



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 – Wednesday, October 21, 2009

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

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

Note: There is no committee meeting this month.

6:45 Optional Supper

7:00

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

7:05

5. Minutes of the September 23 and October 7 Board of Directors Meetings (*White*)
6. Risk Management (2 multi-coloured document sets)
 - 6.1. H1N1 and Business Continuity Planning (for information)
 - 6.2. Lines of Communication and Decision-Making (*Lavender*)
 - 6.3. Risk Assessment
 - 6.4. Website Terms of Use (please bring *grey* document from September package)

8:00

7. Policy Issues: Child Abuse, Confidentiality/Privacy (*Yellow, Blue*)³

8:05

8. Elevator Speech (members please prepare and bring)

8:20

9. Finance and Fundraising
 - 9.1. Year-to-Date (August) Financial Report (*Green*)
 - 9.2. 2010 Program Budgets (deferred until wage levels confirmed)
 - 9.3. Capital and Operating Budget Updates (see ED's report and *Orange*): for info

8:35

- 9.4. Applicious (*Goldenrod*): for info and comments
- 9.5. Pasta Fest (preliminary comments)
- 9.6. Fundraising Directions (*Green*)

8:45

10. Directors' Concerns
11. Adjournment



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Board of Management Meeting AGENDA -- Wednesday, October 21, 2009

8:47

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of September 23 Board of Management Meeting (*enclosed*)

8:50

- D. Personnel Issues
 - D.1. Hiring Reports (to be distributed at the meeting)
 - D.2. Process/Timing for Executive Director's Performance Review
- E. Executive Director's Report (*Pink*)

8:55

- F. Correspondence/Information (to be distributed at the meeting)

8:59

- G. Adjournment

Next Meetings

Wednesday, November 23 – Board meeting

Determine whether to hold December meeting



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Minutes of the Board of Directors Meeting Wednesday, September 23, 2009

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

Present: Claudia Filici-McMullan, Diane Ing, Alana Honsch, Elena Nielsen, Tricia Reid, Pierre Trudel (Chair), Donald Yuen
Regrets: Sandra Bussin, Estelle Halbach, Lynn Wyminga.
Staff: Susan Fletcher, May Seto (Recorder).

Date of Next Meetings

Monday, October 5 – Applicable Evaluation Meeting.

Wednesday, October 7 – Special Fundraising Meeting.

Wednesday, October 21 – Board Meeting

1. Call to Order/Adoption of Agenda/Introductions

Pierre was delayed. Consequently, as Vice-Chair, Tricia called the meeting to order at 7:00 pm. Quorum of 5 Directors was achieved. The agenda was accepted and circulated.

2. Declaration of Conflicts of Interest

None were declared.

3. Volunteer Hours

Members provided their volunteer hours.

4. Donation Envelope

Donation envelope circulated.

5. Program Presentation: Summer Leadership Adventure

Carmi provided an overview of the Summer Leadership Program and answered any questions that members had about the program.

6. Minutes of the June 24 and August 12 Board of Directors Meetings

MOTION (Trudel/Nielsen)

To accept the minutes of the June 24 Board of Directors Meeting as amended.

Carried.

MOTION (Filici-McMullan/Reid)

To accept the minutes of the August 12 Board of Directors Meeting.

Carried.

7. Finance and Fundraising

7.1 Year-to-Date (July) Financial Report

Board members reviewed the financial report and Susan answered any questions that Board members had.

MOTION (Filici-McMullan/Ing)
To accept the July Financial Report.
Carried.

At 7:25 pm, Pierre took over as chair of the meeting.

7.2 2009 Program Budget Updates

May provided an overview of the grants received, updates and revisions.

MOTION (Nielsen/Yuen)
To allocate \$9700 from Raise-a-Reader to the P/C Program; \$13,000 from Raptors to the Teen Program; \$2500 from Raptors to P/C Program; \$2254 from THHP to the Afterschool Program.
Carried.

7.3 2010 Admin Budget

Susan provided information about the 2010 admin budget and answered questions that Board members had.

MOTION (Filici-McMullan/Reid)
To attempt to comply with the City of Toronto's directive of 0% increase and no new requests, postpone requesting the much needed ½ time Volunteer Coordinator and forgo cost of living increases in certain areas.
Carried with 1 opposed and 1 abstention.

8. Policy Issues:

8.1 Child Abuse, Confidentiality, Access & Equity

In August, the Children's Services consultant identified several policies that needed updating. Board directed staff to continue discussions and bring revised policies back to the October 21 Board Meeting.

8.2 Website Terms of Use

The Board decided to review and discuss at the November board meeting. Elena will ask a friend who is a lawyer to review the draft.

9. Elevator Speech

Deferred to next Board Meeting. Board members were asked to bring a prepared 1 to 2 minute speech to the next meeting.

10. Applicable

Susan provided a preliminary Income Statement for Applicable. The Board agreed to recover costs by selling the remaining Apple Blossoms at Pasta Fest and attempting to sell apples to local bakeries. A more detailed discussion will take place at the Applicable Evaluation meeting on Monday, October 5. All Board members are invited to attend.

11. Directors' Concerns

None

12. Adjournment

The meeting was adjourned on a motion by Tricia Reid, seconded by Claudia Filici-McMullan.

Chair

Secretary



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Minutes of the Board of Management Meeting September 23, 2009

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

Present: Claudia Filici-McMullan, Alana Honsch, Diane Ing, Elena Nielsen, Tricia Reid, Pierre Trudel (Chair), Donald Yuen.
Regrets: Sandra Bussin, Sheila Cary-Meagher, Estelle Halbach, Lynn Wyminga
Staff: Susan Fletcher, May Seto (Recorder).

A. Call to Order/Adoption of Agenda

As Chairperson, Pierre called the meeting to order. Quorum of 5 members was achieved. The agenda was adopted as circulated.

B. Declaration of Conflicts of Interest

No conflicts of interest were declared.

C. Minutes of the June 24 and August 12 Board of Management Meetings

MOTION (Nielsen/Reid)

To accept the minutes of the June 24 Board of Management meeting as amended.

Carried.

MOTION (Filici-McMullan/Ing)

To accept the minutes of the August 12 Board of Management meeting.

Carried.

D. Hiring Report

Susan circulated a report on hiring the new Seniors Program Worker.

E. Executive Director's Report

MOTION (Filici-McMullan/Yuen)

To accept the Executive Director's Report.

Carried.

F. Correspondence/Information

Susan highlighted items of importance.

MOTION (Nielsen/Filici-McMullan)

To accept the suggested actions in the Correspondence List.

Carried.

G. Adjournment

The meeting was adjourned on a motion by Donald Yuen, seconded by Tricia Reid.

Next Meetings:

Monday, October 5 – Applicable Evaluation Meeting

Wednesday, October 7 – Special Fundraising Meeting

Wednesday, October 21 – Board Meeting

Wednesday, November 25 – change in date for Board meeting

Chair

Secretary



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Executive Director's Report October 13, 2009

The Board workplan scheduled Risk Management in October, which fits with concerns about pandemic planning and business continuity planning. I have worked with staff on our "Continuity Of Operations Plans" (COOPs) which are relevant both to current concerns about H1N1, and our general operations in an emergency. At the October 7 special Board meeting, I shared staff meeting minutes to show our H1N1 planning processes. We have continued the discussions and I will update the Board on October 21.

As requested at the May Board meeting, I have attached to this report an overview of risk management.

Your package has 2 large multi-coloured documents. One set starts with a hand-out from a webinar which includes a process to begin addressing risk management. It recommends listing all the possible risks (from children getting a scrape in the day camp to the building burning down), then assessing the likelihood and the impact. The agency then focuses on the likeliest with the most severe impacts. We can accept the risks, eliminate them, reducing them, or transfer them. I recommend that this Board meeting focus on developing the laundry list and assessing likelihood and impact. As needed, a sub-committee or another Board meeting can continue this work.

The other pieces in that set show ways or reducing risks in particular areas.

The second multi-coloured set is about reducing risks through checklists, probably more relevant for staff, regarding safety issues for non-profits in a range of situations.

Earlier this year, we discussed the City's Capital Budget process and Applegrove's urgent needs for repairs to the Lounge and PC kitchens and the PC floor. These items were to go into F&RE's (Facilities and Real Estate) AOCC consolidated capital budget envelope. However, this did not happen. The Board needs to discuss next steps.

On October 7, I received instructions on how to complete the Admin budget submission for the Operating Budget, as well as a revised deadline of October 19. Then there were additional instructions late in the afternoon of Friday, October 9. With 2 days of bargaining this week, that does not leave much time for completion. I have included the draft cover letter with this package, and will have a summary sheet at the board meeting.

Following up on our work with Chris Irwin, today I saw a report subtitled "Practical strategies to help charities to change the way stakeholders see them" but haven't had time to read the 22 pages yet. If you are interested, e-mail me for the link.

Also following up on that work, the Board asked members to bring their "elevator speeches" to this meeting. Just think what you would say about Applegrove if you had a minute or two to communicate what excites you about the agency!

Respectfully submitted,

Susan Fletcher.

Charitable Number: 10671 8943 RR0001



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October ?? 2009.

Josie LaVita,
 Director, Financial Planning Division,
 City Hall,
 Toronto, Ontario M5H 2N2

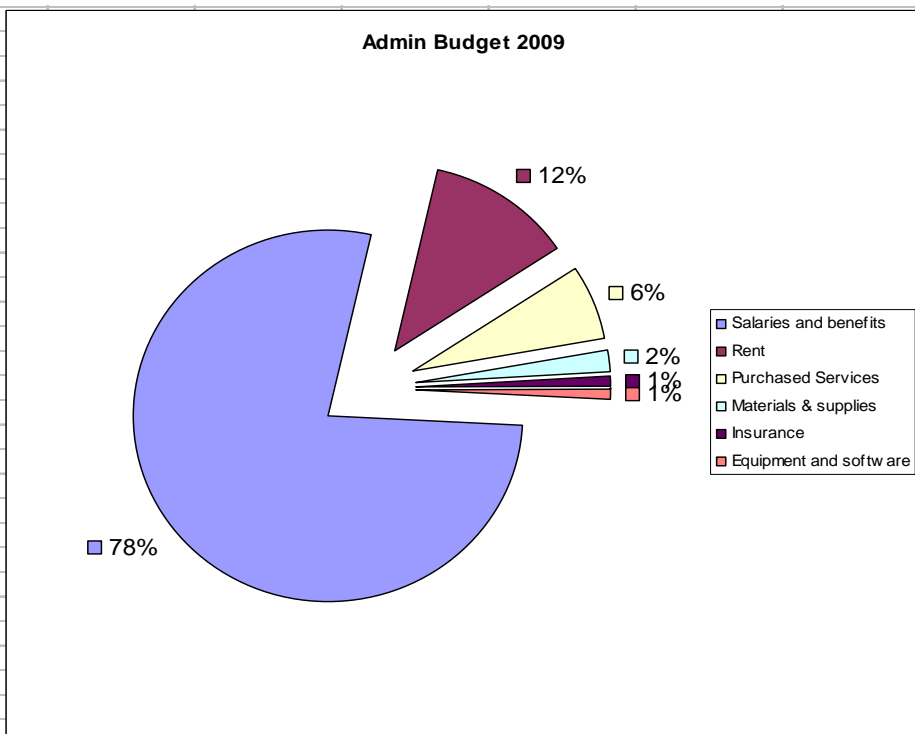
Dear Josie;

I am pleased to present the attached budget submission for Applegrove Community Complex for 2010. At its September 23 meeting, Applegrove’s Board considered a draft budget based on information available at that time.

The Board particularly wants councillors and budget staff to understand how seriously Applegrove takes the City’s financial situation and how hard we worked to follow the City’s guidelines.

Unlike most of the other AOCC’s, Applegrove does not have a Volunteer Coordinator. Across the agency, we have put a great deal of effort into recruiting, training and retaining volunteers, and tracking their time. In 2008, the agency reached the threshold of 5,000 volunteer hours. Accordingly, in February and March 2009, Applegrove’s strategic planning resulted in a decision to apply for a half-time Volunteer Coordinator in the 2010 budget process.

However, in accordance with the directive for no new requests, Applegrove is not submitting that request. The Board asks that Applegrove’s compliance be taken into account in the future when we submit the request.



Secondly, the Board asks you to consider the pie-chart. It shows the 2009 budget. The rent we pay to the TDSB, plus salaries and benefits of the 3 full-time and 1 part-time administrative staff, total 90% of the agency’s administrative budget.

Another 6% goes to purchased services such as postage, telephone and photocopier lease. Just 2% or about \$6,800 goes on materials and supplies – the paper, pens, envelopes, and cleaning supplies that keep our office functioning.

Amounts in Thousands	Salaries and benefits	Rent	Purchased Services	Materials & supplies	Insurance	Equipment and software
	304.8	47.8	25.4	6.8	3.5	3.3

The centre is seriously attempting to meet the 0% target. The Board directed staff to forgo cost of living increases in

- office supplies,
- rent (maintenance and utilities),
- equipment & software and
- computer support.

