbal notice at Executive Director's discretion or as requested by the complainant.
- If a formal review determines that the reasons for the complaint are not justified, and no further action is required, the complainant is notified.
- If a formal review determines that the complaint is justified, the complainant is notified of corrective action to be taken and any remedy proposed.
- A copy of all written notifications to the complainant will be saved in a secure folder in the complaints registry.

#### 11. Flowchart

The diagram on the next page is a guide to process but does not replace the description below.

#### 12. Procedure and Standards for Responding to Complaints

- Where a formal review is required, complainants are contacted within 14 business days of the acknowledgment with either a final response or update.
- At that time, the complainant is advised of when the next contact will be either for a proposed resolution or for the next progress update.
- Complainants are automatically contacted when their complaint is moved to the next step.
- The adjudicator may exercise discretion and contact the complainant more frequently or sooner than the above standards.
- NOTE: From time to time, there may arise extraordinary circumstances where Applegrove may not be in a position to guarantee that these standards can be satisfied (e.g. during labour disruption, etc.)

#### 13. Logging of the Complaint and Record

- A Complaint Registry will be maintained to ensure a central record of complaints.
- This Complaint Registry will be both a binder and electronic record and will be maintained by the Executive Director or designate. The records will be held in a manner that ensures confidentiality.
- Each file will be labelled with the complaint number beginning with the year.
- The Executive Director or designate, is responsible for ensuring the logging of the complaint in the complaints registry and assigning a complaint number.
- The Executive Director or designate scans and/or saves the complaint in a secure folder. All written complaints are logged with basic information relating to the complaint and stored securely.

#### Third Stage – Board Review

- Where the complainant is dissatisfied with the Executive Director's review, or the Executive Director decides that the matter should be referred to the Board, the Executive Director refers the complaint to the Board.
- The Board will review the complaint and determine the best method of resolving the issue raised. The Board after its review, may uphold the decision of the Executive Director, request that the Board Chair resolve the complaint, offer a resolution, or forward the complaint to a Board committee.
- A complainant who remains dissatisfied after the Board Review is completed will be advised of the opportunity to complain to the City of Toronto Ombudsman or City Counselor.

Formatted: Indent: Left: 0.5", No bullets or numbering

Formatted: Indent: Left: 0.75", No bullets or numbering

**Notice of Decision and Resolution**

- ~~Written complaints will be responded to in writing unless otherwise requested by the complainant.~~
- ~~Verbal complaints receive written or verbal notice at Executive Director's discretion or as requested by the complainant.~~
- ~~If a formal review determines that the complaint is unfounded, and no further action is required, the complainant will be advised accordingly.~~
- ~~If a formal review determines that the complaint is founded, the complainant is advised of corrective action recommended.~~
- ~~A copy of all written notifications to the complainant will be saved in a secure folder in the complaints registry.~~

**Logging of the Complaint and Record**

- ~~A Complaint Registry will be maintained to ensure a central record of complaints.~~
- ~~This Complaint Registry will be both a binder and electronic record and will be maintained by the Executive Director or designate. The records will be held in a manner that ensures confidentiality.~~
- ~~Each file will be labelled with the complaint number beginning with the year.~~
- ~~The Executive Director or designate, is responsible for ensuring the logging of the complaint in the complaints registry and assigning a complaint number.~~
- ~~The Executive Director or designate scans and/or saves the complaint in a secure folder.~~
- ~~All written complaints are logged with basic information relating to the complaint and stored securely.~~

**Monitoring and Reporting on Complaints**

- ~~The Executive Director reports on a monthly basis to the Board of Directors on complaints which have been received.~~
- ~~The Executive Director monitors and reviews complaints to identify issues, trends, areas of concern and opportunities for improvement.~~
- ~~The Executive Director may provide an update to the City Counsellor's office or to program funders should the occasion arise or if necessary.~~
- ~~The Applegrove website will indicate on an annual basis the receipt and resolution of any complaints~~

**The City recommends the following:**

**1. Tracking and resolution:**

**The form should include:**

- Tracking number
- Date complaints received
- Name and contact information of complainant
- Contact channel (e.g., in person, phone, etc.)
- Complaint summary
- Complaint type
- Complaint Staff Contact: name, program area, and contact info
- Investigation notes
- Outcome
- Target date for resolution
- Escalated investigation information

Formatted: Indent: Left: 0.5", No bullets or numbering

Formatted: Indent: Left: 0.5", No bullets or numbering

Formatted: Font: Bold

Formatted: No bullets or numbering

Formatted: Font: Bold, English (Canada)

