

APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

Tel: 416-461-8143 www.applegrovecc.ca

“TOGETHER, BUILDING OUR COMMUNITY”

Board of Directors Meeting

November 30, 2020

This meeting is open to the public and will take place using Zoom. Members of the public who wish to participate in the meeting are asked to contact Susanne Burkhardt, Executive Director at sburkhardt@applegrovecc.ca in advance.

To join by videoconference

<https://us02web.zoom.us/j/88220141645?pwd=U294emRwd0c0ZGpXR01tT2hnNXVYZz09>

Meeting ID: 882 2014 1645

Passcode: tK2aRM

To join by phone

Meeting ID: 882 2014 1645

Call: 647-374-4685 or 647-558-0588

Passcode: 251553

AGENDA

7:00

1. Call to Order/Adoption of Agenda
2. Traditional Land Acknowledgement
3. Welcome and Introductions
4. Declaration of Conflicts of Interest
5. Minutes of October 26 Board of Directors Meeting (*attached*): to be accepted

7:10

6. Finance
 - 6.1. Year-to-date Financial Report (*attached*): for information
 - 6.2. Cash Flow Update (*sent separately*): for information
 - 6.3. Program Budget
 - i) 2020 Revised Program Budget (*sent separately*): for approval
 - ii) 2021 Proposed Program Budget (*sent separately*): for approval

7:40

7. COVID-19 Lockdown

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“TOGETHER, BUILDING OUR COMMUNITY”

7:50

8. Standing Committees
 - 8.1. Membership, Nominations & Outreach Committee Report – deferred
 - 8.2. Strategic Initiatives Committee Report - deferred
9. Procedural Bylaw Amendments: Board Committee Terms of Reference (*attached*): for discussion and decision

8:05

10. Program Update
11. Neighbourhood Food Hub Update
12. Don Summerville Update

8:25

13. Directors' Concerns

8:30

14. Adjournment



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“TOGETHER, BUILDING OUR COMMUNITY”

Minutes of the Board of Directors Meeting October 26, 2020 – by Zoom video conference

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

Present: Pierre Bois, Iggy Kosny, Vai Teng Law, Jean Lim-O'Brien (Chair), Tim McNab, Michael Miceli, Eadit Rokach, Trustee Jennifer Story, Jim Valentine, Moneca Yardley
Regrets: Councillor Paula Fletcher, Andre Riolo
Staff: Susanne Burkhardt, Mark Kovats, May Seto (recorder)

1. Call to Order/Adoption of Agenda/Introductions

Jean called the meeting to order. Quorum of 5 Directors was achieved. The agenda was adopted as amended.

2. Indigenous Land Acknowledgement

3. Welcome and Introductions

Jean welcomed Eadit to the Board and everyone introduced themselves.

4. Declaration of Conflicts of Interest

None were declared.

5. Minutes of September 14 Board of Directors Meeting

MOTION (Miceli/Yardley)

To accept the minutes of September 14, 2020 Board Meeting.

Carried

Recorded Vote:

Lim O'Brien – yes

Law – yes

Kosny – yes

Miceli – yes

Valentine – yes

Bois – yes

McNab – yes

Yardley – yes

Rokach – yes

6. Finance

6.1. Year-to-date Financial Report

Susanne presented and answered any questions.

6.2. Cash Flow Update

Mark provided an update. The City is still behind in payments and owes Applegrove \$85,000. By November or December, we will need City funds. The City has confirmed that Applegrove will receive October funds of \$51,000. The AOCCs will send a letter as a group to ask for clarity of when funds will be received and will ask for City to provide documentation that will satisfy the auditor. Mark answered questions from Members. Susanne and Mark will continue to push to get Applegrove's City funds.

6.3. 2020 Program Budget Update

Susanne shared that revised budgets will come to the Board in November.

MOTION (Yardley/Bois)

To discuss the next item in camera as it deals with identifiable individuals or confidential information.

Carried

Recorded Vote:

Lim O'Brien – yes

Law – yes

Kosny – yes

Miceli – yes

Valentine – yes

Bois – yes

McNab – yes

Yardley – yes

Rokach – yes

6.4. 2020 Admin Budget update

Mark provided an overview and budget update. Susanne shared a proposed plan and highlighted discussions at the Personnel Committee meeting. Members discussed and favoured the proposed plan that was presented by Susanne and recommendations from the Personnel Committee.

6.5. Term Deposits

Mark provided an overview and referred to the confidential briefing note of re-investment options shared with members. Members felt that it was important for Applegrove to be able to access to the funds if needed, and agreed to re-invest any term deposits up for renewal in a 1-year redeemable term deposit.