As we increase our efforts to reduce waste, office staff try both to print double-sided and to print less. When our computers are replaced, we will try to print faxes double-sided. These efforts will help to contain office supply expenses.

We anticipate that the City's Facilities and Real Estate staff will negotiate a 0% increase in the rent that Applegrove pays to the Toronto District School Board.

Under the City's IT refresh plan, we will receive new computers and update both Office and Windows. Consequently, we anticipate less need for computer support than in 2009.

However, all these efforts will save only \$1,136.

Because the City sets the insurance rates and the City accepted a contract with the auditor that included yearly increases, we cannot change these rates.

With so few staff, none of whom are planning to leave their positions in 2010, Applegrove does not have the opportunity to save on salaries and benefits through turnover and gapping.

Together, Applegrove's 3.4 FTE administrative staff fulfil the following functions:

- personnel and volunteer recruitment, training, orientation, supervision;
- health and safety;
- financial management;
- fundraising;
- facility management;
- internal and external communications;
- relationships with City departments, other levels of government, funders, other agencies, etc.,
- strategic planning;
- liaison between Board and staff; and
- provision of information and referral in response to telephone and in-person inquiries.

These 3.4 FTE staff have remained the same for about 15 years. In the last 7 years, Applegrove's programming has grown from about 4 FTE and \$260,000 to 7 FTE (15 to 20 different individuals) and \$350,000. Managing so many individuals and so many programs requires significant staff time and expertise to supervise staff and programming, secure funding, report to funders, manage program supplies, create and manage registration processes, define policies, etc.

The 3 full-time staff are performing at high levels and none are at the top of their salary range; consequently, we anticipate paying 3% merit for each of them.

The part-time Evening Office Coordinator staffs the office from 5 to 9 p.m. and

- acts as the back-up person for payroll, accounts payable and other banking,

- provides on-site support for youth programming,
- helps to facilitate civic engagement through special events,
- coordinates volunteers doing mailings and other jobs,
- and manages the agency's membership, volunteer and donor databases.

The individual is also the Health and Safety Representative.

In a year that we actually need more staffing to deal with the high volume of volunteers, we cannot cut staffing. In addition, reducing hours of this position would

- risk health and safety problems,
- decrease oversight of staff working with vulnerable populations,
- decrease the centre's accountability and financial controls, and
- decrease the centre's ability to raise the funds to support the programs, thus risking program closures.

Consequently and reluctantly, the Board believes that Applegrove cannot meet the 0% target and has submitted a budget ??% over the 2009 total.

Celebrating its 30th Anniversary in 2009, Applegrove has been a City-funded community centre since 1983, governed by a City-appointed Board of Management. Applegrove is also incorporated under the Ontario Corporations Act, and is registered with the federal government as charitable organization 10671 8943 RR0001.

Applegrove's catchment area is from Jones to Woodbine Avenues, and from the Lake to the Railway tracks (north of Gerrard). It is a diverse community, both culturally and socio-economically. Located in a K-8 school, Applegrove is excited about the possibilities offered through the new, Charles Pascal report on early childhood education in Ontario. In addition to recommendations regarding full day learning for 4 and 5 year olds, Dr. Pascal outlines a vision of schools as community hubs. The report says schools should be "open to their neighbourhoods and capable of providing families with opportunities for children's learning, care, health, culture, arts, and recreation from the prenatal period through to adolescence".

That describes Applegrove. Our location in the Duke of Connaught School has operated as a community hub for 30 years. If the province begins to implement the Pascal recommendations, Applegrove is likely to see even greater service demands.

This is especially true because our services have proven to be effective. Applegrove's location in the "Greenwood-Coxwell corridor" is acknowledged as having higher than average social risk factors, including unemployment, literacy, and mobility. Yet children in senior kindergarten do better than predicted on measures of their readiness to learn¹. We see this as a direct result of Applegrove's integrated services for young children, particularly our family resource programs, which support children's development.

In another acknowledgement of Applegrove's effectiveness, the provincial Ministry of Health and Long Term Care provided new funding for a seniors program.

¹ We would be delighted to forward an electronic a copy of the Beaches-East York EDI report, outlining the social risk factors and results of the Early Development Instrument for 2007-8.

Providing high quality services requires skilled staff and effective supervision. Currently Applegrove's Program Director directly supervises more than 15 different individuals, increasing by 10 or more during the summer.

Finally, community development and services that encourage neighbours to meet and work together, help to strengthen neighbourhoods and increase public involvement in civic affairs. These are important functions in times of economic stress, layoffs and downsizing.

And these functions are what we do at Applegrove! The centre acts as a neighbourhood partnership fostering community through social and informative programs for individuals and families. We offer a wide variety of mechanisms that help local residents meet and work together in many different ways. Some of them include:

- the parents and caregivers who meet in our family resource programs, develop relationships not just with each other but with each other's children, and then see one another in the community centre, the local school, and throughout the neighbourhood;
- the teens and adults who drop by the office to ask if they can help with mailings and other work;
- the 200 seniors, adults, youth, children and dogs who came to Neighbours Night Out on the 3rd Tuesday in June;
- all the volunteers who help in programs, plan and run special events, make policy, manage the agency's finances and so much more;
- the health and wellness practitioners who donated their time to The SPA (Spring Pampering at Applegrove) just after Mother's Day, and all those who bought \$50 tickets to experience massage, manicures, haircuts, shiatsu, yoga and belly dancing;
- everyone who met neighbours and celebrated the fall in our family-oriented Applicious festival on September 19;
- and the 60 or more businesses whose support makes our Pasta Fest dinner and silent auction so successful.

The relevant budget forms are attached. Relevant economic factors, or actual increases where known, were applied to salary costs, materials and supplies and to purchased services.

I would be pleased to answer any questions that may arise, or to provide additional information.

Sincerely,

Susan Fletcher,
Executive Director.

c.c. Lili Vratonjic, Budget Analyst



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Event Evaluation

Draft 2.0 – Applegrove staff and Committee

Overall, the event was a great success with lots of fun and few serious complaints. It met goals for involving organizations and residents, established a good reputation and had high name recognition.

	Description	Positives	Concerns	Recommendations for next year
Objectives	600 participants	Achieved over 900		
	Break-even	Achieved. Will bring in about \$2,000 if funds come in		\$25 per staff hour
	5 publicity mentions	Achieved		
	Happy participants	Achieved		
Location	Woodbine Park @ Queen & Kingston	Central location in the Beach Attracts attention from passers-by	No electrical outlets, stakes for tents not permitted	Keep location with description as “Queen St & Kingston Rd (Woodbine Park)”
Date & time	Sep 19, 2009 11 am – 4 pm	Gives time to inform users of the programs	several other activities in the Beaches Yom Kippur is same day (also in 2010)	Saturday, Sept. 18, 2010
Planning process & Committee	Committee came together in May			<ul style="list-style-type: none"> • consider <ul style="list-style-type: none"> ○ fewer meetings in 2010, ○ starting earlier in the year, ○ doing more by e-mail and ○ more delegation by Executive Director
	Event planner hired in June 6 meetings			
Sponsors		Agency contacts, friends of key members and businesses with contacts within the centre are the best prospects	Minimal funds actually received before event	Start work on sponsors earlier in spring. Use Board and other contacts.
Promotion & Publicity	Posters available about Sep 10			Have posters available immediately after Labour Day.
	Mailing to Applegrove members			Use same sign company

	Description	Positives	Concerns	Recommendations for next year
	Information to residents near the park			
	www.applicious.ca updated in August and subsequently			
	On-line listings incl. facebook.com	Easy to place, free	Could not get it into Toronto.com	
	Mobile Signs	Visible, found most effective by respondents (base low though)		
	Press release	Short, informative		
	Logo	Highly visible and recognizable AG logo – link to Applegrove' identity		
	Coverage:	Super coverage by SNAP and Mirror		
	Banner		Did not use	
Equipment & layout	Overall	worked fairly well	Stage location prevented announcements being heard at Welcome and Food tent	Check prices with Superior and Merlin's Earlier delivery of tables/chairs Use same company for sound system. Put stage in centre of east side
	Garbage and recycling		Participants put all kinds of trash in recycling bins, did not separate bio-degradable.	
	Truck	Having a large truck makes loading and unloading easier	Although Event Planner tried extensively, was unable to locate a free truck	Try to unload at EW on Saturday.
Event Staffing/ Volunteers	50 volunteers	Very capable, responsible	Some youth volunteers took breaks together	Adjust scheduling for youth volunteers
Refreshments	Applegrove Food		Too much ordered	Adjust amount
	Water	HTO (Toronto Water)	Did not confirm until a week before event	
	LOIC	All had good food	Some issues with set-up	Borrow Duke and SHA barbecues and do hot-dogs.
	Beaches Lions			
Juice-It				
Agencies	4 agencies	Seemed happy with the day. Positioned volunteers' activities in front of agency table	Fewer than anticipated	
Programming	Agenda			

	Description	Positives	Concerns	Recommendations for next year
	Entertainment	MC did an excellent job All musicians were family friendly		
	Activities		Apple Blossom Picking not well used	Move Apple Blossom Picking to other activities Consider activity for age 10 and up
Vendors	Anticipated 11	13 vendors confirmed (12 attended) Vendor donations made Silent Auction		Greater clarity about types of vendors.
Welcome and Applegrove Table			Challenges of ticket sales, volunteer check-in, info and draws	Put draws at Prize/Auction table



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1. Summary

As in 2008, the goals for the event were

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

2. Achievement of Objectives

A. Number of Participants

- target number of participants = 600.
- 94 Welcome Draw forms completed, representing about 290 people. Welcome Table staff suggest that about 1/3 of ticket purchasers completed them, so we can assume about 900 people, plus the 40 volunteers, few of whom completed forms.
- About 1/3 of the forms requested Applegrove info; several of the others noted that they were already on our mailing list (or staff recognized the names).
- reached perhaps 90 new families.

B. Money raised

- target = break-even
- if all anticipated funds come in, will raise about \$2,000

C. Publicity

- target = 5 publicity mentions up to and after event (TV, local newspapers, etc.)
- before: ad in SNAP, calendar in Beach Metro, Apple Olympic article in SNAP
- after: Mirror, SNAP

D. Satisfaction

- target = 75% satisfaction rating, i.e. 3.25 on the 4 point scale.
- the few evaluation forms completed did not show this satisfaction level
- organizers' impressions at the event and from comments after, were that participants enjoyed themselves.

3. Location, date, time of day, etc.

September 19, 11 to 4, at Woodbine Park (Queen and Kingston Road)

- again were fortunate with good weather.
- with Labour Day on Sept. 7, we delayed advertising September 8, leaving just 11 days until the event. Assumed people were in summer mode until school started.
- some volunteers felt 4 p.m. was late and asked about finishing earlier next year.
- committee members noted the lineups for the inflatables as late as 3:55 and recommended continuing until 4 p.m.

4. Planning Process and Committee

- a committee of 3 to 5 volunteers and the Executive Director (plus the event planner, Louise and May), met 6 times between May and September (8 meetings in 2008), with an evaluation meeting on October 5.
- the planning actually started at the evaluation of the 2008 event and included the proposal for the City grant due early in 2009.
- the event planner (Geoff) started in June and worked about 8 hours per week for ?? weeks and 30 hours per week for 2 weeks (12 hours/week for 12 weeks in 2008). He focussed on equipment, food and sponsors.
- Applegrove’s Executive Director worked at least 20 hours/week on the event from the beginning of August until the week after the event.
- during the 2 weeks before the event, about 6 different volunteers worked about ?? hours in total, plus the Board volunteers who put up posters.
- recommendation: consider
 - fewer meetings in 2010,
 - starting earlier in the year,
 - doing more by e-mail and
 - more delegation by Executive Director

5. Sponsors

A. Planning

- Targeted local businesses particularly those who advertise in local publications
- Specifically targeted medical/dental professionals.
- also targeted last year’s sponsors and companies that organization and committee members have a relationship with including, TD Canada Trust, Team DeClute Real Estate, Nelvana, Spin Master Toys, The Rotary Club of Toronto Beach, Canadian Tire.
- Approached apple related product companies including Apple Juice, Snacks and Cider.
- approached local printers for a service donation.

B. Results

- As predicted, those companies known to Applegrove or the committee members were the most successful.
- Returning sponsors Nelvana and Spinmaster Toys (contacts of the Event Planner) provided prizing for the games and contests.
- Sponsors included

Business	Contact	Amount/Value	Non-monetary	\$\$	Level
Nelvana		\$1,000	DVD’s		Golden Delicious
Re/Max Hallmark	Jillinda Greene	\$500	Advertising		MacIntosh
Spin Master		\$250	Toys		Crispin
ReMax Hallmark	Heidi	\$250		\$250	Crispin
Sequentia Environics		\$500		\$500	MacIntosh
Dentist	Dr. Martin Deemar	\$250		\$250	Crispin

Business	Contact	Amount/Value	Non-monetary	\$\$	Level
Zero Point		\$250		\$250	Crispin
MP Peter Tabuns		\$250		\$250	Crispin
Apple Growers		\$250	Apple merchandise		Crispin

- prior year’s sponsors DeClute Realty, TD Bank and Rotary declined.
- most sponsors had NOT paid before the event, so were not put on website.
- Sponsors were sent an invoice, thank-you letter and photographs about a week after the event.