Formatted: No bullets or numbering

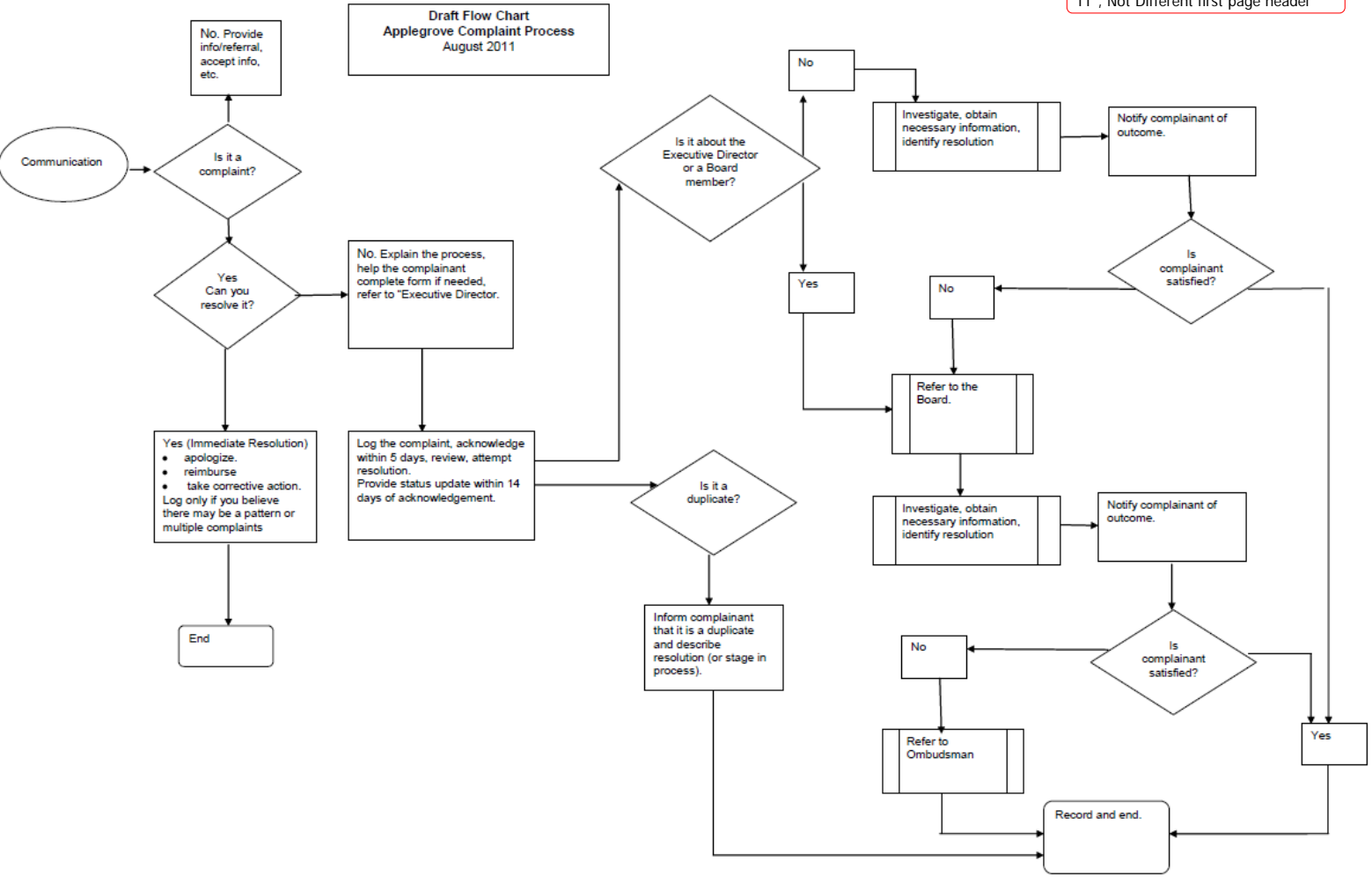
Formatted: Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Indent at: 0.25"

Applegrove Community Complex Complaints Procedure

14

Formatted: Left: 1", Right: 1", Top: 1", Bottom: 1", Width: 8.5", Height: 11", Not Different first page header

Draft Flow Chart  
Applegrove Complaint Process  
August 2011



~~2. Complaints log:~~

~~Categories should include:~~

- ~~Date complaints received~~
- ~~Unique tracking number~~
- ~~Contact channel~~
- ~~Complaint summary~~
- ~~Complaint type~~
- ~~Stage of complaint~~
- ~~Name, Role, and Program Area of Complaint Recipient~~
- ~~Name, Role, and Program area of Complaint Owner~~
- ~~Summary of Outcome~~
- ~~Date Resolved~~