MOTION (Miceli/Law)

To return to the public meeting.

Carried

Recorded Vote:

Lim O'Brien – yes

Law – yes

Board of Directors Minutes

October 26, 2020

3

*Kosny – yes
Miceli – yes
Valentine – yes
Bois – yes
McNab – yes
Yardley – yes
Rokach – yes*

MOTION (Miceli/Bois)
To accept the YTD financial report.
Carried

Recorded Vote:
*Lim O'Brien – yes
Law – yes
Kosny – yes
Miceli – yes
Valentine – yes
Bois – yes
McNab – yes
Yardley – yes
Rokach – yes*

MOTION (Yardley/Miceli)
To accept decisions arising from the in camera discussion.
Carried

Recorded Vote:
*Lim O'Brien – yes
Law – yes
Kosny – yes
Miceli – yes
Valentine – yes
Riolo – yes
Yardley – yes
McNab – yes
Rokach - yes*

7. Organizational commitment to action on the Recommendation of the Truth and Reconciliation Commission of Canada

Susanne presented and Members discussed.

MOTION (Rokach/Yardley)
To adopt, as a member of the Toronto Neighbourhood Centres Network, the Organizational Commitment to Action on the Recommendations of the Truth and Reconciliation Commission of Canada.

Carried

Recorded Vote:

Lim O'Brien – yes

Law – yes

Kosny – yes

Miceli – yes

Valentine – yes

Bois – yes

McNab – yes

Yardley – yes

Rokach – yes

8. Standing Committees

8.1. Members, Nominations & Outreach Committee Report

Pierre provided an overview of the MNO Committee notes which included a quick review of the AGM. Pierre invited members to provide additional feedback by email if needed. He also shared a branding update that the committee was going back to the designer to re-think the logo. The new website will be launched at a future celebratory event. It was also suggested that the MNO Committee should conduct exit interviews for Board Members who are leaving so they can provide feedback.

8.2. Strategic Initiatives Committee Report

Susanne provided an overview of the notes and shared information about the grant submissions and deadlines. Susanne also informed Members that one payment for 3-months of rent has been paid out to the Glen Rhodes Church. The Committee also felt it was time to do undertake a new strategic planning process.

9. Officers and Committees

The procedural bylaws include the terms of reference for each committee and were sent along with the Board package. All Committees will be headed by a Chairperson chosen from among Directors and appointed by the Board. The Board Chair is an ex-officio member of all committees but usually works with the Personnel Committee.

Members discussed changes to the structure of the committees. The proposed changes included:

1. Re-naming the Personnel Committee to Personnel and Policy Committee
2. Renaming the Membership Nominations Outreach Committee to Membership and Board Relations. It was suggested that the Personnel Committee be responsible for exit interviews.
3. Evolving the Strategic Initiatives Committee to become a Finance and Strategy Committee.

MOTION (Miceli/Bois)

To amend the committees as proposed and for staff to bring the revised Procedural Bylaw to the next Board meeting.

Carried

Board of Directors Minutes

October 26, 2020

5

Recorded Vote:

Lim O'Brien – yes

Law – yes

Kosny – yes

Miceli – yes

Valentine – yes

Bois – yes

McNab – yes

Yardley – yes

Rokach – yes

9.1. Committee Member Selection

Pierre extended an invite to Sue Munn to join the Membership Nominations & Outreach Committee.

Personnel: Jean (Chair), Moneca, Jennifer

Membership and Board Relations: Pierre (Chair), Iggy, Vai

Strategy and Finance: Andre (Chair), Eadit, Jim, Tim

9.2. Officer Selection

Chair: Jean Lim O'Brien

Vice-Chair: Tim McNab

Secretary: Jim Valentine

Treasurer: Andre Riolo

MOTION (Miceli/Law)

To confirm the Officers, Committee members and Committee chairs as proposed.

Carried

Recorded Vote:

Lim O'Brien – yes

Law – yes

Kosny – yes

Miceli – yes

Valentine – yes

Bois – yes

McNab – yes

Yardley – yes

Rokach – yes

10. Program Update

May provided an update on programs. Programs are going as well as can be expected. Virtual numbers are starting to increase and more participants are re-joining us.

The Afterschool Program has been going well with a smaller capacity and staff have a strong handle on physical distancing programming and protocols.

The EarlyON Program is waiting to hear about outdoor programming and expects to hear about TPH approval very soon. The staff are excited to run in-person programs again. We will likely run both virtual and in-person programming.