C. Recommendations

- More time should be allotted to solicit sponsors in May/June.
- Committee and friends of Applegrove should be encouraged to facilitate sponsorship solicitation.
- Targeted sponsorship solicitation for Applicious 2010 should begin immediately following the event.

6. Promotion and Publicity

A. Advance

i. Poster

- printed and available just after Labour Day.
- thanks to enthusiastic volunteers, posted in many stores along Queen from Coxwell to ??, along Gerrard from Coxwell to Greenwood, on Danforth from Jones to Main and on Jones from Gerrard to Danforth and
- distributed at Duke of Connaught curriculum night September 16; many people already knew of event

ii. Newspapers

- sent to many papers about 1 month in advance
- carried in:
 - SNAP
 - Town Crier
 - Mirror/Guardian
 - Beach Metro News
- not printed in Toronto Star What’s On or NOW magazine

iii. Website

- Google tells us that between Sept. 1 and **Sept. 20**, the Applicious.ca pages had over 1,000 visits
- **most visits (387) to the Applegrove site came between Sept. 14 and 19**
- **of all the visits to the Applegrove site, about 200 came from Google, 166 direct, 90 from Facebook, 27 from weewelcome, 21 from littlepaper**
- in 2008, more than half the visits to Applicious came directly with about 150 from google and 44 from 211 toronto

iv. On-line:

- listed in a range of on-line media such as
 - weewelcome.ca

- life416.com (in Chinese)
- thelittlepaper.com
- not listed in Toronto.com despite at least 2 attempts.

v. Signs

- After contacting several sign companies, the Event Planner recommended Archer Mobile Signs.
- The Executive Director made the arrangements.
- signs were superior to the signs from last year, better positioned and about \$60 cheaper.
- the signs were effective according to informal feedback, Board members' comments and the few evaluation forms.

vi. Logo

- early in planning, the committee fused the 2008 AG logo with the “word bubble”, thanks to Lynn W's connection, Stefan.
- revised logo is bright, cheerful, easy to read, highly recognizable.

B. Coverage

- in Oct. SNAP.
- photo's in Sept. 28 Mirror but just mentioned Applicious)
- not in on-line version of September 22 Beach Metro News although photographer attended

7. Equipment and Layout (see diagram at end)

A. General / Planning

- Event planner solicited and contracted with Superior Events for 2 inflatables, generators, tents, chairs and tables. . The company was very thorough and pleasant to deal within the planning process.
- total cost about \$3,300
- The equipment was delivered and assembled professionally. Because one company provided all the tents, tables and 2 of the inflatables, their set-up time was significant. Our set-up volunteers had to wait for tents to be put up and had to unload tables themselves. Also delayed putting signs up
- most equipment was in good condition; some tables were unusable.
- the equipment arrived about 9 a.m.; ideally, it should arrive and be set up an hour earlier as the last piece of equipment was still being taken care of when people began arriving.
- After experiencing difficulty with a recycling company last year, it was decided to deal with the garbage issue internally.
- Rental of tents was less than last year. This was due to Applegrove's sourcing of and smaller tents and, unlike prior year's supplier, did not charge for using cinder blocks as alternatives to pegging.

B. Layout

- initially the committee approved a layout that had children's activities south of the pathway.
- with fewer agencies than anticipated, we returned to a layout like 2008.

- several volunteers marked out 10x10 spaces for agencies and vendors (this took longer and used more tape than expected); when agencies and vendors arrived, they received a map with their area shown.

C. Tents

- Last year, we used a 20”x 20” tent for Applegrove Food 20” x 30” tent for the children’s activity tent. This year, used a 10x20 and 20x20, plus a 10x10.
- the 10x20 was actually 2 10x10’s. They were staked, but the stakes were not driven all the way in, resulting in a volunteer gashing her shin.
- Applegrove bought 2 10x10 shelters, and had 2 more on loan if needed.
- Franki provided a 9x9 tent with a floor for the admin area.

D. Tables and Chairs

- rented 50 chairs and 30 tables like last year.
- Applegrove brought 2 6x3 white tables and 2 smaller black tables. These were handy to unload our truck as the grass and picnic tables were wet.
- many tables were in bad condition and dirty. At least 5 could not be used.

E. Barricades

- permit included 10 barricades; used 3 around each generator.

F. Garbage and Recycling

- Parks and Rec provided bins for regular trash and recyclables. Our “waste diversion plan” said we would take recyclables to Applegrove’s regular waste pick-up, and volunteers would take bio-degradable.
- we provided signs to designate 2 trash bins as compost.
- however, all bins seemed to hold mixed trash.
- we also brought a green bin for apple peelings at the Apple Peel contest area.

G. Sound

- The audio equipment rented from Long and McQuade for approximately \$125 included two corded mikes, two stands, one mixer, one ipod adapter, two speakers and two speaker stands. Knowledgeable rental staff will find the appropriate gear for the number of people and space.
- One of the challenges was finding a suitable volume that would not overwhelm those who are nearby the stage/speakers but could still be heard near the food and welcome tent.
- A volunteer sound tech was on hand to provide appropriate sound levels.

H. Inflatables

- 2 inflatables from Superior ran fairly smoothly. Unfortunately, one of the generators ran out of fuel. The attendant responsible was not on site and there was a delay before it was re-inflated.
- 3rd inflatable from Toronto Professional Fire Fighters was actually rented and set up by Merlin’s Bouncers. They also rent other event equipment.

I. For next year

- event planner recommends working with Superior Events and Long & McQuade keeping in mind the concerns listed above
- should also price equipment from Merlin’s.

- stage be set up in the middle of the area so the MC and performers can be heard by all attendees; park rules require sound systems to face into the park, so the proposed layout puts the stage in the middle of where the restaurants were this year.

8. Event Staffing / Volunteers

- used event-specific volunteer recruitment posters that included preparation and work at the event, together with sign-up forms.
- approximately 50 event staff / volunteers included a large number of youth volunteers.
- 4 “partner agencies” provided a staff for us; 2 worked with other event staff/volunteers in the face paint and craft tents, 2 others operated activities in front of their respective agency tables.
- volunteers appeared to enjoy the day
- all volunteers who checked in received 1 complimentary activity ticket, and one pop ticket.
- most volunteers wore red so also received a RED draw ticket.

9. Refreshments

A. Planning

- committee worked at having Applegrove sell either hot dogs or pizza. Equipment rental, requirements to keep food hot, and low return on these expenses made staff and the committee decide against them.
- planning committee also wanted to offer either hot or cold cider (depending on the weather). Staff were unsuccessful in obtaining a donation, so the committee agreed to cancel.
- staff planned to have cake; during the last week, the cost and difficulty of picking up and transporting sufficient cakes made staff decide against cake.
- After researching vendor fees at other events, it was decided to charge \$100 to operate a vendor station at Applicious. The event planner worked closely with the restaurants and Toronto Public Health to ensure that all of the permit applications went smoothly.
- Event Planner was asked to focus on two types of food vendors.
#1) A family friendly vendor serving hot dogs/hamburgers.
#2) A fine dining establishment providing a gourmet food option.
- The event planner solicited a large number of restaurants thought to be appropriate.
- LOIC Gourmet agreed to sell prepared gourmet sandwiches and salad.
- The Beaches Lions Club was offered the opportunity to fundraise for their club by selling hot dogs, which the club agreed to do.
- the Executive Director invited Juice-It to participate after seeing a newspaper article about their “fruit on a stick” at the CNE.

B. Applegrove food

- pastries \$3 each, 2 for \$5
- pop \$1 each
- apples 50¢ each
- candy apples:
 - attempted order candy apples

- e-mail correspondence over several weeks; they did not respond to e-mail of September 8 until 11 p.m. on Sept. 18 (not received until Sept. 21)
- for next year, we can have candy apples delivered on the Friday OR pick them up from St. Lawrence Market on the Saturday morning.
- apple blossom pastries
 - last year sold out 4 cases by 2 p.m.
 - ordered 5 cases of 48 @ \$45: a volunteer picked them up from Chudleigh's on the Friday. Note: they are baked on Thursdays and Saturdays; we thought these were fresh but they were frozen.
 - had about 2 cases left over which a volunteer took home and froze.
 - note for next year: Chudleigh's accepts cash, debit or cheque, but not credit card.
 - will sell left-overs at Pasta Fest
- apples
 - through one of Susan's contacts, Digs Duckworth at The Sweet Potato obtained apples for us at the Ontario Food Terminal at a wholesale price of \$25 bushel
 - ordered 10 bushels, assuming it would be the same amount of apples as last year's 10 boxes; but bushels hold more than boxes.
 - Digs obtained Golden Delicious, Ginger, MacIntosh and Paula Red
 - had 7 bushels left over which ripened rapidly in Applegrove's office.

C. Soft Drinks

- last year sold about 22 cases
- purchased 22 cases of 24 (Coke, Diet Coke, ginger ale) @ about \$5 each
- about 20 cases left over; will re-sell to staff (reimbursing the Applicious expense)

D. Water

- used last year's water bottles; brought about 200; sold about at food tent and Applegrove
- Toronto Water's HTO To Go attended with free water

E. Restaurants

- the 3 restaurants set up by noon and had presentable booths. While hot dogs from the Lions were significantly more popular, informal feedback confirmed that the other items were delicious.
- one committee member was assured that the wieners were all beef, but later learned they included pork.
- at least one restaurant offered foods that were not listed on its Public Health form.
- all 3 were welcome additions. However, at least 2 did not seem entirely satisfied with the number of attendees and may not wish to take part again next year.
- sold off their left-overs at bargain prices at the end.

- F. Recommendations
- i. borrow Duke of Connaught and S.H. Armstrong's barbecues and sell hotdogs ourselves
 - ii. work with BMO (they had a barbecue the same day);
 - o they can give tickets for free hot dogs;
 - o our food sales or servers keep the tickets
 - o BMO reimburses us at an agreed-upon rate
 - iii. make arrangements with ice cream vendor
 - iv. have candy apples and a candy floss machine (rents for \$145, needs electricity)

10. Agencies

A. Participants

- i. St. Stephen's (Wheel of Health)
- ii. Pegasus Community Project (info)
- iii. S.H Armstrong (info)
- iv. Girl Guides (info)

B. Feedback

- o informal feedback during the event suggested that agencies enjoyed the day.

11. Welcome Table (notes from Elena and Franki)

A few observations:

- Many people asked about who organized and what Applegrove is. Last year we talked about having information boards made; we should do this next year so that we communicate more clearly whose organizing and who we are. It could be as simple as the information on the back cover of our Apple recipe book. Unfortunately neither Franki nor myself knew that we had Applegrove information at the other Applegrove table, so we referred people to the website.
- Draws are great, but better if the volunteers assigned to have participants enter the draw actually know what the prizes are. Personally I'd be reluctant to enter a draw for a mystery prize unless the theme of the event would make it obvious (e.g. if we had door prizes for SPA night, it'd be a SPA related product or gift certificate)
- More space, more pens for filling out draw slips at the welcome table. We only had 3 pens and two draws that people could sign up for. So of course, not every family that got a slip for the family draw have filled out one as there were neither pens nor space available.
- Did we advertise Pastafest?
- One mother of a 10 and 12 year old was asking us to consider activities for that age group. Franki had her fill out an evaluation form and we both encouraged her to email us ideas for that age group.
- We had a lot of apples and again this year, we have lots of apples for snack at the drop-in and afterschool programs. Maybe we should reconsider the quantity again.
- A few people complained that it was tickets for activities and cash for food instead of tickets for everything. My opinion is that it's better to keep food and activities as separate things – also since food vendors are paid in cash. I am sure we get more money this way. Example: my husband got a 10 dollar activity card of which my son only used 3 stamps, and we spent at least 20 dollars on food and an Apple cook book. Last year we only spent the 10 dollars on tickets that were used for food only.

- We have 2 ticket sellers plus a relieving seller, it really helps! There were almost no line-ups and event staff were able to take breaks
- If the volunteer name and job list (even partial) is available earlier (like in the office meeting) will be helpful
- To assign ticket seller to do welcome, give out and explain 3 different draw tickets, provide info and sell ticket did not work
- one of the people staffing the Welcome Table should be involved in the final setup/design
- Applegrove info booth should be set up beside welcome table, in addition to calendars & flyer, Applegrove should have info display board/exhibition stand which could be used from time to time

Note from Susan: we chose to have Applegrove info at the Applegrove sales table at the far end of the site to allow clients to purchase tickets near both areas of inflatables. Also, at prior outdoor events, we have found that Applegrove's large display board blows over. This may be resolved by setting up the Applegrove booth with a table beside a tent pole, and anchoring the display board to the pole.