~~3. Reporting:~~

~~Periodic reports should include~~

- ~~Total Number of Complaints~~
- ~~Size of current complaint backlog~~
- ~~Percentage of complaints handled within agreed response times (service standards)~~
- ~~The type and number of complaints received~~
- ~~The type and volume of escalated complaints~~

~~4. Customer service improvements made using complaint data.~~

**14. Monitoring and Reporting on Complaints**

- ~~• Regular monitoring and review of complaints will be conducted to identify issues, trends, areas of concern and opportunities for improvement.~~
- ~~• Board Members' concerns are a standing agenda item for information and discussion at Board meetings.~~
- ~~• Based on monitoring and review of the complaints registry, a report will be provided to the Applegrove Board for information and action at least quarterly.~~

**15. Time Limits**

~~The time limit for the filing of complaints under this policy is six months from the time of the incident. Consideration will be given on a case by case basis as to whether the time limit should be waived in extenuating circumstances.~~

**16. Frivolous, Vexatious or Persistent Complaints**

- ~~• A frivolous complaint is one found upon investigation to have no reasonable grounds or to make no sense or to be not serious.~~
- ~~• A vexatious complaint is one made only to annoy others.~~
- ~~• Because all complaints are treated seriously, frivolous and vexatious complaints and inappropriate use of the escalation process use resources that could be put to better use. Applegrove will not conduct additional follow up on or investigate frivolous or vexatious complaints.~~
- ~~• Persistent complainants are those who tend to have an obsessive and excessive preoccupation with the complaint. Strategies when dealing with these types of complaints may include involving the Executive Director to assist throughout the resolution process.~~

- ~~• When dealing with individuals who frequently contact the centre, it is important that their complaint is not dismissed and that the process is followed.~~
- ~~• If Applegrove receives a complaint it has already dealt with, the complainant will be informed verbally and/or in writing that Applegrove will not conduct further follow-up on the issue unless the complainant provides new information.~~

**~~17. Other Complaint Processes~~**

- ~~a. Applegrove Conflict Mediation Process (see Appendix A)~~
- ~~b. Applegrove's Complaint Process regarding Fundraising Ethics (see Appendix B)~~
- ~~c. Grievance Procedure under the Collective Agreement.~~
- ~~d. Human Rights and Anti-Harassment Complaint Procedure for issues of discrimination and harassment.~~
- ~~e. City of Toronto Integrity Commissioner for complaints about the Board of Management~~
- ~~f. City of Toronto Ombuds Office when other processes have not resolved the issue. <http://ombudstoronto.ca/>~~

## Appendix A – Applegrove Conflict Resolution Policy

**Every person has a right to equal treatment with respect to Applegrove services and facilities, without discrimination or harassment because of race, ancestry, place or origin, colour, ethnic origin, citizenship, creed, sexual orientation, gender identity, age, marital status, family status, income level, receipt of public assistance, political affiliation, disability or level of literacy.**

1) Stage 1

In the event of any dispute, complaint, question or disagreement, the persons involved will use their best efforts to settle the dispute, question or disagreement. They shall consult and negotiate with each other in good faith and, recognizing their mutual interest, attempt to reach a fair and equitable solution satisfactory to both persons.

2) Stage 2

If the parties in a dispute, question or disagreement are unable to reach a mutually satisfactory compromise, the following process is available.

- a) A meeting between both parties and the Program Director will be arranged. At least one week prior to the meeting, both parties will provide, in writing, an outline of their issues and concerns.
- b) Each party may meet separately with the Program Director prior to the mediation meeting.
- c) During the mediation meeting the following will occur:
  - i) All members present will be given a chance to verbally describe the nature of the conflict in an opening statement that focuses on positive ends. During the discussion all parties will:
    - refrain from any stereotyping or name-calling;
    - get to the heart of the matter and avoid discussing side issues;
    - respect the other member's need and values;
    - describe the proposed and desired outcome;
    - clear up misconceptions and answer questions politely.
  - ii) Program Director will:
    - (1) act as mediator, set the ground rules and keep the discussion focused on relevant issues.
    - (2) assist parties in identifying common interests, needs, goals and motivations;
    - (3) assist parties in identifying and defining those issues which cannot be altered or compromised in relation to the program
    - (4) assist the parties in identifying and discussing options for a positive outcome
    - (5) assist the parties in making a mutually beneficial agreement that creates a lasting solution to the conflict.
- d) Potential Outcomes
  - i) Satisfaction – this is the ideal end state of the mediation where both parties reach a state of acceptance and the dispute ends.
  - ii) Compromise – this is the typical goal of mediation. It is generally a “give and take” or synthesis of the two positions that both parties can abide.