The HOBG Program remains online and has 9-10 women who attend regularly. They currently have approximately 20 women registered which is an improvement from in-person programming. They hope to continue an online format even after the pandemic is over.

The Seniors Program activities remain online although we were able to offer two in-person programs which included Tai Chi and a Tree Tour. The seniors were happy to attend in-person programming and really miss the social interaction. Approximately 6 seniors attended the tree tour which was facilitated by an Applegrove member.

11. Neighbourhood Food Hub

Susanne provided an update and shared that the Food Hub is serving over 100 households/week. Nanor is doing extra hours in this program, and in summer completed a phone survey to reassess needs. The Food Hub also continues to work with the food bank.

12. Don Summerville

Susanne provided an update and shared that together, TCHC, Applegrove and context Inc. are working on an employment program. The Tenant Advisory group remains active, and a Heritage Project is underway which uses photography and storytelling/oral history to document Don Summerville's history and stories. This work will be launched on social media sites and shown on the construction site hoarding in future.

13. Directors' Concerns

None

14. Adjournment

The meeting was adjourned on a motion by Michael Miceli, seconded by Vai Teng Law.

Recorded Vote:

Lim O'Brien – yes

Law – yes

Kosny – yes

Miceli – yes

Valentine – yes

Bois – yes

McNab – yes

Yardley – yes

Rokach – yes

Chair

Secretary

Variance Tracking (Favourable vs Unfavourable)

- ↑ Favourable variance of 20% or more (may need additional page)
- ↗ Favourable variance of 1-20% (requires an explanatory note)
- Insignificant variance of 1% or less
- ↘ Unfavourable variance of 1-15% (requires an explanatory note)
- ↓ Unfavourable variance of 16% and up (may need additional page)

		YTD Budget	YTD Actual	Difference from budget	Variance	Common Issues	Special Notes	
City Funded Administration	Expense	474,558	338,475	-136,083	-29%	↑	Reduced spending due to Finance vacancy and lease delay, does not reflect 2 week Oct pay period paid out in Nov	
	Income	488,895	391,331	-97,565	-20%	↓	Deferred payments from City	
Families with Young Children	HOBG	Expense	22,898	10,654	-12,244	-53%	↑	Reduced spending due to COVID-19, does not include 2 week Oct pay period paid out in Nov
		Income	18,809	11,582	-7,226	-38%	↓	§ Quarterly payment not yet received (program runs on April-March fiscal year)
	PC	Expense	130,584	102,899	-27,685	-21%	↑	Reduced staffing in summer, reduced spending due to COVID-19, does not include 2 week Oct pay period paid out in Nov
		Income	134,224	136,717	2,493	2%	↗	Q
	AC	Expense	29,533	56,130	26,597	90%	↓	Enhancement grant spending, does not include 2 week Oct pay period paid out in Nov
		Income	29,731	64,561	34,830	117%	↑	Q Enhancement grant funds received
Therapeutic	Expense	7,734	2,544	-5,190	-67%	↑	Program stopped running early 2020	
	Income	0	40	40	0%	→	₣	
Children and Youth	After School including March Break and Holiday Camp	Expense	190,569	109,050	-81,519	-43%	↑	COVID-19 impact (no March Break camp, reduced program capacity since March), does not include 2 week Oct pay period paid out in Nov
		Income	224,370	94,165	-130,205	-58%	↓	COVID-19 impact (no March Break camp, reduced program capacity since March)
	Satellite	Expense	58,463	17,836	-40,627	-69%	↑	COVID-19 impact (program not running since March)
		Income	87,552	19,247	-68,305	-78%	↓	COVID-19 impact (program not running since March)
	Teen	Expense	3,805	4,234	429	11%	↘	Higher than expected participation, does not include 2 week Oct pay period paid out in Nov
		Income	0	0	0	0%	→	
Jr Leaders	Expense	2,247	22	-2,225	-99%	↑	COVID-19 impact (program not running)	
	Income	2,741	0	-2,741	-100%	↓	COVID-19 impact (program not running)	
Seniors	Seniors	Expense	56,707	38,980	-17,727	-31%	↑	§ Reduced spending due to COVID-19, does not include 2 week Oct pay period paid out in Nov
		Income	60,471	54,144	-6,327	-10%	↘	No fundraising, fees collected due to COVID-19
Fundraising general program	Program General	Expense	30,857	26,855	-4,002	-13%	↗	Some hours charged to Summer Camp and Food Hub, does not include 2 week Oct pay period paid out in Nov
	Agency fundraising and donations	Expense	3,033	2,149	-884	-29%	↑	Reduced agency event costs due to COVID-19
		Revenue	12,447	19,772	7,325	59%	↑	Increased Food Hub donations

