



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 – October 23, 2017

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

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

6:45 Optional Light Supper

7:00

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

7:05

7. Minutes of the September 25 Board Meeting (*attached*): to be accepted

7:25

8. Finance
 - 8.1. Year-to-date Statistics (*attached*): for information
 - 8.2. Year-to-date Financial Report (*attached*): for information
 - 8.3. Child and Family Centers Budget Submission (*to follow*): to be endorsed

7:40

9. Membership, Nominations and Outreach Committee report (*MNO notes of Oct. 10 attached*): for information and action
 - 9.1. Board Membership Payments
 - 9.2. Family Dance Budget (*attached*): to be endorsed

7:55

10. Directors' Concerns
11. Adjournment



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Board of Management Meeting AGENDA -- Monday, October 23, 2017

8:00

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of the September 25 Board of Management Meeting (*attached*): to be accepted

8:05

- D. Governance Review
 - D.1. Updated Notes (*attached*): for information
 - D.2. Update of Strategic Plan (*attached*): for discussion and to be endorsed
 - D.3. Draft Response (*attached*): for discussion/amendment and to be endorsed
 - D.4. AOCC Comparison (*attached*): for information

8:45

- E. Executive Director's Report (*attached*): to be accepted
 - E.1. Revisions to Complaint Procedure (*attached*)

8:55

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

8:59

- G. Adjournment

Next Meetings and Events

Punkin-Grove: Wednesday, November 1

Board meeting: Monday, November 20

Pasta Fest: Saturday, November 25



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Minutes of the Board of Directors Meeting September 25, 2017

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

Present: Pierre Bois, Jessica Dolmer, Vai Teng Law, Ann McKechnie (Chair), Jean Lim-O'Brien, Andre Riolo.

Regrets: Natasha Graham, Councillor McMahan, Jim Valentine.

Staff: Janina DeGuzman, Susan Fletcher, May Seto (Recorder).

1. Call to Order/Adoption of Agenda/Introductions

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

2. Welcome

3. Declaration of Conflicts of Interest

None were declared.

4. Timekeeper – Vai Teng

5. Volunteer Hours – hours were recorded.

6. Donation Envelope

The donation envelope circulated.

7. Program Presentation – Janina provided an overview of the CTT (Connecting Through Technology) Project.

8. Minutes of the June 26 Board of Directors Meeting

MOTION (Riolo/Lim-O'Brien)

To accept the minutes of June 26, 2017.

Carried

9. Finance

9.1. 2017 YTD Annual Statistics

Susan provided an overview.

9.2. YTD Financial Report

Susan provided an overview.

MOTION (Dolmer/Law)

To accept the YTD Financial Report.

Carried

Board of Directors Minutes

September 25, 2017

2

9.3. AODA Estimates

Susan provided information and reviewed the AODA estimates.

9.4. Revised Program Budgets for 2017

Susan provided an overview and answered questions.

MOTION (Lim-O'Brien/McKechnie)
To accept the revised program budgets.
Carried

9.5. CTT Proposal

Board members reviewed the proposal.

MOTION (Lim-O'Brien/Bois)
To endorse the CTT program using Seniors' funding with a review in February 2018.
Carried

10. Membership, Nominations and Outreach Committee.

Pierre presented the report.

MOTION (Bois/Law)
To accept the MNO Report.
Carried

11. Directors' Concerns

12. Adjournment

The meeting was adjourned on a motion by Vai Teng Law, seconded by Jessica Dolmer.