- iii) Resolution – outcome is clearly more acceptable to one side than the other. This is not the normal goal of mediation. However, in some cases where the existing laws, contracts, policies or rules govern the situation, this may be the outcome of mediation.
  - e) In cases where the conflict is unresolved, the Program Director will render a decision to settle the conflict issue. A written decision will be presented to all parties involved, as well as the Executive Director and, in some cases the Board.
- 3) Stage 3 -- Appeal Process
- a) In a case where the final decision is unsatisfactory, the matter can be taken to the Executive Director.
  - b) If the outcome is still unsatisfactory, the matter can be taken to the Board. The final decision will be made at this level.

## **Appendix B – Complaints about Fundraising Ethics**

Endorsed by Board on May 31, 2010

### **1. Introduction**

At a Board meeting on April 26, 2010, Applegrove adopted Imagine Canada's Ethical Fundraising and Financial Accountability Code as its policy. In so doing, members of the board made commitments to be responsible custodians of donated funds, to exercise due care concerning the governance of fundraising and financial reporting, and to ensure to the best of their ability that the organization adheres to the provisions of the Code.

The code's requirements include having a mechanism in place to deal with complaints relating to matters covered by the Ethical Code. This policy outlines that mechanism.

### **2. If you think Applegrove is not following the Ethical Code**

- a. If appropriate, discuss your concern in private with the person(s) involved.
- b. If unresolved or if it is inappropriate or irrelevant to discuss the concern with the person involved, contact the Executive Director to discuss the problem.
- c. If the concern involves the Executive Director, send an e-mail to the Board of Directors' confidential e-mail at [www.ApplegroveBoard@hotmail.com](mailto:www.ApplegroveBoard@hotmail.com).
- d. If these processes do not resolve the complaint, or if the concern involves the Board, the City of Toronto's accountability mechanisms may be relevant. These include:
  - i) The Auditor General: responsible for assisting City Council in holding itself and its administration accountable for the quality of stewardship over public funds and for the achievement of value for money in City operations.
  - ii) The Integrity Commissioner: responsible for providing advice, complaint resolution and education to Members of City Council and Members of local boards on the application of the City's Codes of Conduct, and other by-laws, policies and legislation governing ethical behaviour.
  - iii) The Ombudsman: responsible for addressing concerns about City services and investigating complaints about administrative unfairness.
  - iv) [www.Toronto.ca/city\\_council/accountability.htm](http://www.Toronto.ca/city_council/accountability.htm)
- e. Imagine Canada's Ethical Code Committee (ECC) can adjudicate complaints that arise under the Code. In general, complaints should go through the internal process first. In exceptional circumstances, the ECC may deal with complaints before an internal process is completed, however, this will only be done where the complaint is very serious and a quick response is crucial.
- f. If Applegrove's mechanisms cannot resolve a complaint, Applegrove will refer the issue to the ECC.

### **3. Timing**

- a. The code's requirements include ensuring that complaints are addressed in a timely manner.
- b. Applegrove's interpretation suggests that people who complain should receive a response within 4 weeks, to allow time for investigation and analysis.
- c. If a complaint is not addressed within 8 weeks, the complainant can send an e-mail to the Board of Directors' confidential e-mail at [www.ApplegroveBoard@hotmail.com](mailto:www.ApplegroveBoard@hotmail.com).