12. Applegrove Info and Sales (notes from Louise)

- Ticket sales at AG table were very weak, only a handful of people purchased ticket from us
- The layout seemed bigger so it was a longer walk from one side of the event to the other is this correct?
- Items for sale were handmade cards, cookbooks, apples and memory books
- Cookbooks and cards sold better than memory books which received comments by a few patrons they were too expensive
- I sold some apples but I also gave some away
- There was not a lot of traffic at our table
- Applegrove information was displayed along with some parenting magazines that were given free of charge
- Next year AG table should be closer to children's activities such as between crafts and inflatable which would be easier for patrons to find

13. Programming

A. Ongoing activities

i. Business Card Draw

- although there were only 10 entries, this draw was free (the prize was left over from SPA night)
- these contacts have the possibility of bringing in sponsors for future events or donors to the agency.

ii. Candy Guess

- the jars and candy cost about \$25.
- there were about ?? guesses
- winners were very happy!

iii. The Clown Ate My Apple

- the event staff set up several distances so that the game was not too hard for any participant.

- iv. Snakes & Ladders
 - children enjoyed the game and the occasional adult enjoyed playing with their children.
 - generally, the 10-minute limit was up before there was a winner, but it seemed like an effective time limit.
- v. Apple Blossom Picking (Twister[®])
 - last year, this was a contest; changed to an on-going activity.
 - few participants, possibly because of its location between the Welcome Table and Applegrove Food
- vi. Apple Peeling
 - last year, this was a contest; changed to an on-going activity.
 - contestants peeled apples throughout the day and volunteer recorded name and length
 - announced winner at closing
 - few contestants
- vii. Apple Toss
 - the event staff set up several distances so that the game was not too hard for any participant.
- viii. Apple Craft
 - used last year's apples and glitter, purchased paint and glittery stickers
- ix. Headbands
 - pre-printed construction paper with outline of Applegrove logo and name
 - children could colour in the printed items, or colour on the back
 - had last year's round stickers to fasten the headbands
 - few children completed their headbands
 - staff and participants used stickers on clothing, etc.
 - staff recommended not doing this again.
- x. Mural
 - prepared about 200 canvas squares and apple templates
 - purchased paint.
 - although we intended for children could paint anything OR use the apple templates, staff assumed children should paint apples
 - some children took their squares home
 - about 30 completed squares will be sewn together by an Applegrove volunteer
- xi. Apple Juggling
 - purchased large light glittery plastic apples
 - few participants, possibly because volunteer was not animated in recruiting them
 - Participants expected to learn how to juggle apples and that was not the case, it was more of a game but volunteer did try to teach some children how to juggle although he was not great at it.

- xii. Mascots
 - Buddy the BIA mascot (dog) visited twice for about an hour
 - MAScott's loaned 2 costumes
 - cat costume only fit smaller volunteers
 - although at first we had trouble recruiting volunteers, later additional (youth) volunteers were eager to wear the costumes!

- xiii. Button-Making (Thornton)
 - rented a non-electric button-maker from Ralph Thornton Community Center (with all supplies) for about \$65.
 - very popular; children enjoyed it as did some adults
 - needs a very sturdy table and 2 volunteers.

- xiv. Inflatables
 - 2 items from Superior Events
 - zoo (22x18 with slide), which we designated for children over 6
 - 30x30 clock castle for children under 6
 - 1 item sponsored (paid) by the Toronto Professional Fire Fighters which they rented from Merlin's Party Bouncers; an "arch bouncer" about 15x20
 - allowed about 6 children at a time
 - we designated 5 minute sessions, with the item cleared out before the next group entered.
 - very important to set-up and respect the line-up systems.

- xv. Face-Painting
 - a vendor who had planned to offer face-painting withdrew about 10 days in advance
 - Applegrove volunteers and an agency volunteer used Applegrove face-paints and stamps.

- xvi. Henna
 - last minute addition

- B. Contests (Apple Hop, Apple Sack and Apple on a Spoon)
 - allowed about 40 minutes each
 - stamp and label/number system worked well.
 - children appreciated the medals (winner and good sport)
 - The first few contests had only 1 or 2 heats
 - sack race was most popular (5 heats of 5 for the youngest, 3 heats for 9-12, 2 heats of adults); unclear whether this was a timing issue or interest
 - instead of prizes at the contest area, winners and 2nd place received prize tickets which they exchanged at the prize/auction tables.

- C. Entertainment
 - Dave Young, Tim Machin, Alexa Woloshyn and Milk Toast Jam
 - mostly played for more than their scheduled ½ hour

- D. Opening and Closing ceremonies
 - i. Opening at 11:30 delayed from planned 11:15

- ii. Closing at 3:50 pm
 - included announcements of draw winners and successful silent auction bidders.
 - few were still present.
 - announcements went on for a long time.

- E. For next year
 - have Apple Blossom Picking with other games.
 - consider activities for older children (10 -16) such as the inflatables below

<p>Sports Coliseum Halfcourt</p> <p style="text-align: center;">22' x 24' x 20'</p>	<p>Massive. Gigantic. Enormous. Huge. Any way you want to say it we like to call the Sports Coliseum Halfcourt our largest single bouncing arena. Every party needs this combination Basketball, Soccer you name it bouncer.</p>	 <p style="text-align: right; font-size: 24pt; font-weight: bold;">\$595</p> <p style="text-align: right; font-size: 10pt;">Party Rental Price</p> <p style="text-align: center; font-size: 8pt; color: red;">Click Rentas TO ENLARGE</p>
<p>Triple Play Sports Cage</p> <p style="text-align: center;">18' x 15' x 11'</p>	<p>Whether it be Soccer, Basketball or Football, kids of all ages will have a blast testing their skills. Great for team building activities!</p>	 <p style="text-align: right; font-size: 24pt; font-weight: bold;">\$395</p> <p style="text-align: right; font-size: 10pt;">*SPECIAL* Party Rental Price</p> <p style="text-align: center; font-size: 8pt; color: red;">Click Rentas TO ENLARGE</p>

14. Vendors

Name	Product/Service
Dara Duff-Bergeron, Fit Family	“Ask the Trainer” clinic with free consultation or demonstration
Deborah Twomey Brown, Time to Spare	Napkin folding
Jennifer Arima, jarimaink	Tie-dyed shirts, etc
Angela Donnelly, Front Door Organics	Organic produce
Bizzy Bee Playcentre	Face Painting
Beth Yarzab, Career Fit Mom (did not come due to a family emergency)	Exercises with children using balls and toys
Alice Jerome, Trees Please	Books
Gord Falk, Re-Turn Designs	Turned wood vases, bowls, etc.
Alma Gonzalez	Hand-made jewelry from Mexico
Barbara Stewart-Fischer	Bookmarks, cookbooks
Yasmin Peroti	Paintings
Tracey Parsons, Bags by Berlene	Environmentally friendly, re-usable hand-made bags
Diane Ing, Arbonne International	Skin care products and hand massage

Name	Product/Service
Brian Biastoch, Biastoch Chiropractic	Chiropractic consultation

- 13 vendors (budget based on 11), 5 of whom needed a table
- more services than anticipated; some had difficulty with the concept of offering a service at the event.

15. Signs

- re-used last year's 2x2 plastic signs
- as appropriate, taped new info on them OR taped 2 old signs together to make one new sign
- had banner made; did not use due to colour issues and lack of appropriate place to put it.

16. Organizers' and Event Staff Comments (and made to them)

- wasps were a big problem. At least 2 people were stung. A Beaches Lions volunteer said that hanging Bounce dryer sheets would keep them away.

from May

Set-up/Clean up:

- Delayed start due to the tent people arriving later than expected
- Set up finished too close to the start of the event
- Next year have them come by 8 am latest.
- Enough volunteers at set-up
- Truck ramp was not as functional because it didn't have the ramp; had to wait for the lift and it took too long
- Was fast and efficient

Food:

- The idea of order slips were good but due to the limited items we had to sell, didn't need them
- Lots of requests for candy apples; some requests for juice boxes
- We should sell hot dogs next year now that we have SH and school BBQs
- We had 3 people at the food tent; 1 on cash and 2 serving; would be enough even if it was busier.
- Although we had pop left over, I suspect it was due to the temperature of the day, recommended to purchase a bit less for next year; purchase some juice boxes for the kids
- Lion's Club arrived too late as people were asking for food by 11 ish
- If we do hot dogs, we should buy chicken hot dogs; but because they are smaller we might want to sell them a bit cheaper.
- The "Juice It" vendor looked like they did really well.
- Too much apples; think we sold a couple of bushels at most.
- Maybe order a bit less of the apple blossoms, especially if we decide to sell candy apples

Volunteers

- We had more than enough volunteers for the day
- It allowed for breaks and extra help when needed

- Try to discourage groups to take breaks at the same time

Overall comments:

- To cut down on costs:
 - I think we should try for 2 free jumping castles (Firefighters and Pizza Pizza) and save on the rental costs
 - We should borrow 2 tents (Eastview & May's connections) for our food and Silent Auction tent instead of renting
 - Can we unload stuff at Edgewood, return AV Equipment, and rental truck on Saturday (more work, but would save us money). Louise said she could go in on a Saturday. Note: EW may not be available.
 - Don't buy as many apples
- Was a lot more relaxed this year because we had more help

17. Participant Evaluations

- there were only 3 completed, only 2 of which completed the first page.
- not useful in assessing event. Suggested mobile signs were most effective advertising.

18. Finances (see separate report)

- no tickets purchased in advance
- about 40 single tickets distributed to event volunteers.
- sold 347 single tickets, 193 \$10 cards and 55 \$20 cards for ticket sales income of \$3,377 (about \$4,000 but Applegrove food was included)
- food revenue about \$445





17. Planning 2010

- same date and location; rearrange layout
- delegate more to volunteers
- reduce staff time and increase income to get to net proceeds \$25 per staff hour.

Evaluation of Applicious -- September 19, 2009

paper = 2 forms
on-line = 1

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





			
	✓		✓

Average score = 2

If you rated it Poor or Very poor, please explain:

- a. not enough vendors, not enough Apple products and food
- b) The best thing about Applicious was . . .
 - a. great prizes
 - b. it's great for the kids
- c) Applicious would be better if . . .
 - a. I thought 3 bouncy castles was excessive & expensive
 - b. more food
- d) How did you **first** hear about the event?
 - Newspaper. Which one?
 - On-line. What site?
 - Within Applegrove or in Applegrove mailing.
 - From a poster.
 - ✓✓ On a sign (Queen and Kingston Road or Coxwell and Lakeshore).
 - From a friend. How? (e-mail, Facebook, telephone, in person, etc.)
 - Don't remember
 - Other. Please specify:

e) Of all the advertising you saw, which was the most effective?

Please rate all relevant methods by ticking the appropriate box.				
Newspaper. Which one?				
On-line. What site?				
Within Applegrove or in Applegrove mailing				
Poster	✓			
Sign	✓✓	✓		

f) Before the event, had you heard of Applegrove? Yes ✓✓No

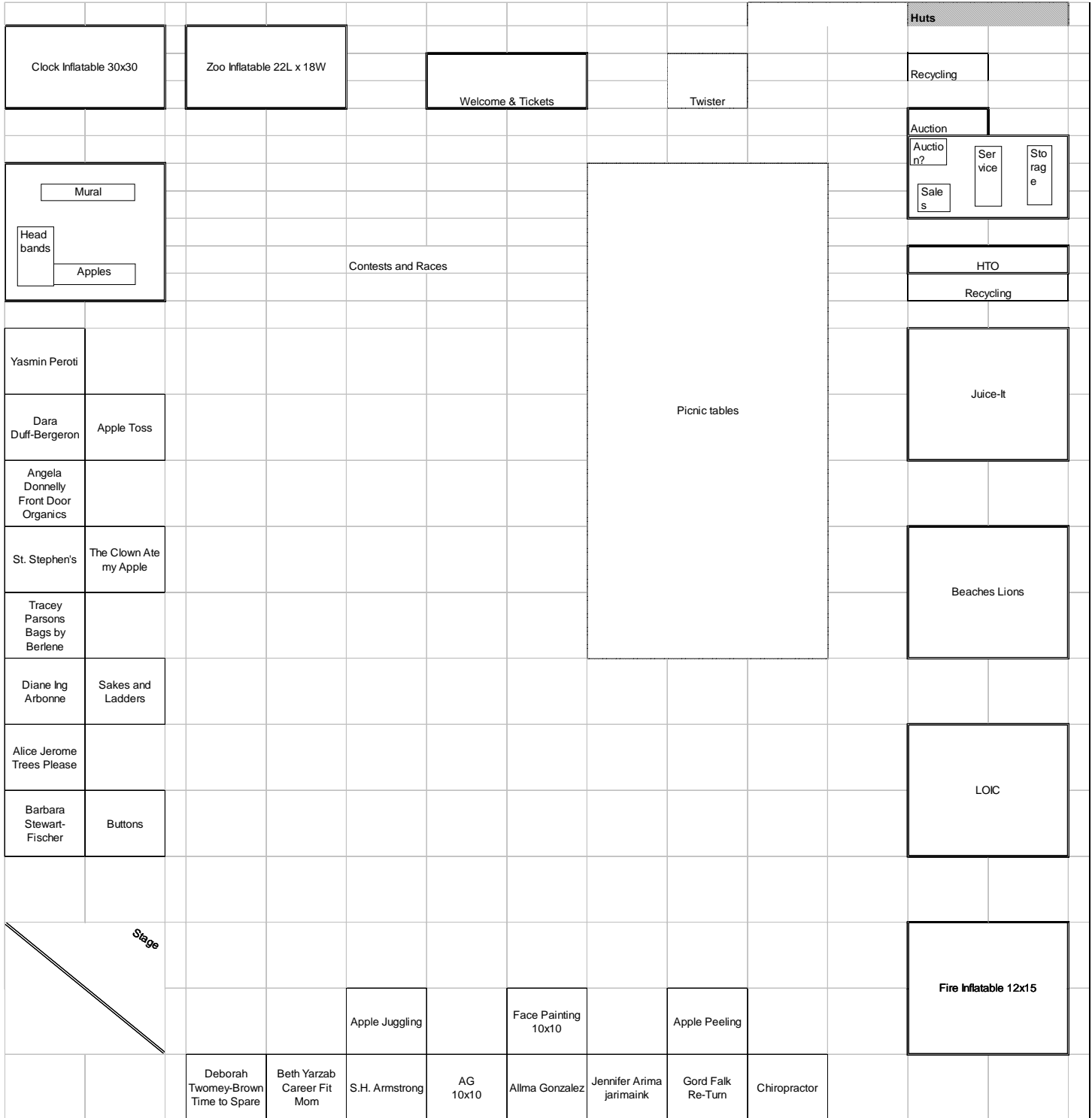
g) Other comments:

- a. my kids are 10 & 12 years old. Could you include more for these ages?
- b. it seemed like a great event for kids, but other than kid-related events, there was not much to do.

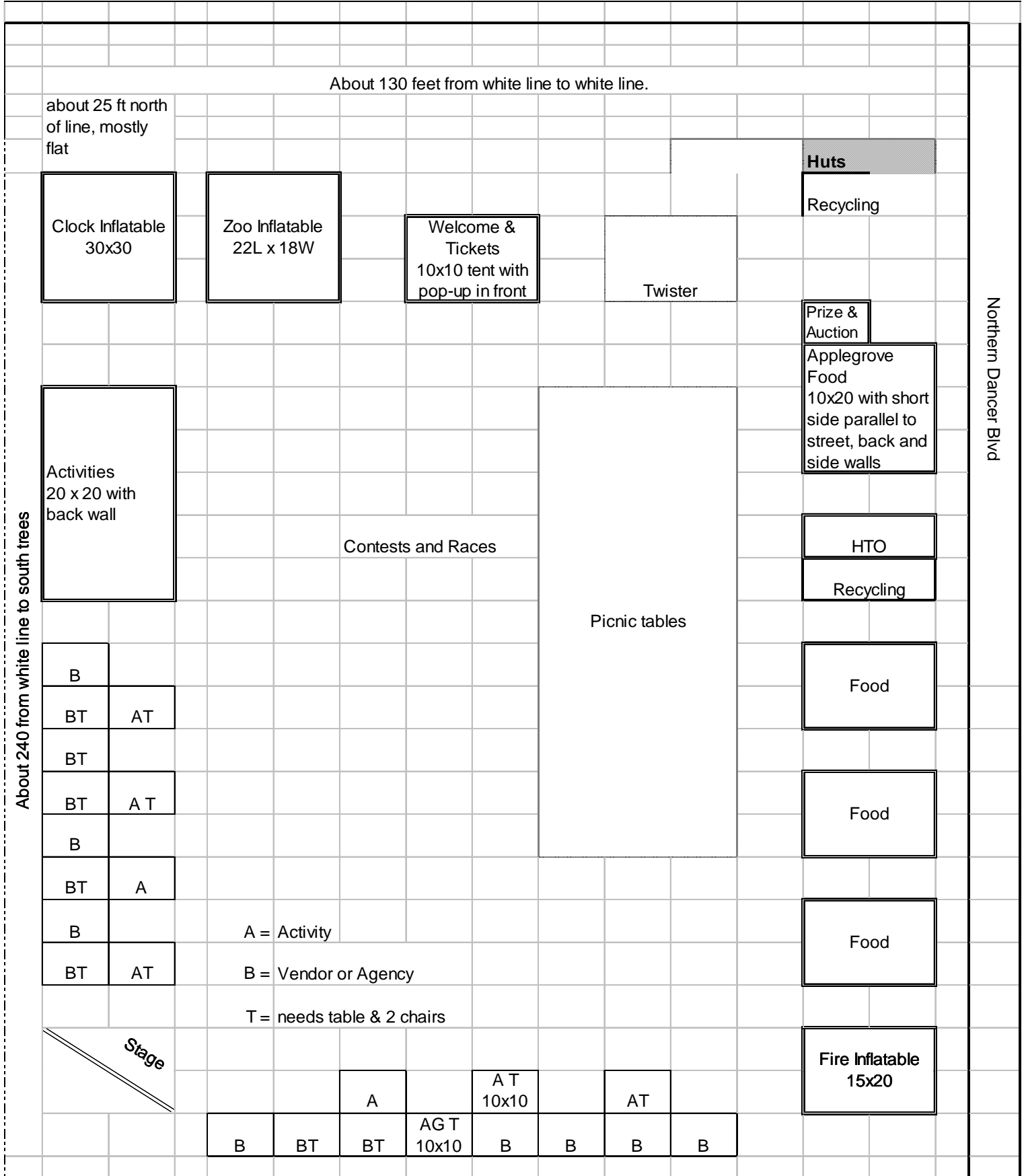
Yes, I would like more information about Applegrove. ✓

No. Please only use my personal information for prize eligibility. ✓

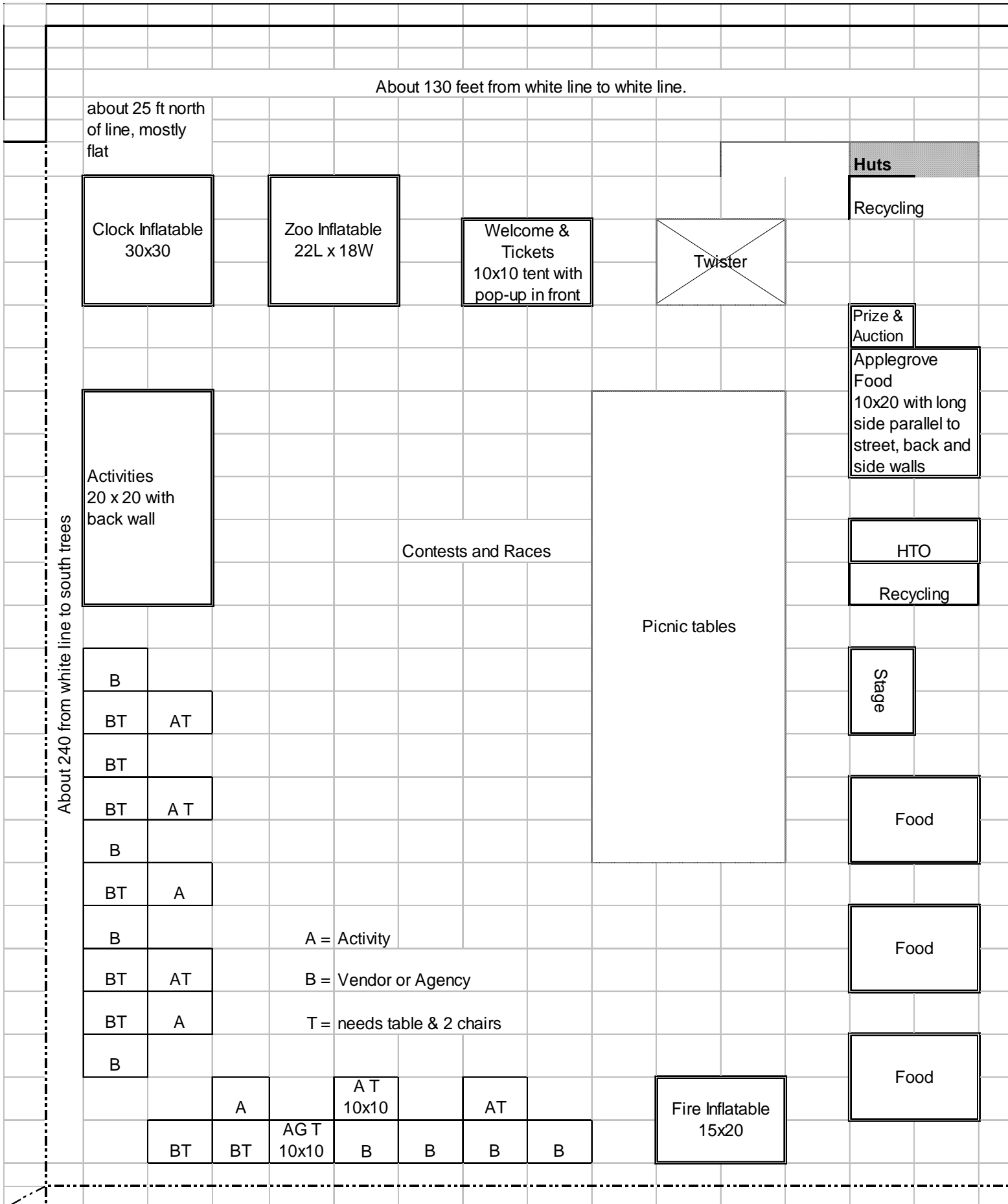
Layout diagram 1: what is where



Layout Diagram 2: set-up and sizes



Proposed Layout for 2010



Applicious 2009 Evaluation

Draft 2

23

2009 Applicious Interim Financial Report				
	Actual	Confirmed	Expected	
Income				
City festival grant		4,590		
Sponsorship			2,000	
Royal bank				
Game ticket sales	3,377			
Food sales	447			
Applegrove table sales	137			
Auction	195		106	
Table rental	460		200	
Donations	8			
Total				11,520
Expenses				
Salary			3,117	
Benefit			251	
Mobile signs	270			
Advertising	9			
Printing	366			
Sound system	127			
Truck rental	556			
Inflatables, tents, table, general	3,336			
Website registration	10			
Park permit	702			
Program supplies				
Pop	97	-17	-50	
Others	129		-15	
Apples	250			
Apple Blossom	225		-100	
Button supplies	58			
Cookies (prizes)	15			
Total				9,335
Anticipated Surplus/Deficit				2,185

Fundraising Notes October 7, 2009

Susan provided information to the Board regarding special events.

- a. Duke of Connaught School will be organizing a fun fair at the end of the school year. At the School Council Meeting, Susan informed them that she would recommend to the Board not to do Neighbors Night Out. The Board should consider if Applegrove should do Neighbors Night Out at another school in our catchment or not at all.
- b. The Catholic School Board Permit Department has informed Susan that Applegrove cannot use Corpus Christi for any special. They denied permits sent in for Spa Night and our Seniors Program.

Board members reviewed the Data Analysis Framework and highlighted areas of interest and discussed whether to include volunteer time as a variable to calculate the Funds Raised/Staff Ratio. It was decided not to include volunteer hours in the calculation as volunteer hours do not cost Applegrove anything. However it was suggested to start recruiting a base of dedicated volunteers who can be assigned some of the tasks that staff currently do.

The Board proceeded to look at each fundraiser to decide if Applegrove would organize again in 2010. They also highlighted areas of improvement to increase funds raised per staff hour.

- i. Pasta Fest
 - Increase Funds raised/Staff Ratio to \$40
 - Ask volunteers to pick up silent auction items
 - Increase silent auction items
 - Add another event such as "Winter Fest" which may involve a pancake lunch in 2011
- ii. Yogathon
 - Increase Funds raised/Staff Ratio to \$40
 - Increase sponsorships and number of participants
 - Find larger venue (i.e., Leslieville Public School)
 - Include childcare
 - Event Date: Saturday, February 6, 2010
 - Snow date: Saturday, February 27, 2010
- iii. SPA Night
 - Re-invent SPA night using contacts made (i.e., Martini's and Manicures)
 - Research venue options
 - SPA Night Committee Planning meeting scheduled for November 18. Location to be announced.
- iv. Applicious
 - Increase Funds Raised/Staff Hour to \$25 by Year 3
- v. Pampered Chef
 - Lynn has a connection with someone who runs "Pampered Chef" fundraisers

- Board agreed that it would be a good fundraiser before Christmas
- The Board decided to hold it at the P/C Drop-in with Childcare in the archive room
- Possible dates for the event are: November 16, 23, 30
- Lynn will contact organizer and finalize date

POLICY REGARDING CHILD ABUSE
Draft Revision 1 – September 23, 2009

APPLEGROVE COMMUNITY COMPLEX

1. Introduction

This policy is intended to indicate the internal procedures used to conform with provincial requirements to report suspected child abuse. Staff members are required to report suspected abuse to the Children's Aid Society (C.A.S.). Nothing in this policy should override the legal requirements regarding reporting child abuse. Within the policy, C.A.S. refers to the relevant Children's Aid Society, whether this is Toronto, Catholic, Native or Jewish.