Chair

Secretary

Applegrove Statistics			2017 Printed October 12, 2017									
Cumulative different people		January	February	March	April	May	June	July	August	September		
Applegrove Parent/Child Drop-in												
Children	533	618	612	697	470	525	583	447	590	428		
Parents	481	163	189	185	156	143	134	161	209	190		
Caregivers		252	245	321	211	238	235	137	170	134		
Subtotal		1,033	1,046	1,203	837	906	952	745	969	752		
The Applegrove Connection (previously Edgewood)												
Children	64	121	118	164	159	211	152				0	
Parents	56	26	16	17	23	22	17				0	
Caregivers		54	57	78	73	92	60				0	
Subtotal		201	191	259	255	325	229	0	0	0		
Helping Our Babies Grow												
Infants and Children	26	47	23	46	51	51	29	37	0	0		
Moms	64	46	29	55	49	56	44	49	0	0		
Subtotal		93	52	101	100	107	73	86	0	0		
Therapeutic Play												
Children	6	4	12	12	3	14	11	0	0	0		
Adults	9	4	11	10	3	14	11	0	0	0		
Subtotal		8	23	22	6	28	22	0	0	0		
Children and Youth												
Camp	37	81		159				1,086	1,010			
After 4, PA,	70	953	923	971	1,032	1,178	1,089			1,090		
After 4 Satellite	10	135	162	182	176	189	0			367		
Leadership	14	0	70	73	80	0	0	162	110	0		
Teen	34	56	62	67	76	62	0			0		
Subtotal		1,720	1,287	1,525	1,444	1,429	1,089	1,248	1,120	1,457		
Adult Programs												
Seniors	194	121	175	273	183	269	197	120	81	143		
Committee/Board ho		35	58	0	60	30	39	0	0	43		
User Groups		0										
Other*		0	213	45	0	0	0	0	0	0		
Subtotal		156	446	318	243	299	236	120	81	186		
Outreach												
# of events	n/a	0	0	0	0	2	3	1	0	1		
Contacts	n/a	0	0	0	0	200	230	75	0	200		
Phone and e-mail		281	343	344	210	411	346	315	268	318		
Total exc outreach	1,588	3,492	3,388	3,772	3,095	3,505	2,947	2,514	2,438	2,713		
Cumulative		3,492	6,880	10,652	13,747	17,252	20,199	22,713	25,151	27,864		
*Other includes Book Club, special events, Annual Meeting, Income Tax Clinic, Board Hours shown in month recorded, n												
2016 Comparison												
Monthly		3,714	3,413	3,713	3,821	3,255	3,161	2,706	2,431	3,114		
Cumulative	2067	3,714	7,127	10,840	14,661	17,916	21,077	23,783	26,214	29,328		

September 30, 2017 YTD Financial Report			Incorporates revised Program Budgets approved at September Board meeting					
			<ul style="list-style-type: none"> • Variance highlighting <ul style="list-style-type: none"> ○ Unfavourable variance of 5-15% = highlight in yellow and this requires an explanatory note ○ Unfavourable variance of 16% and up = highlight in pink and may need additional page ○ Favourable variance of 20% or more = highlight in blue and may need additional page. 					
		YTD Budget	YTD Actual	Difference from budget		Common Issues	Special Notes	
City Funded Administration	Expense	276,187	275,549	-638	0%			
	Income	286,188	286,256	68	0%			
Families with Young Children	HOBG	Expense	21,471	19,357	-2,114	-10%		
		Income	21,262	14,933	-6,329	-30%	\$	Revenue comes at unpredictable intervals.
	PC	Expense	100,704	101,091	387	0%		
		Income	98,439	126,336	27,897	28%	Q	Quarterly revenue received in advance
	AC (formerly EW)	Expense	23,366	22,378	-988	-4%		
		Income	21,347	27,087	5,740	27%	Q	Quarterly revenue received in advance
Therapeutic	Expense	19,089	16,120	-2,969	-16%			
	Income	13,375	13,375	0	0%	ƒ		
Children and Youth	After School including March Break and Holiday Camp	Expense	128,282	120,415	-7,867	-6%		
		Income	154,444	148,593	-5,851	-4%		Note: Fees increased in September. Net revenue generated to date = \$26,000 of \$50,000 target
	Teen	Expense	8,384	5,344	-3,040	-36%		With little income, we trimmed staff hours.
		Income	500	2,500	2,000	400%		New Kiwanis grant received in September
	Summer Camp	Expense	85,400	85,401	1	0%		Revised Expense budget reflects actual experience
		Income	85,939	61,983	-23,956	-28%		Note: significant additional income and some expenses will change the current net loss to a profit of about \$3,000
Leadership	Expense	12,716	12,716	0	0%		Revised Expense budget reflects actual experience	
	Income	11,677	5,575	-6,102	-52%		Lower registration than expected. Income still to come will bring this to near balance.	
Satellite	Expense	32,624	22,742	-9,882	-30%		Very significant underspending on food and other program supplies (charged to after-school)	
	Income	33,086	27,150	-5,936	-18%		Fewer participants than hoped for 2016-17. However nets out to a surplus of about \$4,000 to date. Fees and registration increased in September	
Jr Leaders	Expense		1,477					
	Income		3,075				Year-end = nearly \$1600 surplus	
Seniors	Expense	33,712	38,202	4,490	13%	\$	Additional expenses from Wellness Fair, fiscal year-end spending and Connecting Through Technology (CTT 2017 winter)	
	Income	32,668	38,781	6,113	19%		Additional income from Wellness Fair, CTT, and Special Purpose grant. Small fiscal year-end surplus may have to be returned or be deducted from 2017-18 funding	
Fundraising general program	General programming	Expense	20,782				Program Assistant and relevant expenses. Funded via After-school proceeds	
	Agency fundraising and donations	Revenue	4,315		2,780	Net Proceeds (Revenue - Expense)		Includes income from United Way, individual donations, Family Dance. Expense includes Family Dance; annual Directors and Officers insurance premium @ \$765.
Expense			1,535					
§ = Special April-March financial year		Q = Funding received quarterly		ƒ = Funding received twice annually				