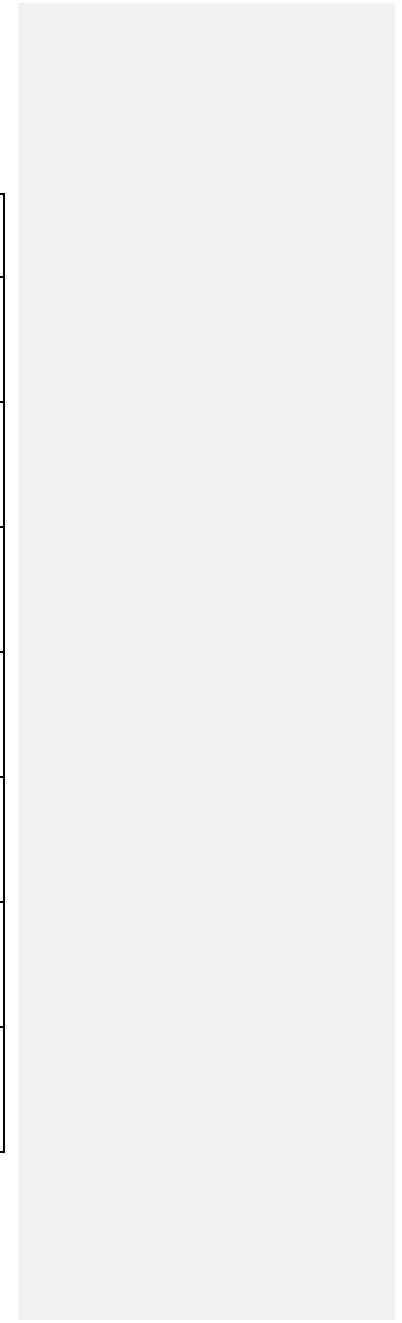
4. **For information about the Ethical Code**
  - a. Visit [www.imaginecanada.ca/en/ethicalcode](http://www.imaginecanada.ca/en/ethicalcode)
  - b. Ask Applegrove's Office for a copy of the Ethical Code handbook.





**Draft Complaint Log**

Number	Date Received	Complainant Contact Info	Summary	Type	Who received complaint	Who addressed complaint	Outcome	Date Resolved



### **Applegrove Complaints Process**

Applegrove Community Complex is a neighbourhood partnership fostering community through social and informative programs for individuals and families. Applegrove is committed to providing the highest quality of programs and services.

Sometimes mistakes happen. Applegrove believes that acknowledging and correcting mistakes shows strength rather than weakness. Correcting mistakes provides opportunities to identify improvements in services and systems.

A complaint might be

- failure to do something;
- failure to follow policy or procedures;
- error; or
- unfair or discourteous treatment.

A complaint is different from an inquiry, feedback, compliment or a suggestion.

When staff receive complaints, they should try to resolve the issue/concern whenever possible within the Centre's policies and procedures.

All staff should explain the complaints process, help resolve conflict, include participants in developing solutions, and provide referrals if necessary.

When necessary, the Executive Director or the Board will investigate or undertake a formal review.

Applegrove tracks complaints to identify issues, trends, areas of concern and opportunities for improvement.

For more details, please refer to the Applegrove Complaints Procedure.

For complaints about other City of Toronto services or agencies, please call 311.



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

**“TOGETHER, BUILDING OUR COMMUNITY”**



## **Executive Director's Report**

November 20, 2015

Although I have been away for most of the time since my last report, a lot has happened. However, the Revenue Generation and Community Integration Committees were unable to meet until after the Board agenda deadline. I will send their reports on November 26.

Meanwhile, fun stuff first!

### **Pasta Fest**

About 150 Applegrove friends, volunteers and staff enjoyed a delicious dinner, then bid on intriguing items, on November 7. The Revenue Generation notes will include a report on the event.

### **Author Visits After-School**

On November 18, children's book author and illustrator Nathan Jurevicus visited the after-school program. After reading his book, Junction, he worked on art projects with the children. They were excited to meet a published author and particularly wanted to know how he made the books!



### **Yes In My Backyard**

Irene and Janina staffed Applegrove's table at this event on October 31 at the Ted Rogers School of Management at Ryerson University, 55 Dundas St. W. The annual YIMBY Festival provides an inclusive space for people and groups involved in grassroots community development to gather; exchange ideas, skills and strategies; and collectively imagine our future city. Janina reported that it was a useful place to learn about possible partnerships. Meanwhile, Applegrove's staff Linda Phuong attended the YIMBY festival wearing her other hat, the Ministry of Imaginary Affairs and East End Stories. (Later in November, Linda accepted a full-time job in her field and "graduated" from Applegrove.)

### **Policy Forum on Community Hubs**

As part of my work with the SPACE Coalition (Saving Public Access to Community space Everywhere), I chaired a policy forum on November 16. Karen Pitre, the Premier's Special Advisor on Community Hubs, spoke to nearly 90 registrants about her recent report, Community Hubs in Ontario: A strategic framework and action plan.

Her cover letter to the Premier noted:

The Province and communities share the perspective that community hubs are vibrant centres of community life that generate economic and social benefits. While the benefits are clear, it is equally clear that one of the barriers to the evolution of community hubs are numerous rules and constraints imposed by the Province, among others. Provincial policies and processes are overly complicated, often fragmented and are driven by ministry-specific requirements rather than being viewed through a lens of community needs and outcomes. This Strategic Framework sets out how the Province can remove its barriers that hinder the adaptation of public properties into community hubs.