§ = Special April-March financial year

Q = Funding received quarterly

₣

= Funding received twice annually

APPLEGROVE COMMUNITY COMPLEX

BALANCE SHEET

October 31, 2020

ASSETS

Alterna - Admin Account	135,940.69
Alterna - Program Account	195,090.87
Alterna - Trust Account	124.11
Alterna - Member Shares	157.56
Alterna Term Deposits - Program	143,690.18
Petty Cash Float - Admin	150.00
Petty Cash Floats - Program	1,752.80
Loan from Program to Admin	(83,773.48)
Outstanding Transfers Between Accounts	83,773.48
Accounts Receivable - Admin	0.00
Accounts Receivable - Program	25.17
Long-term Receivable - City of Toronto	249,080.85
City of Toronto - Receivable	14,115.61
HST Receivable - Admin & Program	12,369.28
Prepaid Expenses	5,867.95
	<u>758,365.07</u>

LIABILITIES

Accounts Payable	275.00
Long-term Benefits Payable	135,858.00
Unrealized Actuarial Gain	95,744.00
Income Taxes Payable	6,434.30
CPP Payable	3,067.20
EI Payable	1,270.81
OMERS Payable	7,932.46
WSIB Payable	418.25
Union & COTAPSAI Dues Payable	693.83
EHT Payable	959.54
Vacations Accrued - Admin	17,478.85
Vacations Accrued - Program	14,903.68
City of Toronto - Payable	0.00
Advance Repayable to City of Toronto	10,871.22
	<u>295,907.14</u>
Accrued Expenses	0.00
Deferred Income	0.00
Retained Surplus (Deficit): Program General	0.00
Parent/Child Drop-in	0.00
Afterschool	216,822.61
Teen Program	0.00
Seniors Programs	15,010.07
Board/Management	42,727.18
Summer Programs	39,392.30
The Applegrove Connection	0.00
HOBG	4,342.90
Over the Rainbow	0.00
Current Program Income	638,221.27
Current Program Expenses	<u>(546,913.97)</u>
	91,307.30
Admin:	
Current Admin Funding - City of Toronto	386,360.12
Federal Wage Subsidy - Admin	4,808.58
Interest on Admin Account	162.17
Current Admin Expenses	<u>(338,475.30)</u>
Current Admin Surplus/Deficit	52,855.57

758,365.07

APPLEGROVE COMMUNITY COMPLEX
REVENUE & EXPENDITURE STATEMENT
CORE-ADMINISTRATIVE BUDGET
AS AT October 31, 2020

	BUDGET APPROVED	BUDGET AS TO-DATE	ACTUAL UP TO-DATE	VARIANCE AS TO-DATE	BALANCE OF THE YR
REVENUE					
City of Toronto	(540,163.00)	(437,627.76)	(386,360.12)	(51,267.64)	(153,802.88)
Federal Wage Subsidy - Admin	0.00	0.00	(4,808.58)	4,808.58	4,808.58
Admin Revenue - Long-Term Benefits	0.00	0.00	0.00	0.00	0.00
Interest on Admin. account	0.00	0.00	(162.17)	162.17	162.17
	<u>540,163.00</u>	<u>437,627.76</u>	<u>391,330.87</u>	<u>46,296.89</u>	<u>148,832.13</u>
EXPENDITURE					
ADMINISTRATION					
Salaries & Wages	322,186.00	260,227.17	228,749.46	31,477.71	93,436.54
Benefits	86,944.00	70,916.08	63,260.58	7,655.50	23,683.42
Consultation Fee	0.00	0.00	2,101.34	(2,101.34)	(2,101.34)
Long-Term Employee Benefits Expenses	0.00	0.00	0.00	0.00	0.00
<i>Materials & Supplies:</i>					
Office Supplies	2,500.00	2,083.30	419.22	1,664.08	2,080.78
COVID-19 Supplies	0.00	0.00	990.41	(990.41)	(990.41)
Miscellaneous Materials	33.00	33.00	0.00	33.00	33.00
<i>Furniture & Equipment:</i>					
General Office Equipment	500.00	250.00	0.00	250.00	500.00
Computer Software	4,700.00	1,526.37	1,526.37	0.00	3,173.63
<i>Services & Rents:</i>					
Advertising	300.00	300.00	408.76	(108.76)	(108.76)
Audit Fees	6,777.00	0.00	0.00	0.00	6,777.00
Contracted Services	2,934.00	2,445.00	1,662.18	782.82	1,271.82
Postage	1,326.00	1,105.00	1,762.38	(657.38)	(436.38)
Telephone & Internet	4,500.00	3,750.00	3,550.96	199.04	949.04
Other Services/Expenses	5,094.00	4,245.00	4,279.05	(34.05)	814.95
Renta/Permit Fees	101,804.00	84,800.00	29,199.61	55,600.39	72,604.39
Insurance	565.00	565.00	564.98	0.02	0.02
	<u>540,163.00</u>	<u>432,245.92</u>	<u>338,475.30</u>	<u>93,770.62</u>	<u>201,687.70</u>
Surplus/(Deficit)	<u>0.00</u>	<u>5,381.84</u>	<u>52,855.57</u>	<u>(47,473.73)</u>	<u>(52,855.57)</u>