**APPLEGROVE COMMUNITY COMPLEX
BALANCE SHEET
September 30, 2017
ASSETS**

Alterna - Admin Account	30,237.75
Alterna - Program Account	86,473.56
Alterna - Trust Account	404.21
Alterna - Member Shares	153.71
Alterna Term Deposits - Program	134,843.50
Petty Cash Float - Admin	150.00
Petty Cash Floats - Program	2,310.00
Outstanding Transfers Between Accounts	0.00
Accounts Receivable - Admin	0.00
Accounts Receivable - Program	111.78
Long-term Receivable - City of Toronto	276,635.21
City of Toronto - Receivable	6,555.28
HST Receivable - Admin & Program	3,351.73
Prepaid Expenses	5,120.05
	<u>546,346.78</u>

LIABILITIES

Accounts Payable	0.00
Long-term Benefits Payable	140,298.00
Unrealized Actuarial Gain	110,868.00
Income Taxes Payable	9,297.33
CPP Payable	4,950.16
EI Payable	2,384.84
OMERS Payable	8,443.92
WSIB Payable	805.93
Union & COTAPSAI Dues Payable	998.82
EHT Payable	1,603.64
Vacations Accrued - Admin	25,469.21
Vacations Accrued - Program	9,128.41
City of Toronto - Payable	0.00
Advance Repayable to City of Toronto	10,871.22
	<u>325,119.48</u>
Accrued Expenses - Admin	0.00
Deferred Income - Program	990.00
Funds held in trust	0.00
Retained Surplus (Deficit): P/C	0.00
Afterschool	131,649.72
Teen Program	0.00
Seniors Programs	18,635.48
Board/Management	(13,665.31)
Summer Programs	23,667.17
HAIG	0.00
The Applegrove Connection	0.00
HOBG	4,085.21
Over the Rainbow	40,001.88
Current Program Income	474,013.06
Current Program Expenses	(468,857.52)
	<u>5,155.54</u>
Admin:	
Current Admin Funding - City of Toronto	286,189.86
Admin Vacation Payout - Salary & Benefits	0.00
Interest on Admin Account	66.42
Current Admin Expenses	(275,548.67)
Current Admin Surplus/Deficit	10,707.61
	<u>546,346.78</u>