**Charitable Number: 10671 8943 RR0001**

As a community hub for more than 30 years, Applegrove has on-the-ground experience with the barriers and challenges of this model. I have attached a draft letter that I recommend the Board send to Karen.

### **Bookkeeper**

As I announced informally at the October Board meeting, Applegrove's former maternity leave replacement Bookkeeper, Jenef, has filled the vacancy created when Susan Horley became the Finance Manager. The Personnel notes include relevant hiring reports.

### **Other Items on the Board Agenda**

For the regular 10 minutes of Board Development at the November meeting, I am suggesting that members share

- 1) What was most challenging in their first 6 months on the Board, and
- 2) What is the most rewarding aspect of their work on the Board.

The City has 2 granting programs with deadlines in early December. The first of these provides funding for community festivals and special events. I have been working on a proposal for the "Amazing Game" suggested at the October Revenue Generation meeting. The November 23 RevGen meeting will review the proposal and it will come to the November Board meeting.

The second grant is for recreation projects. May has drafted a proposal for teen activities that will come to the November 24 Community Integration committee and the November Board meeting.

Both projects must be submitted on-line and require Board endorsement before their respective deadlines, December 2 and December 9.

### **Public Service Bylaw (PSB) Update**

Much of the October Board meeting focussed on PSB-related policies and included the need for additional information from the City about some of the issues. As a result, an October 18, Neil and I, plus former Board Chair Ann McKechnie, met with Sonali Chakraborti, a Senior Corporate Management and Policy Consultant in the City Manager's Office (CMO).

Sonali reviewed the background of the PSB noting that its overall purpose is to protect the public interest. The PSB's Wrongdoing sections integrated the City's long-standing fraud policy and activities of the Auditor General. The CMO recognized that for small agencies, involving the Auditor General in reports of wrongdoing might not be the right course. Consequently, it outlines minimum requirements for employees to report wrongdoing and to protect them from reprisals, including:

- definitions,
- explanation of how to disclose,
- outline of investigation,
- protection from reprisal for disclosure,
- how to investigate reprisal, and
- an annual reporting mechanism.

However, the CMO does not require a 3<sup>rd</sup> party reporting mechanism, such as the ClearView proposal presented at the last meeting. Anonymous reporting mechanisms that could be appropriate for small agencies include unsigned letters and Applegrove's pre-existing confidential Board e-mail account.

In discussion after meeting with Sonali, Neil recommended that Applegrove not use a 3<sup>rd</sup> party reporting mechanism. He and Susan will draft a Wrongdoing Policy for the December Board meeting.

Sonali also discussed PSB's Human Resource requirements for agencies. Because AOCC<sup>1</sup> staff are City employees (unlike staff of most other agencies), our centers already meet the requirements. As Karen Jones noted in her presentation to the September Board meeting, the City has delegated certain HR responsibilities to AOCC Boards. The Board hires and supervises the Executive Director; the Executive Director hires and supervises other staff. Nonetheless, PSB does require an Employment of Relatives policy as well as Hiring Guidelines.

Since that meeting, the Personnel Committee reviewed the Employment of Relatives and Anti-Harassment policies and is recommending that the Board endorse them.

In addition, the discussion with Sonali included an outline of the challenges Applegrove faces in meeting the City's policy, procedural and reporting requirements under the cutbacks imposed in 2012 and ensuing staff turnover. Sonali indicated that while she could relay these concerns to the City Manager, a direct communication from Applegrove's Board would have greater impact.

### **Program Budgets**

Last month, I included a preliminary draft of Program Budgets. The Board reviewed the Parent/Child and Applegrove Connection program budgets which were due to their funder on November 20. Time constraints have prevented work on other budgets, such as Seniors, After-school and Over the Rainbow. They will come to the December Board meeting.

### **Looking Ahead**

As noted elsewhere in this report, we will need a December Board meeting to look at a wrongdoing policy and the program budgets. But I am trying to minimize other business for that meeting!

Your package includes a Time Served document. Although Board members are elected for 2-year terms, we recognize that individuals' lives change, so offer the opportunity to resign or continue each year. Board members should indicate their preference as early as possible (by the December meeting) so we can advertise an accurate number of vacancies and recruit an effective slate of nominees.

The Board should confirm dates for the February Board meeting and the Annual General Meeting in March; both these months are unusually complicated. February 2016 has 5 Mondays. Easter is on March 27, meaning that we cannot hold the AGM on the last Monday of March. The Board calendar proposes a Board meeting on Feb. 22 to allow for a possible March 21 Board meeting. It suggests Tuesday, Wednesday or Thursday, March 29, 30 or 31 for the AGM.