2. Duty to Report

Every person in Ontario, including a person who performs a professional or official duties with respect to children is required under the Child and Family Services Act to report his/her suspicion that a child is in need of protection (i.e., neglect, physical, sexual, emotional abuse).* The suspicion and the information upon which that suspicion is based, must be reported to a Children's Aid Society immediately.

The individual who suspects that a child may have been abused or is at risk for abuse must report directly to a Children's Aid Society, and cannot rely on anyone else to report on his/her behalf.

Any additional suspicions and information must be reported, even if previous reports with respect to the same child have already been made to a Children's Aid Society.

3. Failure to Report

It is an offence under the Child and Family Services Act if a person who has professional or official duties with respect to children does not report a suspicion of child abuse. The penalty imposed (a fine of up to \$1,000) emphasizes that a child's safety must take precedence over all other concerns.

4. Definitions

- In Ontario, a child is defined as a person under the age of 16 (i.e., up to and including 15 years of age) (C.F.S.A. 37(1))
- Summary of Relevant Grounds for Finding a Child in Need of Protection by a Children's Aid Society:
 - i. the child has suffered physical harm or there is risk that the child is likely to be physically harmed
 - ii. the child has suffered sexual molestation or exploitation or there is the risk that the child is likely to be sexually molested or exploited
 - iii. the child has suffered emotional harm or there is risk that the child is likely to be emotionally harmed demonstrated by serious anxiety, depression, delayed development, withdrawal or self-destructive or aggressive behaviour as the result of a parent's action or inaction and the child's caregiver has not

POLICY REGARDING CHILD ABUSE
Draft Revision 1 – September 23, 2009

arranged for services or treatment to prevent or alleviate harm
iv. the child has suffered from a pattern of neglect

- Child abuse may be defined as unacceptable behaviour towards a child that may be manifested in the form of sexual assault, sexual exploitation, physical assault, neglect, and emotional maltreatment.

i. PHYSICAL ASSAULT

Physical assault refers to the deliberate non-accidental application of force to a child, including force that results in harm to the child. This includes injuries caused through discipline that is unnecessary, severe, and/or results in injury.

ii. EMOTIONAL MALTREATMENT

Emotional maltreatment refers to the chronic and repeated treatment of a child in such a negative way that the child's concept of self is seriously impaired. It includes behaviours such as overt rejection, unnecessary criticism, expectations that the child take care of the adult's emotional needs, or excessive demands of performance for a child's age and ability. It often involves undermining or putting the child down and using criticism and withdrawal of affection to keep a child in line.

iii. NEGLECT

Neglect is chronic inattention to the basic needs of the child, both emotional and physical, by the parent(s) or other adult(s) responsible for the child. Basic needs include nutrition, clothing, shelter, health care, proper hygiene, safety, and psychological nurturing. Signs of neglect are often subtle but may have serious long-term effects.

5. Notification

If a staff member must make a report, please notify the Executive Director or Program Director.

6. Documentation

Documentation should include as much information about the child and family as possible, including given name and surname of child, family and caregiver if appropriate, address(es), and telephone number(s). All records and documentation will be kept in the Executive Director's office. No copies will be made by staff.

7. Follow-up

The relevant Applegrove staff and Executive Director will decide whether a follow-up written report from Applegrove to the C.A.S. is needed.



Applegrove Events and Board / Committee Meetings –October 20, 2009
Office Phone 416-461-8143

www.ApplegroveCC.ca

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

October Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
11	12 Applegrove Closed for Thanksgiving	13	14	15	16	17 Pasta Fest!
18	19	20	21 Board	22	23	24
25	26	27 [Duke of Connaught School Council]	28	29	30	31

November Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11 Applegrove Closed for Remembrance Day	12	13	14
16	16	17	18 <i>SPA Alternative planning meeting</i>	19	20	21
22	23 <u>Pampered Chef fundraiser</u>	24 [Duke of Connaught School Council]	25 Board	26	27	28
29	30					

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

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

Applegrove Events and Board / Committee Meetings –October 20, 2009
Office Phone 416-461-8143

January Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Applegrove Closed – Program Resume week of January 4				1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20 Board	21	22	23
24 31	25	26 [Duke of Connaught School Council]	27	28	29	30

February Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6 Yoga-Thon?
7	8	9	10	11	12	13
14	15 Applegrove Closed for Family Day	16	17 Board	18	19	20
21	22	23 [Duke of Connaught School Council]	24	25	26	27
28						

March 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

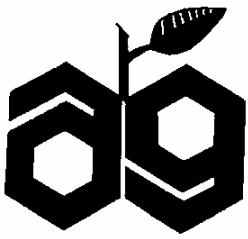
Bold = community event. *Italics* = an important change. Underline = an Applegrove special event.
 [Brackets] = another group's meeting or event that may affect you.

Applegrove Events and Board / Committee Meetings –October 20, 2009
Office Phone 416-461-8143

	March Break					
21	22	23	24	25	26	27
28	29	30	31 Annual General Meeting?			

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

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



APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6
Ph. (416) 461-8143 Fax (416) 461-5513



Privacy Policy Endorsed by Board, August 9, 2006

Draft 1 Revision - October 2009

1. Introduction

- A. Applegrove Community Complex is committed to respecting the privacy rights of all individuals by ensuring that their personal information is collected, used and disclosed in an appropriate manner.
- B. Applegrove is an agency of the City of Toronto and therefore complies with all relevant provincial and municipal policies and laws.
- C. Applegrove's Privacy Policy is based on the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) 1990 (as amended) and any applicable by-laws and policies of the City of Toronto.
- D. If anything in this policy is in conflict with MFIPPA or City policies, MFIPPA or City policy will prevail.

2. Definitions

- A. "Personal information" means recorded information about an identifiable individual, including,
 - i. information relating to the race, national or ethnic origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual,
 - ii. information relating to the individual's education or medical, psychiatric, psychological, criminal or employment history or to financial transactions in which the individual has been involved,
 - iii. any identifying number or symbol
 - iv. address, telephone number, or e-mail address
 - v. the personal opinions or views of the individual except if they relate to another individual
 - vi. correspondence sent by the individual that is implicitly or explicitly of a private or confidential nature, and replies that would reveal the contents of the original correspondence
 - vii. the views or opinions of another individual about the individual
 - viii. the individual's name if it appears with other personal information relating to the individual or where the disclosure of the name would reveal other personal information about the individual
- B. "Record" means any record of information however recorded, whether in printed form, on film, by electronic means or otherwise, and includes correspondence, a memorandum, a book, a plan, a map, a drawing, a diagram, a pictorial or graphic work, a photograph, a film, a microfilm, a sound recording, a videotape, a machine readable record.

3. Principles

- A. Information about program participants will always be considered confidential within the centre as a whole.
- B. Information disclosed by program participants to staff or volunteers will be shared with relevant program and administrative staff.
- C. Relevant staff includes Applegrove employees, volunteers, trainees, placement

students, staff seconded from other agencies and the supervisors of trainees, placement students and seconded staff.

- D. When Applegrove offers programming in partnership with other organizations, Applegrove expects the partners' staff to share relevant information about program participants.
- E. Applegrove will report suspected child abuse or neglect to the relevant authorities in accordance with child welfare laws.

4. Collection of Personal Information

A. Purposes

Applegrove will collect personal information about staff, volunteers, trainees, program participants, and members for the following purposes:

- i. to maintain complete and accurate files on all participants in its programs;
- ii. to maintain complete and accurate files on all donors, sponsors and benefactors;
- iii. to provide services to the participants in our programs, to communicate effectively with those participants and to communicate and work with third parties providing goods and services to those participants and programs;
- iv. to measure program quality, effectiveness and efficiency;
- v. to solicit support, both through fundraising efforts and otherwise, from donors, sponsors, benefactors and volunteers, and to communicate effectively with such individuals,
- vi. to comply with lawful requests from governmental agencies such as Canada Customs and Revenue Agency and the Ontario Human Rights Commission; and
- vii. to maintain complete and accurate personnel files.

B. Form

Personal information will be collected on forms that include

- i. the legal authority for the collection;
- ii. the principal purpose or purposes for which the personal information is intended to be used; and
- iii. the title, business address and business telephone number of an officer or employee of the institution who can answer the individual's questions about the collection.
- iv. A sample might be "The personal information on this form is collected under the authority of the Community Recreation Centres Act of Ontario and Chapter 25 of the City of Toronto Municipal Code (both as amended) for program and membership administration. For more information, please contact Applegrove's Executive Director, Susan Fletcher, (416) 461-8143 or 60 Woodfield Road, Toronto, Ontario M4L 2W6".

C. Accuracy and Correction

- i. Applegrove will make every reasonable effort to ensure that personal information collected by it will be as accurate, complete and up-to-date as possible for the purposes for which the information is to be used.
- ii. At least once annually, Applegrove will offer members the opportunity to correct their personal information.
- iii. Upon request, members and program participants can correct their personal information at other times.

D. Disclosure

Among other exemptions, MFIPPA allows disclosure of personal information:

- i. if the individual agrees,
- ii. in compelling circumstances affecting an individual's health and safety (if the individual is then notified by mail of the disclosure),
- iii. under an Act of Ontario or Canada that authorizes the disclosure,
- iv. to a law enforcement agency to aid a law enforcement proceeding or from which a law enforcement proceeding is likely to result,
- v. in compassionate circumstances, to facilitate contact with the next of kin or a friend of an individual who is injured, ill or deceased; or
- vi. to the Chair of the Management Board of the provincial cabinet or the provincial Information and Privacy Commissioner.

5. Access to Personal Information

- A. An individual who provides personal information to Applegrove has the right to access the information and to ensure its accuracy and completeness.
- B. Applegrove will respond promptly to individuals' requests for access to their personal information.
- C. Applegrove will maintain a complete record of third parties to whom personal information has been disclosed, and will make that record available to individuals whose personal information has been disclosed.

Appendix (to be drafted)

A. Disposal of Personal Information

- a) Procedures to dispose personal information will be followed according to the City of Toronto Records Retention Bylaw
- b) Personal information files will be shredded and computer files erased before disposal.

B. Storage of Personal Information

- a) Program and staff files that contain personal information will be stored in a locked filing cabinet in a secure area.
- b) Computers that contain personal information will be protected by passwords and accessible only by authorized persons. Computer passwords will be changed every 6 months.

Risk Management: Buying Into It

All life is the
management
of risk, not its
elimination

– Frederick Wilcox

We took risks,
we knew we took them;
things have come out against us,
and therefore we have no cause for complaint.

*Robert Falcon Scott 1868-1912,
English polar explorer
in Scotts last Expedition (1913)*

The Greatest Risk

The greatest risk is that organizations like yours and people like you stop taking risks. Nonprofits anchor communities. Our communities, especially their most vulnerable members, need nonprofit organizations to take smart risks on their behalf.

Our goal today is to increase (not diminish) courage among the leaders in this room by helping you create an eyes-wide-open risk plan for the major risks your organization faces.

Leading a nonprofit is not for the faint of heart. It is hard work that often goes unnoticed and unrewarded, at least externally. It requires people who are willing to take risks. Today is not about stopping activities that have the possibility of causing harm or other problems. It is about being smart and disciplined.

Much of what nonprofits do, by their very nature, and given their resources, is risky. Once we start talking about common risks faced by Canadian nonprofits, the “fear factor” can make people start thinking about an exit strategy. That’s not the answer. The answer is to manage the risk, to be diligent about it, and then to relax.

Your community needs you to keep doing what you do. It’s simply a question of doing what you do even smarter. Risk management can without doubt increase your confidence and give you even more courage to lead your nonprofit.

What is Risk?

Risk is anything that threatens the ability of a nonprofit to accomplish its mission.

One way to categorize different risks is to look at the four assets an organization has at risk:

1. People (board members, volunteers, employees, clients/participants, donors, public)
2. Property (buildings, facilities, equipment, contents, important papers)
3. Income (Grants, contributions, contracts, investment earnings)
4. Goodwill (Reputation, ability to raise funds, stature in the community, appeal to prospective volunteers/board members/staff)

A risk for a board member could be a lawsuit flowing from a board decision. A risk for a volunteer could be an accident while driving for a nonprofit. A risk a building could be fire. A risk to office supplies could be theft. A risk of a fundraising activity could be harm to a participant.

What is Risk Management?