Applegrove Community Complex																														
Year to date Financial Report																														
September 30, 2017																														
	Admin		Program	P/C Drop-in		AG Connection		March Break Ca		HOBG		Therapeutic Play		Summer Camp		Afterschool		AS SAT		JR Leaders		Holiday Camp		Teens Program		Leadership		Seniors		
	Actual	Budget	Total	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	
EXPENSES																														
Salary	197,912	199,424	323,764	73,978	73,192	12,303	12,838	2,580	2,581	4,361	6,261	13,677	14,865	60,107	60,107	85,301	86,317	15,000	19,786	1,061	946	1,720	1,720	4,183	3,920	9,511	9,512	21,275	20,602	
Benefits	55,505	57,840	57,533	22,445	20,988	5,313	5,516	355	354	635	955	1,575	2,094	6,147	6,145	11,463	12,121	2,139	2,392	103	101	208	208	723	768	1,331	1,331	2,052	2,044	
Material & Supplies	7,674	6,692	39,169	2,782	4,424	363	851	142	142	7,800	11,126	26	1,250	10,412	16,668	6,454	12,690	777	6,226	312	843	192	192	438	1,610	393	1,206	8,747	8,175	
Furniture, Equipment Software	1,514	301	4,443	305	398	142	260	0	0	118	0	0	0	0	0	0	500	0	0	0	0	0	0	0	0	0	0	3,877	355	
Purchased Services	12,943	11,930	43,949	1,581	1,703	4,256	3,901	1,104	1,104	6,442	3,129	842	880	8,735	2,480	10,696	10,153	4,827	4,220	0	125	199	199	0	2,086	1,481	667	2,252	2,535	
Total	275,549	276,187	468,858	101,091	100,704	22,378	23,366	4,181	4,181	19,357	21,471	16,120	19,089	85,401	85,400	113,915	121,782	22,742	32,624	1,477	2,015	2,319	2,319	5,344	8,384	12,716	12,716	38,202	33,712	
INCOME																														
Government Funding																														
City of Toronto	286,190	286,188	142,350	111,704	83,778	26,996	20,247	0	0	0	0	0	0	3,650	9,300	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Province of Ontario	0	0	43,368	12,149	12,911	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	31,219	23,813	
Federal Government	0	0	14,933	0	0	0	0	0	0	14,933	20,512	0	0	0	18,306	0	0	0	0	0	0	0	0	0	0	0	6,102	0	0	
Total Government	286,190	286,188	200,651	123,853	96,689	26,996	20,247	0	0	14,933	20,512	0	0	3,650	27,606	0	0	0	0	0	0	0	0	0	0	0	6,102	31,219	23,813	
Non-Government Funding																														
Charitable Organization	0	0	13,684	0	0	0	0	0	0	0	0	13,375	13,375	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Foundation/Corporation	0	0	10,000	0	0	0	0	0	0	0	0	0	0	5,500	5,500	0	0	0	0	0	0	0	0	2,500	0	0	0	2,000	2,000	
Total Non-Government	0	0	23,684	0	0	0	0	0	0	0	0	13,375	13,375	5,500	5,500	0	0	0	0	0	0	0	0	2,500	0	0	0	2,000	2,000	
Donation/Fundraising																														
Charitable Donation-individual	0	0	3,555	502	750	0	350	0	0	0	750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,610	1,650	
Charitable Donation-Business	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	500	0	0	0	0	
Non-charitable Donation-Ind	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Non-charitable Donation-Bus	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fundraising	0	0	4,276	1,982	1,000	91	750	0	0	0	0	0	0	278	278	0	0	0	0	0	0	0	0	0	0	0	0	126	305	
Total Donation/fundraising	0	0	7,831	2,484	1,750	91	1,100	0	0	0	750	0	0	278	278	0	0	0	0	0	0	0	0	0	500	0	0	1,736	1,955	
Others																														
User Fees	0	0	241,149	0	0	0	0	5,270	5,270	0	0	0	0	52,555	52,555	140,493	146,344	27,150	33,086	3,075	3,454	2,830	2,830	0	0	5,575	5,575	3,826	4,900	
Miscel	66	0	697	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
HST Rebate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Others	66	0	241,846	0	0	0	0	5,270	5,270	0	0	0	0	52,555	52,555	140,493	146,344	27,150	33,086	3,075	3,454	2,830	2,830	0	0	5,575	5,575	3,826	4,900	
TOTAL INCOME	286,256	286,188	474,013	126,336	98,439	27,087	21,347	5,270	5,270	14,933	21,262	13,375	13,375	61,983	85,939	140,493	146,344	27,150	33,086	3,075	3,454	2,830	2,830	2,500	500	5,575	11,677	38,781	32,668	
SURPLUS(DEFICIT)	10,708	10,001	5,156	25,245	(2,265)	4,709	(2,019)	1,089	1,089	(4,423)	(209)	(2,745)	(5,714)	(23,418)	539	26,578	24,562	4,408		1,598	1,439	511	511	(2,844)	(7,884)	(7,141)	(1,039)	579	(1,044)	
Board transfer/in-kind support																														
Additional revenue expected														18,306	Canada Summer Jobs												6,102	Canada Summer Jobs		
														8,000	per diem															
														26,306	Additional income expected															
FINAL SURPLUS(DEFICIT)														2,888												(1,039)				



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Membership, Nominations and Outreach Committee Draft Agenda

October 10, 2017 at 6 p.m.

Present: Natasha Graham (Chair), Pierre Bois, Vai Teng Law, Ann McKechnie, Janina de Guzman, May Seto, Susan Fletcher (recorder).

Note: the Membership Benefits chart attached to the agenda was an old version, before we changed the Individual membership to Blossom and the Family to Tree.

1. Next Meeting

Tuesday, November 14 @ 6:15

2. Notes from August meeting

- members noted that Ann was not at the August meeting
- otherwise accepted as circulated by consensus.