The Board's decision on these dates will allow us to start recruiting nominees and inviting them to observe a Board meeting before returning their nomination forms.

---

<sup>1</sup> AOCC = Association Of City-funded Community Centers

**Complaints and Grievances**

There have been no additional complaints or grievances since my October report. As previously reported, we are proceeding to arbitration on an alternate rate grievance; the arbitration is scheduled for April 2016.

Respectfully submitted,

Susan Fletcher.

## **Recommendations in Community Hubs report (excerpt)**

### **Foundational recommendation: Provincial Lead for Community Hubs**

The Provincial Lead would work across ministries to implement the Action Plan and further develop the recommendations. This would require resources and accountabilities to be aligned across ministries to ensure effectiveness of the role, and structural realignment may be necessary.

### **Integrated Service Delivery**

Action Items:

- Establish incentives for agencies/organizations that demonstrate integrated service delivery.
- Simplify transfer payment accountability requirements to increase funding flexibility and reduce administrative burden for service providers.
- Work with the Information and Privacy Commissioner to leverage existing work to establish protocols that protect privacy while allowing appropriate sharing of client information.
- Evaluate the effectiveness of current and planned provincial integrated service delivery projects to examine opportunities as they might apply to community hubs.

### **Develop a provincial strategy for public properties**

Action Items:

- Assemble a comprehensive inventory of provincial and provincially supported public property, including those owned by the broader public sector (e.g., Community Health Centres, child care/early learning centres, libraries, elder person centres, affordable housing, schools, hospitals, colleges, universities, etc.).
- Using this inventory, conduct analysis on opportunities for service delivery integration and co-location.
- Change the disposition process for surplus public properties to review public needs and explore the feasibility of potential partnerships before a final decision is made.
- Review the government mandate to require disposition of public properties at fair market value, including those owned by the broader public sector, and develop methodologies for conducting cost-benefit analysis of surplus properties that consider broader social and economic benefits to the communities.
- Build a broader and more complete realty circulation list and ensure sufficient time to review surplus properties before disposition.
- Develop measures to analyze the community use of provincially supported properties to better inform decision-making on surplus space.
- Implement a short-term strategy for schools.

### **Remove barriers and create incentives**

Action Items:

- Continue to work with stakeholders to identify and find solutions to additional barriers that prevent the establishment of community hubs.
- Simplify the capital approval process for community health agencies (e.g., Community Health Centres) and offer flexibility in design, funding and operating requirements to enable programming that reflects community needs.
- Increase Local Health Integration Networks' capital approval authority for community health projects.
- Review the liability, security, access and property management issues to maximize use of school space by community partners.

### **Support integrated and longer-term local planning**

Action Items:

- Require integrated planning to ensure client-focused service delivery regardless of jurisdictional boundaries (provincial, municipal, school board, health and agency).
- Working with the municipal sector and local stakeholders, explore opportunities to use provincial policy levers and legislation (e.g. Provincial Policy Statement, Growth Plan for the Greater Horseshoe, Growth Plan for Northern Ontario The Municipal Act, and the City of Toronto Act) to strengthen and better enable community hubs.
- Explore how public buildings can be designed and built with greater consideration for multi-use, inter-generational and long-term requirements to meet the needs of today and tomorrow.

### **Ensure financially sustainable community hubs**

Action Items:

- Explore the use of innovative financing models for community hubs, including social enterprise, social finance (e.g., Social Impact Bonds), public/private partnerships, and Alternative Financing and Procurement (AFP).
- Revise the Infrastructure Ontario Loan Program to expand eligibility.
- Leverage provincial programs (e.g., ServiceOntario and Employment Ontario) as 'anchor tenants' to support community hub establishment and long-term sustainability.
- Review options to leverage municipal financial tools including business incubators, municipal capital facilities agreements and development charges, to support the creation of new community spaces.

### **Increase local capacity**

Action Items:

- Engage experts and local practitioners to develop a resource centre for service providers to support the establishment of community hubs and provide training for providers.
- To support local planning activities, and in keeping with the Province's Open Government initiative, make government data such as demographic, GIS mapping, service planning information and the surplus public properties inventory publicly available online.
- Explore opportunities to support virtual community hubs.

### **Evaluate and monitor the outcomes**

Action Item:

- Working with the Treasury Board Secretariat's new Centre of Excellence for Evidence-Based Decision Making, develop an outcomes-based evaluation and measurement structure.