EXTERNAL AFFAIRS COMMITTEE (name TBC)
Proposed Terms of Reference
for amendment November 30, 2020

1. Purpose

To provide overall strategic direction and support to the agency's community outreach and communications planning processes and activities.

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

To act as the Nomination Committee for the Annual Meeting.

To advise on and support the advancement of anti-discrimination, anti-oppression, anti-racism and anti-Black racism at and through Applegrove.

2. Composition

- 2.1. The committee consists of at least two board members, plus the board chair as an ex officio member.
- 2.2. The Executive Director staffs the committee.
- 2.3. The Finance Manager, Program Director and/or Program Assistant may be asked to attend meetings as resource persons.
- 2.4. Additional committee members can include appropriate community volunteers who are not board members.

3. Chairperson

- 3.1. The committee will select a chairperson from among its members, to be appointed by the board.
- 3.2. The chairperson must be a board member.

4. Responsibilities

Key responsibilities with respect to community outreach and communications are focused on the planning and implementation of these activities.

- 4.1. Identify, assess, review and recommend media, policies and strategies for outreach and communications.
- 4.2. Identify and recruit volunteer leaders and Applegrove champions.
- 4.3. Support and help to implement organizational outreach and communication activities.

Key responsibilities with respect to membership are to strengthen Applegrove by developing and operating a dynamic membership system that fosters inclusive program participation that reflects the diversity of our community and raises awareness of Applegrove.

- 4.4. Develop and guide the implementation of an appropriate membership structure.

- 4.5. Monitor the demographics of Applegrove's catchment area, participants, staff and leadership volunteers, and identify strategies to enhance Applegrove's reflection of the catchment area within its membership.
- 4.6. Identify community need through program review, evaluation and appropriate research mechanisms that includes a range of community perspectives including: staff, members, volunteers, groups, and the community to ensure that programs and services are effectively meeting the needs of the community.

Key responsibilities as the Nomination Committee are focused on recruiting nominees that reflect the diversity of the community and offer knowledge skill sets and contributions that will equip the board to undertake its duties, and to support a successful Annual Meeting.

- 4.7. Act as the Nomination Committee for the Annual Meeting and ensure that the process complies with the Applegrove constitution and other governing requirements including the City's public appointments process, Relationship Framework, etc.
- 4.8. Consult with the board regarding board succession planning and recruitment priorities.
- 4.9. Recruit, screen and recommend qualified board nominees that fill gaps identified by the board and advance board succession planning objectives.
- 4.10. Advise on the structure and purpose of the Annual Meeting.

In order to support the advancement of anti-oppression, anti-racism and anti-Black racism the committee will work with staff, board, community members and other stakeholders to proactively address anti-discrimination, anti-oppression, anti-racism, and anti-Black racism.

5. Work Plan

- 5.1. Establish an annual work plan that is aligned with the agency's program and board election cycles.

MEMBERSHIP, NOMINATIONS AND OUTREACH COMMITTEE

Current Terms of Reference

Endorsed by the Board, June 26, 2017

1. Purpose

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

2. Composition

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

2.2. The Board Chair is an ex officio member.

2.3. The Executive Director staffs the committee.

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

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

3. Chairperson

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

3.2. The chairperson must be a Board member.

4. Responsibilities

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

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

5. Activities

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

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

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

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

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

5.6. Support and help to staff outreach activities.

STRATEGY AND FINANCE COMMITTEE

Proposed Terms of Reference for amendment November 30, 2020

1. Purpose

To provide strategic advice and oversight related to finance responsibilities including annual budget cycles, audit, risk management, policy, charitable status, and reporting obligations.

To guide the development, inform the implementation, and monitor and report on the progress of Applegrove's strategic plan, and related strategic initiatives.