Risk management is the ongoing process of:

- identifying risks
- prioritizing risks – which risks require attention now
- responding with a written action plan
- communicating and training the plan
- monitoring its success, making changes where necessary

Risk management must be a group effort, not a top-down “here’s what we think you should do” memo. The reasons: 1) so it doesn’t miss important risks or solutions; 2) buy-in...people are more likely to follow the plan if they helped create it.

The risk management process provides a framework for identifying risks and deciding what to do about them. Of course, just making a laundry list of all possible risks is not enough. It is easy to quickly become overwhelmed by the huge list of risks the organization faces.

But not all risks are created equal. Risk management is not just about identifying risks; it is about learning to weigh various risks and making decisions about which risks deserve immediate attention.

It’s a process. Risk management is not a task to be completed and shelved. It is a process that, once understood, should be integrated into all aspects of your organization's management.

Another great definition is printed below. “Active” means it is not a one-time thing. Risk management at its best becomes a part of your every-day decision-making.

Toxic Worry vs. Adaptive Worry

Risk management helps deal with uncertainty. It helps dig and find out the risks you are facing and this information helps to reduce uncertainty and move towards a risk plan. Risk management cannot eliminate (negative) risk, but it can help greatly in managing it.

- Good risk management does not create TOXIC WORRY which is worry that paralyzes you, worry that goes off when it doesn’t need to.
- Good risk management DOES create ADAPTIVE WORRY which is like a good fire detector alarm that goes off when it needs to. Adaptive worry is an ally.

Obstacles to Starting Risk Management

At first glance, it doesn’t seem fair to load another burden (learn and practice risk management) on nonprofit leaders when they are already working so hard, often without remuneration. But it is crucial that nonprofits understand the *very real* benefits of creating an effective risk management plan.

Nonprofit leaders need to really believe in the benefit of risk management if it is ever to be successful, especially in the long-term as risk management ideas and written policies can take some time to blanket an organization's key risks.

Averaging recent studies, only about 40% of Canadian nonprofit organizations engage in risk reduction activities. And even these 40% have a long way to go in creating and communicating written plans for all of their key risks.

What is keeping most nonprofits from starting? Here are our top 4 obstacles to risk management. Like the Dave Letterman show, let's start with the last one and build from there.

Obstacle #4: "We don't have the skill or knowledge to do this, and we can't afford help"

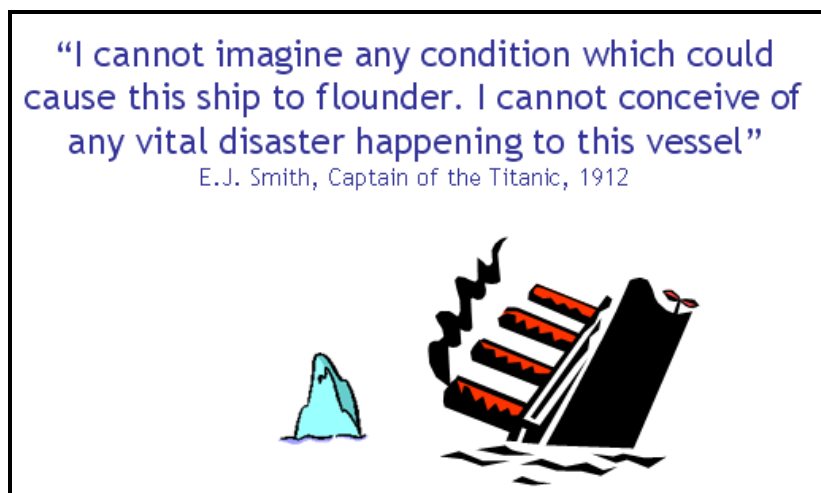
This is an easy fix. You are going to leave here today with the knowledge and resources you need to start or continue successfully. Our Centre is here to help going forward by email or phone (free of charge thanks to the Ontario Ministry of Citizenship and Immigration).

Obstacle #3: "We're fine"

This barrier is decreasing in the face of better communication about the risks nonprofits face and the need to attract board members and staff, who are becoming increasingly more aware of their personal liability. However, it is still the largest barrier for tens of thousands of small and medium nonprofits across Ontario.

Here are examples of the kinds of statements that prevent nonprofits from doing the work of risk management:

- "We're too busy to think about risk management."
- "We're a very small organization. Nobody would ever sue us."
- "Our volunteers have been with us for years. They would never get into trouble!"
- "We've been doing this for 27 years and nothing really bad has occurred yet."
- "We have insurance so we're fine."



There are many problems with these types of statements. One of them is simply that this they create an environment that is ripe for crisis-driven decision-making.

The fact is that accidents happen and misunderstandings occur. Hidden behaviours and dangers are a part of human existence. The failure to recognize this needlessly exposes nonprofit organizations to loss.

Nonprofits need to start by acknowledging that risks exist. They are **not** safe little cocoons. Not-for-profit does not mean not-as-risky!

Obstacle #2: “That’s what we have insurance for”

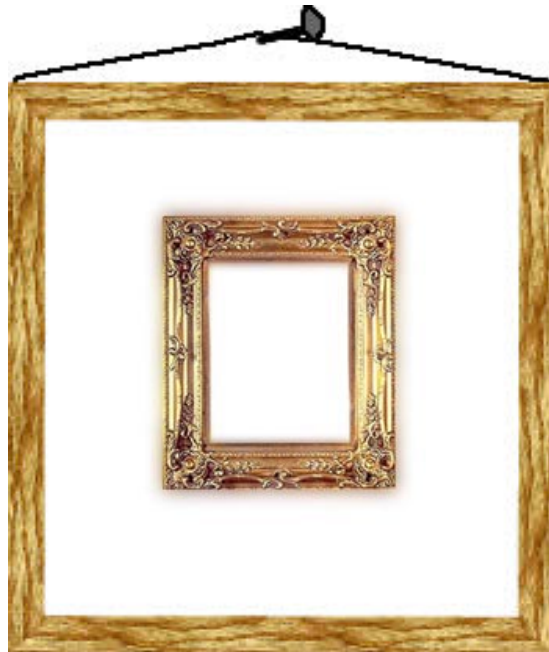
Insurance ALONE will never be able to PREVENT losses (or “bad things” in general) from happening. It’s there after the fact.

Risk management, however, *can* prevent a claim from happening in the first place. Any organization that focuses on insurance alone as their risk management plan is missing the big picture. Insurance is the important small picture. Risk management is the big picture.

Risk management goes far beyond just paying for property damage or injuries. It is a commitment to do the hard work to try and prevent the damage or harm in the first place.

Risk management also addresses many risks that are not insurable, including keeping your organization’s name in good standing with the public, your funders and, if you are a registered charity, the Canada Revenue Agency.

Bottom line: Insurance is an important but small part of risk management. Insurance is the small picture; risk management is the big picture.



Obstacle #1: “We don’t have the time or resources”

Nonprofit leaders have more obstacles to overcome to implement risk management than for-profit leaders. They have limited resources. They are busy. Their time is stretched between all kinds of competing priorities and their most important job is to deliver on their mission.

The answer to this is to see the value of risk management. If the value is clearly seen, then you will somehow find a way to start the process.

At the Insurance & Liability Resource Centre for Nonprofits, we believe that every nonprofit organization, no matter how small or large, whether it runs one event a year or several events a day, whether it has one staff member or a thousand, **should have as its first priority to protect its people**. No matter how wonderful the mission of an organization, if it does not protect its people, it cannot fulfill its mission.

The Benefits of Risk Management: 14 Motivators

One of the biggest challenges to effective risk management in a nonprofit is buy-in from the board and senior staff (e.g., executive director) due to the roadblocks mentioned above.

The most effective way to break through these roadblocks is to provide a clear list of benefits. Here is our list. We hope it will motivate you as you work to motivate others!

We’ll be spending much of today looking at the common risks facing Canadian nonprofits today. Assuming that various important risks exist that can cause harm or damage to people and the nonprofit itself, what can risk management really accomplish? It will never eliminate all risk, but it can do the following.

1. **Prevent or reduce harm to your people or damage to their property.** For this reason alone, nonprofits have a moral, if not legal, responsibility to manage risk.

Nonprofits often have unstable and inadequate funding. This leads to overworked staff and volunteers, who are more prone to mistake. If this is true in for your nonprofit, then you have extra reason to be motivated to manage your risks.

Risk management reduces the potential for unintentional or unplanned incidents. And if an incident does occur, risk management can reduce its impact.

2. **Prevent or reduce damage to your nonprofits’ reputation and public image.** One negative event, even one in which the nonprofit is innocent of any wrongdoing, can destroy decades of good work. Image is often more important than the truth.

The media has begun to have a greater informal watchdog role.

3. **Help you attract and maintain the confidence of your stakeholders.** This includes board members, volunteers, donors, participants or clients, funders, parent organizations, and the community in which you operate.

Nonprofit organizations need competent, committed board members, volunteers, and staff. Increasingly, such people are aware that their activities on behalf of a nonprofit could leave them open to personal liability. Good risk management practices can help alleviate these fears.

Donors and funders want to invest in nonprofits that are smart about risk. They want to protect their own reputations – and not have their names tied to an organization that attracts negative attention. They also want to protect their hard-earned money – or the public's.

4. **Increase peace of mind.** This happens when a nonprofit organization implements risk management strategies in areas that cause worry or stress to their people (board members, other volunteers, staff, activity participants or clients). Someone (I have not yet found who) said “the greatest leaders deal with their people’s greatest fears.”
5. **Keep regulators happy.** This is especially important for charities. The Canada Revenue Agency and the Public Guardian & Trustee of Ontario have formal supervisory roles.
6. **Reduce the chance of a lawsuit.** Here are some reasons to be concerned about a lawsuit:
 - Canadians are now more likely to sue if they are harmed or experience property damage. People expect a higher level of service and know what course they can take if they have been wronged.
 - Courts are often sympathetic to injured claimants and give them the benefit of the doubt.
 - Organizations and their leaders are held to very high standards of care.
 - Organizations are being held liable for the actions of their employees/volunteers. This principle is called “vicarious liability.”
 - Organizations (yes, even charities and nonprofits) are often perceived as having a lot of assets and/or high insurance policy limits.
7. **Help obtain (or keep) strong insurance coverage at a competitive price.** This is especially true during insurance “hard markets” when nonprofits without clear risk management strategies may find it difficult to find or keep coverage. It stands to reason that insurers are more likely to renew policies and provide strong coverage during hard markets for nonprofits that are deliberate about managing their risks.

Although it is difficult to find data to back up this statement, the April 30, 2007 *Progress Report of the Atlantic Task Force on Insurance Availability and Affordability* noted that in the last year almost 40% of insurers in the four Atlantic provinces had provided more favourable policy terms for nonprofits that implemented risk management plans.

The complaint from insurers is that the nonprofit sector often does not take risk management seriously. We have to change this reputation!

8. **Assist in clearly defining insurance needs,** especially as needs and activities change. The ongoing risk management process helps organizations keep their risks front and centre and forces them to think about what would happen if a loss occurred.

- 9. Save nonprofit resources.** Time, assets, income, property and people are all valuable resources that can be saved if fewer and less severe losses occur. Mopping up after a loss can be, and often is, a lot of work.
- 10. Lessen chance of disruptive investigation.** By preventing a claim in the first place, nonprofit organizations are not disrupted by insurance or police investigations or attorney interviews, and donors and volunteers will continue to believe that scarce resources are put to good use. Nonprofits that have been through this talk about how difficult those days were.
- 11. Inform decision-making.** Risk management provides a clear and structured approach to identifying risks. Having a clear understanding of key risks allows an organization to measure and prioritize them and take the appropriate action to reduce losses and look for ways to move forward.
- 12. Reduce uncertainty.** Knowing what might happen increases the stability of the nonprofit and the confidence of its decision-makers. Reduced psychological uncertainty among leaders makes them more confident in moving forward. Having a risk plan means simply that the nonprofit is far less in danger of shutting its doors or closing down an important activity because of a surprise loss.
- 13. Risk management may be a valid defence in a lawsuit.** See box on next page.
- 14. Risk management may be a valid defence in a lawsuit EVEN if your volunteer or employee did NOT follow your policy.** Risk management policies that are regularly adhered to may even assist in a situation where staff or volunteers don't follow the policy and cause harm or damage. See box on next page.

Slip and Fall Lawsuit Against Ontario Grocery Store

The August 2007 edition of *Canadian Underwriter* includes an article entitled “Careful not to slip.” The article notes that a recent Ontario Court of Appeal ruling suggests that an established risk management practice, *even if it is not perfectly followed*, can help protect against litigation related to slip-and-fall injuries.

An 80-year old customer had slipped on a grape in a Zehrs grocery store in Barrie, breaking her ankle in three places and straining her knee. Loblaw's (which owns Zehrs) denied liability on the basis that it had taken reasonable steps to see that its customers were reasonably safe on store premises. They also argued that the customer had pre-existing and deteriorating medical conditions and events.

Working against them were two facts: (1) the store did not have its regular floor mat in front of the grape display the day of the accident; and (2) the store manager had not reviewed the store's floor care policy manual.