### **Draft letter regarding community hubs**

With more than 30 years of experience as a community hub in partnership with the Toronto District School Board and the City of Toronto, Applegrove Community Complex endorses the recommendations “Community hubs in Ontario: A strategic framework and action plan”.

With respect to funding, the municipal government funds the basics to keep Applegrove's doors open, including rent, office supplies and equipment, insurance, audit costs and core staff. This is a progressive and supportive policy, but not all municipalities can afford this.

Placing government offices and facilities such as ServiceOntario in non-profit space, particularly in otherwise “surplus” space in schools could generate income to support community hubs' administrative and maintenance requirements. However, as the report notes, community hubs in schools may be precluded from “commercial operations” such as these. In addition, the government would need to ensure rent for such offices paid to the school board, was used for or transferred to community hubs.

Additionally, the Ministry of Education has policies that complicate the provision of community and government services in schools, such as the locked-door requirement of the Safe Welcome program.

<http://news.ontario.ca/opo/en/2012/12/ontario-supporting-safe-welcoming-places-to-learn.html>

Overall, the benefits to residents of preserving community assets as community hubs outweigh the challenges. Applegrove heartily supports provincial efforts to implement the action plan and offers our on-the-ground expertise to assist these.



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

“TOGETHER, BUILDING OUR COMMUNITY”



## Applegrove Board Members – Time Served

November 2015

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 5 years		N/A	
Sheila Cary-Meagher (TDSB Rep on Board of Management)	27/03/02	N/A 14 years		N/A	
Tolga Ay	28/10/13	2.5 years	2 <sup>nd</sup> year of 2-year term ending March 2016		✓
Irene Buncel	25/03/13	3 years	2 <sup>nd</sup> year of 2-year term ending March 2016		✓
Sabrina Dias	30/03/15	1 year	1 <sup>st</sup> year of 2-year term ending March 17		✓
Matt Kindbom	30/03/15	1 year	1 <sup>st</sup> year of 2-year term ending March 17		✓
Vai Teng Law	22/6/15	1 year	1 <sup>st</sup> year of term ending March 2016		
Jean Lim	30/03/15	1 year	1 <sup>st</sup> year of 2-year term ending March 17		✓
Neil Sinclair	30/03/11	5 years	1 <sup>st</sup> year of 2-year term ending March 2017		✓
Chris Sulway	26/03/12	4 years	1 <sup>st</sup> year of 2-year term ending March 2017		✓
Antoine Tedesco	31/03/14	2 year	2 <sup>nd</sup> 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.



www.ApplegroveCC.ca

## Applegrove Events and Board / Committee Meetings – November 20, 2015

Office Phone 416-461-8143

“Together, Building Our Community”

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

November Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22	23 6-7 Planning Family Dance 7 Revenue Generation	24 7 Community Integration	25	26	27	28
29	30 Board					

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

January 2016 Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1 Applegrove Closed for New Year's Day	2
3	4 School resumes	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22 PA Day	23
24	25 Board	26	27	28	29	30
31						

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

**Applegrove Events and Board / Committee Meetings – November 20, 2015**  
**Office Phone 416-461-8143**

<b>February</b> Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6 <b>Family Dance?</b>
7	8	9	10	11	12 PA Day	13
14	15 Applegrove Closed for Family Day	16	14	15	19	20
21	22 Board	23	24	25	26	27
28	29 Leap Day!					

<b>March</b> Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5 <b>Community Info Fair</b>
6	7	8	9	10	11	12
16	14	15	16 <b>Seniors Wellness Fair</b>	17	18	19
March Break						
20	21 Board?	22	23	24	25 Applegrove Closed for Good Friday	26
27 Happy Easter	28 Applegrove closed for Easter Monday <i>AGM?</i>	29	30 <i>AGM?</i>	31		

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

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

**Applegrove Events and Board / Committee Meetings – November 20, 2015**  
**Office Phone 416-461-8143**

<b>May</b>	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1		2	3	4	5	6	7
8		9	10	11	12	13	14
15		16	17	18	19	20	21
22		23 Applegrove Closed for Victoria Day	24	25	26	27	28
29		30 Board	31				

<b>June</b>	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3	4
5		6	7	8	9	10 PA Day	11
12 <b>Toronto Seniors Challenge</b>		13	14	15	16	17	18
19		20	21	22	23	24	25
26		27 Board?	28	29 Last Day of School	30	Applegrove Closed for Canada Day	

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

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

**Applegrove Events and Board / Committee Meetings – November 20, 2015**  
**Office Phone 416-461-8143**

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

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

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

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