To link 'mission and money' i.e. help ensure that financial planning and management, financial policies and controls, and risk management support the agency's strategic objectives.

To serve as a sounding board for developing new initiatives and approaches.

2. Composition

- 2.1. The committee consists of at least three board members, plus the board chair as an ex officio member.
- 2.2. The Executive Director and Finance Manager staff the committee, but are not voting members.
- 2.3. The Program Director may be asked to attend meetings as a resource person.
- 2.4. The committee may recruit appropriate community volunteers who are not board members and who bring additional relevant skills, however appointed members from the board must always form the majority of the committee.

3. Chairperson

- 3.1. The chairperson of the committee is appointed by the board, must be a board member, and should be the board treasurer.

4. Procedures

- 4.1. The committee should set a regular meeting date convenient to its members.
- 4.2. Minutes of committee meetings, draft policies and drafts of other organizational documents will be circulated with the monthly board package.

5. Responsibilities

Key areas of responsibility with respect to strategy are focused on the development and implementation of Applegrove's strategic plan and related strategic initiatives.

- 5.1. Ensure relevant and effective consultation strategies with stakeholders, community, and key informants.

- 5.2. Ensure that the strategic plan effectively addresses associated risks and that the risk/opportunity is appropriately balanced.
- 5.3. Consider, research, recommend, and oversee strategic initiatives that align with the strategic plan and promote the long-term sustainability of the agency.
- 5.4. Determine the financial implications of the strategic plan and other strategic initiatives.
- 5.5. Review, monitor and report to the board on the progress of strategic plans and initiatives.
- 5.6. As needed, recommend and guide a process for amendments to the strategic plan.

Key areas of finance responsibility are focused on finance policies and internal controls, compliance, financial planning and oversight, and building the board's financial knowledge.

- 5.7. Identify, assess and recommend risk management policies, financial policies and internal controls.
- 5.8. Monitor adherence to policies and compliance with other requirements such as funder restrictions and remittance of payments, government reporting and funder reporting.
- 5.9. Make recommendations to the board on key issues including budget, financial goals and status, cash flow, reserves, and long-term financial planning.
- 5.10. Establish a financial plan with short and long-term financial goals for the agency, which incorporates financial implications of the strategic plan and supports a business model that strengthens the organization's resilience.
- 5.11. Receive, review and recommend financial reports, financial statements and annual budgets to the board, and ensure that these are understood by the board
- 5.12. Proactively anticipate financial challenges and deficits, notify the board and work with the Executive Director to develop corrective strategies to protect the agency.
- 5.13. Support the annual audit process, receive the Auditor's report, and present the audited financial statements to the board and membership for approval.
- 5.14. Identify areas of risk, establish a strategy to identify, monitor and mitigate risks, and continually assess the effectiveness of the risk management plan.
- 5.15. Protect assets by ensuring proper insurance coverage and risk mitigation measures.

6. Work Plan

- 6.1. Establish an annual work plan that sets organizational priorities and is aligned with the agency's financial and strategic planning cycles.

STRATEGIC INITIATIVES COMMITTEE

Current Terms of Reference

Endorsed by the Board June 26, 2017

1. Purpose

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

2. Composition

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

2.2. The Board Chair is an ex officio member.

2.3. The Executive Director staffs the committee.

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

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

3. Chairperson

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

3.2. The chairperson must be a Board member.

4. Responsibilities

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

5. 2017 Workplans and Business Plans

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

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

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

APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

Tel: 416-461-8143 www.applegrovecc.ca

“TOGETHER, BUILDING OUR COMMUNITY”

Board of Management Meeting

November 30, 2020

AGENDA

8:30

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of October 26 Board of Management Meeting (*attached*): to be accepted

8:35

- D. Personnel Committee Report – deferred

8:40

- E. Finance Manager Hiring Update
- F. City Board Appointments Update

8:50

- G. Executive Director’s Report

8:55

- H. Correspondence List (*attached*): for information

9:00

- I. Adjournment

Next Meetings and Events

December 2, 6pm - Membership, Nominations & Outreach Committee

December 3, 6pm – Don Summerville Awards Event

December 7, 5pm – Personnel Committee

December 7, 6:30pm – Strategic Initiatives Committee

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“TOGETHER, BUILDING OUR COMMUNITY”

December 9, 7pm – Applegrove Virtual Holiday Event



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“TOGETHER, BUILDING OUR COMMUNITY”



Minutes of the Board of Management Meeting October 26, 2020 – by Zoom video conference

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

Present: Pierre Bois, Iggy Kosny, Vai Teng Law, Jean Lim-O'Brien (Chair), Michael Miceli, Tim McNab, Trustee Jennifer Story, Jim Valentine, Moneca Yardley
Regrets: Councillor Paula Fletcher, Andre Riolo
Staff: Susanne Burkhardt, May Seto (recorder)

A. Call to Order/Adoption of Agenda

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

B. Declaration of Conflicts of Interest

None were declared.