The Court of Appeal ruled in favour of Loblaw's, upholding the original ruling. It gave three reasons for its decision: **1)** there was evidence that Zehrs had a detailed floor maintenance program in place; **2)** there was evidence that Zehrs' produce employees regularly checked the floors and removed any fallen items; **3)** there was no evidence that accidents from fallen grapes were a recurring issue at this store or that employees took their maintenance and inspection duties casually.

The lawyer, David Lauder, observed that although documentation is the best way to show that steps were taken to minimize risk, the Court of Appeal made it clear the verbal testimony of employees can also be used as evidence. Grocery stores aren't guarantors of people's safety, Mr. Lauder stated. Their obligation is to take reasonable steps to make sure that people are reasonably safe. He calls this “the double reasonableness standard.”

“The standard of care that most jurors expect when they apply their common sense is “far from perfection,” said another lawyer Todd McCarthy. “What is important . . . is to show the jury a system, if not a perfect system, a system that is carried out and that demonstrates reasonable care. Perhaps not perfect care, but reasonable care.”

Although we cannot assume that this slip-and-fall lawsuit is a perfect example for how a court would look at any liability case, it certainly gives an excellent example of the value of a risk management plan, even one that isn't followed perfectly!

What is your “slippery grape”?

The “slippery grape” (customers falling on slippery floors) is one of the biggest risks faced by grocery stores. They certainly face other risks, but slip and falls have been determined to be their most significant risk. In response, they engage in significant risk management in this area.

Two factors – frequency and severity – help determine how risky each of your risks are:

1. **Frequency:** Is there a good chance of this risk happening?
2. **Severity:** Is there a good chance of having severe consequences for people (client falling), reputation and income (because of lawsuit)?

Question: What is your nonprofit’s “slippery grape”? Is it board issues, volunteer management, transportation, special events, alcohol, partnerships with other nonprofits, vulnerable clients?

That’s where we’re going next: risks that are common to many nonprofits. We’ll look at the risks and a few SmartTips we believe will assist you in meeting these successfully.



Assessing Not-for-profit Boards: Governance Structures and Practices in Canada

Tell them, train them, teach them – you’ll have a better board.

Wednesday, October 7, 2009 – Toronto, ON: - Clear board policies and mandates, formal orientation processes and ongoing director training separate high performance not-for-profit boards from others according to a new survey commissioned by Canadian Fundraising & Philanthropy and Altruvest Charitable Services and conducted by Innovative Research Group.

The survey study, entitled *Assessing Not-for-profit Boards: Governance Structures and Practices*, reveals that not-for-profit organizations that invest in orientation programs for new board members, ongoing director training and documented board policies and mandates are perceived as better organizations overall, have more effective boards and better quality individual board members.

However, among Canadian not-for-profit organizations:

- 7-in-10 (72%) have board manuals available for their board members, though only 43% of these respondents say their board manuals are comprehensive;
- two thirds (68%) have clear mandates for their boards; and
- two thirds (66%) have an orientation program in place for new directors; but
- only a quarter (25%) provide directors with some form of ongoing board training.

“The results of this study remind us that some of the most powerful means of equipping not-for-profit directors to effectively do their jobs as a board member are the most basic: clear mandates, director orientation and ongoing education” said Janet Gadeski, Editor of the Canadian Fundraising & Philanthropy newsletter. “But few not-for-profit boards achieve consistent excellence. The pressure on nonprofits to spend every contributed dollar on mission deters both CEOs and directors from spending any money on organizational capacity-building, including board support. In the minds of the media and the public, and according to Canada Revenue Agency regulations, money spent on board improvement is not a legitimate charitable expense.”

... analysis continues on Page 3

About This Survey

The survey was conducted for **Canadian Fundraising & Philanthropy** (www.CanadianFundRaiser.com), which provides timely information to nonprofit leaders on news, trends and analysis in the fields of fundraising and nonprofit management and **Altruvest Charitable Services** (www.altruvest.org), the only charitable group in Canada dedicated to providing charities with the governance skills and volunteer leadership that will help them become more efficient, effective and accountable.

This study was conducted among 696 Directors, Executive Director/CEOs and staff of Canadian not-for-profit organizations using an on-line survey. A broad range of sectors were represented, including Arts & Culture, Education, Health Research and Support, Hospital Foundations, Religion and Social Services. The size of participating organizations, measured by fundraising revenue, varied from “micro” (less than \$100,000; at 30%), “small” (less than \$1 million; at 38%), “medium” (less than \$5 million; at 19%), to “large” (more than \$5 million; at 13%).

A sample of this size would have an estimated margin of error of ± 3.7 percentage points, 19 times out of 20. The margin of error will be larger within each sub-grouping of the survey population.

The survey was conducted by **Innovative Research Group**, Inc. (www.innovativeresearch.ca), a national public opinion research firm, between July 10th and July 31st 2009.

This release contains a summary of the detailed findings (pages 3 to 6).

Attribution

In the first instance of mentioning the poll results should be identified as a “*new survey commissioned by Canadian Fundraising & Philanthropy and Altruvest and conducted by Innovative Research Group*”

All subsequent mentions can use the convention “*the INNOVATIVE poll*”.

Copies of the full report can be obtained through the Canadian Fundraising & Philanthropy website at “www.assessingnfpbds.com”.

For more information, or to schedule an interview, please contact:

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DETAILED FINDINGS

To what degree do practices and board structure influence key performance measure?

Respondents to the survey (696 not-for-profit decision-makers) were asked to give their opinion on a variety of organizational performance measures. Responses to performance measures were indexed to create a single score bound between 0% and 100% used to rank not-for-profits. These indexes included:

- high performance not-for-profit organization index
- effective board index
- effective director index

Performance measured used to create the “**high performance not-for-profit organization index**” consisted of the following statements:

- My organization has a three-to-five year plan or set of clear long range goals and priorities.
- My organization has a detailed one-year plan for operations.
- My organization maximizes its revenue generation capacity through fundraising.
- My organization ensures accountability and stewardship for all benefactors.
- My organization’s accomplishments and challenges are communicated to members and stakeholders effectively.
- My organization uses its financial and human resources prudently and effectively.
- My organization is fiscally responsible.
- My organization makes clear and conscious decisions.
- My organization has a positive image within the community.
- My organization has a detailed risk management plan.

A 0% index rating represents a scenario where respondents would have answered “strongly disagree” to every statement. On the other hand, a 100% index rating represents a scenario where all respondents would have answered “strongly agree” to every statement.

Performance measured used to create the “**effective board index**” consisted of the following statements:

- Most Board Members seem to come to meetings prepared.
- My Board Members receive written operations reports to the Board in advance of our meetings.
- All Board Members participate in important Board discussions.
- My Board Members do a good job encouraging and dealing with different points of view.
- The Board has planned and led the orientation process for new Board Members.
- The Board has taken responsibility for recruiting new Board Members.
- All of our Board Members financially support my organization.
- The Board conforms to its by-laws in areas such as positions on the Board, quorum at meetings, or remuneration of directors.

Performance measured used to create the “**effective director index**” were asked only of board members who responded to this survey and consisted of the following statements:

- I am aware of what is expected of me as a Board Member.
- I have a good record of meeting attendance.
- I read the minutes, reports and other materials in advance of our Board meetings.
- I am familiar with what is in the organization’s by-laws and governing policies.

- I frequently encourage other Board Members to express their opinions at Board meetings.
- I follow through on things I have said I would do.
- I maintain the confidentiality of all Board decisions.
- I stay informed about issues relevant to our mission and bring information to the attention of the Board.
- I voluntarily make a personal annual donation commensurate with my ability to do so.
- I understand that fundraising is part of my role as a Board Member.

Hospital foundations and large charities (fundraising revenues over \$5 million in 2008) scored highest on these performance measures. Those qualities include a commitment to orientation and ongoing training, a complete board manual, a high retention rate and directors' and officers' liability insurance. Education and micro charities (fundraising revenues under \$100,000 in 2008) ranked the lowest – but the difference between the scores was only marginal in most cases.

Using multivariate analysis, this study also isolates the key drivers that help determine what makes high-performance not-for-profit organization, boards, and individual board members.

In the analysis, orientation programs for new board members, ongoing director training and have documented board policies and clear mandates are described by the most powerful factor, *Formal Board Structure & Procedures*.

Characteristics of a high performance not-for-profit organization:

- **Formal Board Structure & Procedures** – respondents who say their organization has a formal structure are more likely to believe they work at a high performance organizations
- **Board Manual** – the more comprehensive a Board manual, the more likely respondents are to believe their not-for-profit is a high performance organization
- **Organizational Size** – respondents from larger organizations are more likely to believe their not-for-profit is a high performer than respondents from smaller organizations
- **Educational Not-for-profits** – respondents from educational-based organizations are less likely than other types of not-for-profits to be consider their not-for-profit a higher performing organization
- **Insurance** – respondents from organizations that have directors and officers liability insurance are more likely to believe their not-for-profit is a high performance organization

Characteristics of an effective board:

- **Formal Board Structure & Procedures** – respondents who say their organization has a formal structure are more likely to believe they have effective Board
- **Board Manual** – the more comprehensive a Board manual, the more likely respondents are to believe their board is effective
- **Executive Directors** – CEOs/EDs of organizations are less likely than other staff to believe their Board effectively conducts itself
- **Length of time it takes Board Members to become fully engaged** – longer it takes Board Members to become fully engaged, the less likely respondents are to believe their Board effectively conducts itself
- **Insurance** – respondents from organizations that have directors and officers liability insurance are more likely to believe their board is effective
- **Region** – Quebec-based respondents are more likely than respondents in other regions of the country to believe their Boards effectively conduct themselves

- **Length of time at organization** – the longer a Board Member serves an organization (in one capacity or another), the more likely respondents are to believe their Board effectively conducts itself
- **Organizational Size** – respondents from larger organizations are more likely to believe their board effectively conducts itself.

Characteristics of an effective director:

- **Formal Board Structure & Procedures** – board members who say their organization has a formal structure are more likely to rank themselves as an effective director
- **Length of time it takes directors to become fully engaged** – longer it takes a director to become engaged with their not-for-profit, the less likely they are to score themselves as an effective director
- **Length of time at organization** – the longer a director serves an organization, the more likely they are to score themselves as an effective director
- **Executive Directors** – although this finding isn't as robust as other findings in this study, the data suggests that Executive Directors / CEOs who sit on their not-for-profit's board are less likely to score themselves as an effective director

“All of these findings have one thing in common: not-for-profit organizations with formal board structures and procedures are better organizations, have better boards and benefit from higher performance by individual board members” said Gadeski. “Aside from regional and sectoral differences, we can see that key performance measures are largely influenced by basic investments in formal policies, procedures and continued training at the board level.”

So what doesn't matter?

Some of the practices and board structures that do not influence key performance measures include:

- Number of directors on a board;
- Frequency of board meetings;
- Length of board terms;
- Number of board term renewals; and
- Maturity stage of an organization

Convergence with the For-Profit Governance Structures

“While significant differences exist between the not-for-profit and for-profit sectors, the findings in this study suggest a convergence in perspectives as to what constitutes appropriate governance” said Dr. David Anderson, Chair of Altruvest Charitable Services who works with boards in both the for-profit and not-for-profit sector.

“The big players in the not-for-profit sector are only slightly better than small charities at making their board members successful. That's good news! It means board effectiveness is more about intention and follow-through than size or money” said Anderson.

“Not-for-profit organizations have the ability to influence the outcomes of board effectiveness through investment in areas such as robust orientation programs, training and role clarity through mandates and practical board manuals” added Anderson. “Above all, this study should help decision-makers at not-for-profit organizations in answering key performance-related questions and may provide justification for the enhancement of board programs and policies over time.”

Recession still holds a grip on ability for sector to solicit funds

In addition to asking questions about governance, this study also asked respondents to provide an economic outlook for the sector.

- A third (34%) of not-for-profit organizations are expecting a decrease in financial contributions this year across all sources (e.g., individuals, corporations, foundations, government) while 37% expect contributions to remain constant and 29% expect to receive an increase in contributions.
- This is a slight improvement in the economic outlook from January 2009 where 40% of respondents to a similar not-for-profit sector survey conducted by INNOVATIVE expected financial contributions to decrease; 31% expected contributions to stay about the same; and 26% expected to increase contributions.

“Although these findings reveal there has been a slight improvement in terms of the not-for-profit sector’s ability to solicit funds, it is certainly a far cry from the near double digit growth rate that some not-for-profit sectors experienced in fundraising revenues between 2001 and 2007” said Jason Lockhart, a Senior Consultant at Innovative Research Group, who tracks the annual financial performance of charities across Canada using tax filing data. “With only 29% of not-for-profit organizations expecting an increase in total contributions this year, it will likely be a while before we see a return to the growth rates we saw in fundraising revenues over the previous few years.”

According to Lockhart, between 2001 and 2007, the average Canadian charity reported an annual fundraising revenue growth rate of 6.6%. Social services on the other hand, experienced the largest growth over the same period with an annual growth rate of 9.9%.