C. Minutes of the September 14 Board of Management Meeting

MOTION (Miceli/Story)

To accept the minutes of September 14 Board of Management Meeting.

Carried

Recorded Vote:

Lim O'Brien – yes

Law – yes

Kosny – yes

Miceli – yes

Valentine – yes

Bois – yes

McNab – yes

Yardley – yes

Rokach – yes

Story – yes

D. Personnel Committee

Susanne provided an overview of the notes from the Committee meeting. More discussion took place on some of the items later in the meeting.

D.1. COVID-19 Precautions Policy
Susanne provided an overview.

MOTION (Miceli/Story)

To approve the COVID-19 Precautions Policy as presented.

Carried

Recorded Vote:

Lim O'Brien – yes

Law – yes

Kosny – yes

Miceli – yes

Valentine – yes

Bois – yes

McNab – yes

Yardley – yes

Rokach – yes

Story – yes

D.2. Remote Work Policy

Susanne provided an overview.

MOTION (Miceli/Story)

To approve the Remote Work Policy as presented.

Carried

Recorded Vote:

Lim O'Brien – yes

Law – yes

Kosny – yes

Miceli – yes

Valentine – yes

Bois – yes

McNab – yes

Yardley – yes

Rokach – yes

Story – yes

D.3. Executive Director Professional Development Proposal

Susanne shared that she would like to take a course in Financial Management which is an area she would like to improve on. It is a 6 week course and would cover topics such as reserve funds, financial reporting etc. Susanne spoke to the Personnel Committee and they were supportive of the Professional Development and recommend that Applegrove cover the cost. Board Members agreed that if funds are available that Applegrove should pay for this professional development.

MOTION (Miceli/Story)

To approve the Executive Director Professional Development Proposal as presented.

Carried

Recorded Vote:

Lim O'Brien – yes

Law – yes

Kosny – yes

Miceli – yes

Valentine – yes

Bois – yes

McNab – yes

Yardley – yes

Rokach – yes

Story – yes

E. Executive Director's Report

Susanne shared that there are a few staff at Applegrove interested in grant writing so she will do grant writing workshop for them in mid November. She will be opening it up to other AOCCs as well.

Susanne would like to organize a Board-Staff Retreat which will focus on how Applegrove can move forward to integrate Anti-Black Racism into the organization. Staff are already talking about the topic and are interested. We could bring in an external facilitator. This will be done online and will be a few hours in length. The Board discussed the idea and expressed support for moving forward on this.

Pierre shared that TIFF has held two workshops on this topic and will send the link to everyone. The link that everyone can take a look at is www.raniawrites.com

F. Adjournment

The meeting was adjourned on a motion by Michael Miceli, seconded by Jennifer Story.

Recorded Vote:

Lim O'Brien – yes

Law – yes

Kosny – yes

Miceli – yes

Valentine – yes

Bois – yes

McNab – yes

Yardley – yes

Rokach – yes

Story – yes

Chair

Secretary

Next Meeting:

Board meeting – Monday, November 30 at 7 p.m.

PERSONNEL AND POLICY COMMITTEE
Proposed Terms of Reference
for amendment November 30, 2020

1. Purpose

To provide overall strategic direction to development and management of personnel structures, systems and policies that align with Applegrove's mandate, strategic plan and City of Toronto policy where applicable.

To support the review and updating of existing organizational policies and the drafting of new policies, and to recommend them to the Applegrove Board for approval.

2. Composition

- 2.1 The committee includes at least two board members, plus the board chair as an *ex officio* member.
- 2.2 The Executive Director staffs the committee, but is not a voting member.
- 2.3 For issues such as the Executive Director's Performance Review, the Executive Director may be excluded from meetings.
- 2.4 A staff representative and/or a management representative may be invited to attend specific meetings.

3. Chairperson

- 3.1 The committee will select a chairperson from among its members, to be appointed by the board.

4. Procedures

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

5. Responsibilities

Key areas of responsibility with respect to personnel are focused on staffing, board sustainability and succession planning, and development of personnel structures and systems that comply with applicable requirements and support agency resilience.

- 5.1 Complete the Executive Director performance review in accordance with City policies and procedures.
- 5.2 Review job description of the Executive Director, recommends changes to the board, and make recommendations to the board on Executive Director recruitment and transition processes as needed.
- 5.3 Participate as part of a second interview panel in hiring core administrative staff.
- 5.4 Make recommendations on personnel issues and staff composition to the board for approval, specifically proposed restructuring or other matters requested by the Executive Director.
- 5.5 Receive reports on personnel hiring, performance and policy and make recommendations to the board on new or updated policies in line with City parameters.
- 5.6 Identify and make recommendations regarding staff and board sustainability, and succession planning.
- 5.7 Establish and oversee board development and evaluation processes.

Key areas of responsibility with respect to policy are focused on reviewing, updating and recommending policy for board approval to minimize risk to the agency.

- 5.8 Update existing and recommend new organizational policies that align with Applegrove's mandate, strategic plan and City of Toronto policy, comply with applicable laws and regulations, and minimize organizational risk and exposure.
- 5.9 Consult with other board committees on policies that address issues within their purview.
- 5.10 As appropriate review City policy requirements and provide strategic advice to the board on such matters.

6. Work Plan

- 6.1 Establish an annual work plan that is aligned with the agency's personnel requirements and policy review cycles.

PERSONNEL COMMITTEE

Current Terms of Reference

Endorsed by the Board, January 26, 2015, amended June 2017

1. Composition

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

2. Chairperson

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

3. Responsibilities

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

4. Procedures

- 4.1 The committee should set a regular meeting date convenient to its members.
- 4.2 Within the framework of the Municipal Freedom of Information and Protection of Privacy Act, any issues of a confidential or sensitive nature will be first discussed within the committee meeting. Anyone outside the Board of Directors must request permission to attend such meetings; permission is not automatically granted.
- 4.3 Minutes of committee meetings, draft policies and drafts of other organizational documents (such as terms of reference) will be circulated with the monthly Board package.
- 4.4 Information concerning current and potential staff will be considered confidential

within the committee.

- 4.5 The staff rep and/or the management staff rep and/or Executive Director may be excluded from discussions on certain issues.
- 4.6 After all staff hiring, the relevant staff will submit hiring reports to the committee for information. These reports will be part of the committee report to the Board of Management.

Applegrove Community Complex
Correspondence / Information Received
November 18, 2020

From (Date Received)	Regarding	Action(s)
City Clerk (Oct 30)	Notice of Intention to Designate 191, 193, 195 and 197 Church Street under Part IV, Section 29 of the Ontario Heritage Act Notice of objection deadline November 26, 2020	R&F
City Clerk (Nov 5)	Member Motion Item 24.2 Call Me Maybe: Improving Transparency by Making Staff Directories Available to the Public Staff positions at AOCCS should be listed and available on the website	Susanne to facilitate this
City Clerk (Nov 10)	Notice of Public Meeting on December 2 at 10am re. Request to Amend the Official Plan Application Number 20389 SPS 00 OZ for Central Waterfront Secondary Plan. www.youtube.com/TorontoCityCouncilLive	R&F
City Clerk (Nov 10)	Notice of Public Meeting on December 2 at 10am re. Request to Amend the Official Plan Application Number 20 203458 STE 13 OZ for Lower Don River Valley, from Eastern Ave. to Keating Channel. www.youtube.com/TorontoCityCouncilLive	R&F
City Clerk (Nov 10)	Notice of Passing of Zoning By-Laws under the Planning Act. To temporarily reduce zoning restrictions re. outdoor patios at 95-1077 Danforth Ave, 229 Richmond Street West, and 1012-1018 Gerrard Street East.	R&F
City Clerk (Nov 18)	Broadview Avenue Extension Environmental Assessment study. The extension will act as the primary north-south link to the Portlands. www.toronto.ca/BroadviewExtension	R&F
City Clerk (Nov 18)	Danforth Study Online Community Consultation Consultation to involve 2 online community meetings (Dec 1 & 10) and 1 online survey (Dec 1–24). Contact danforthstudy@toronto.ca	R&F
City Clerk (Nov 18)	Notice of Public Meeting on December 2 at 10am re. Request to Amend the Zoning Bylaw Application 17 247432 STE 32 OZ for 149-1251 Queen Street East. www.youtube.com/TorontoCityCouncilLive	R&F
SDFA (Nov 23)	Memo to AOCC EDs re. City of Toronto COVID-19 Response, recommending that all AOCCs consider the closure of their facility. The decision to close your facility must be made by the Board.	Susanne to inform SDFA on Board decision.

*R&F = Receive and File