3. Plans for Family Dance (see report on 2017 event)

a. Theme: **Magic!**

b. Saturday, Feb. 10, 2018

c. Time: 11 to 1 (as recommended last year)

d. Balloon Artist and Face Painting as 2017

e. Magician – ask Dimmy (PC participant)

f. Bouncy

- considered prices, sizes, revenue, and value to draw guests.
- agreed on the 12'x12'x14' (small) castle with a capacity for up to 7 children
- will look for sponsors for the approximately \$250 cost

g. Food

- as last year: hot dogs, popcorn, donated cupcakes
- maybe some “magic treats”

h. Music/DJ/MC/Sound System

- Mercedes and Ian have provided the sound system and acted as DJ/MC
- if they cannot participate, we may need to rent equipment. Pierre can pick up and deliver to Long and McQuade
- alternatively, Pierre can bring his equipment and we may be able to access the school's equipment.

i. Photos – Vai will follow up with her sister Vai Yu

j. Promotion

- will need a new poster, preferably in Publisher
- Pierre offered to help with designing it

4. Membership Data

- email is not yet integrated with Sumac, so the 1400 e-mails sent in the September campaign went via Outlook in batches of about 30



- about 200 bounce-backs (about 14%), some of which were due to spelling errors such as hotmail.ca instead of hotmail.com
- going forward, when staff accept membership forms, they should check that the information is reasonable and legible
- in addition, we sent about 1,000 packages via regular mail, which was more than Susan expected.
- we know that there were some duplicates; grouping into families within Sumac will help but it is a manual and time-consuming process.
- Janina will work with program staff to de-duplicate and correct errors.

5. Membership info according to Canada Revenue Agency

Membership programs

104. Some charities are membership-based. The CRA considers membership programs to be fundraising if membership is associated with material benefits beyond being eligible to vote at a general meeting and/or receive a newsletter.

105. Membership programs that require a donation to join, or where there is extensive use of donation incentives or premiums to promote joining as a member, are fundraising.

This will mean tracking and reporting expenses and revenues as fundraising. Mailings that are **only** for membership recruitment will have to be charged to membership fundraising.

- Susan noted that
 - Applegrove previously charged all mailings to Admin
 - we are already over budget (Admin) for postage
 - the proposed December mailing will be solely about membership so probably should be charged to membership.
- members agreed that the December notice of upcoming membership changes will go on the website and via e-mail, but not be mailed out.
- attached updated timeline incorporates changes.

6. Membership Development

- a. Complication 1: credit card fees
 - Applegrove will not save as much on credit card fees as anticipated, i.e., about ¼ less per transaction, not the ½ that was originally promised.
 - staff are considering discounts for cash, implemented as higher fees to use credit cards
 - the committee recommended either credit card fees or membership discounts, but not both
- b. Complication 2: membership cards
 - as the Family Resource Program transformation proceeds, Susan thinks it is likely that there will be membership cards for participants. (to allow Children's Services and the Ministry of Education to know how many different individuals use the programs)
 - it would complicate PC and AC participants' lives to have to bring 2 cards, one for the Ontario Early Years Child and Family Center (CFC) and one for Applegrove membership.
 - providing a 2-pocket phone wallet as a membership benefits would help.
 - the example would cost about \$400 for 200 including set-up fee.



- c. Specific benefits and timing within programs
 - o began the discussion of possible program specific benefits
 - i. Seniors
 - most seniors will be Blossoms and Buds (single and dual members) but some will be in families
 - discount on activity cards; planning to increase the price to \$25 per card so paid members will be able to maintain the current price of \$20 per card (20% discount).
 - advance registration for some popular trips or events, such as last year's Niagara trip.
 - ii. Camp and Leadership
 - for the past few years, we have offered advance registration to current after-school families because we know they count on out-of-school supervision for their children.
 - if advance registration will be a membership benefit, implement for the 2019 camp because 2018 registration will probably start before the AGM.
 - ensure that after-school participants continue to receive advance registration by building it into the first month of after-school fees
 - post-meeting thought: we had previously suggested a membership benefit allowing the early registration discount all season, as long as at least one week was booked before the deadline. Should we try it for 2018 camp?
 - iii. After-school
(see camp)
 - iv. PC-AC
 - the new rules for CFC will not allow charging any fees; currently, we charge a small fee for trips – Applegrove budgets for the bus cost and participants pay the admission or participation fee for the Science Centre, apple picking, maple syrup bush, etc.
 - without fees, the program will probably not offer trips, meaning advance registration or a discount are not possible benefits.
 - could offer calendars by e-mail as a benefit. We would continue to put them on the website and print hard copies for the program so calendars would continue to be accessible to everyone
 - v. Teen
 - no benefits possible except maybe e-mailing calendars
 - post-meeting thought: what about texting (from the CY phone) program reminders, updates and events?
 - vi. Special programs including CTT and Junior Leaders
 - deferred
- d. General Benefits
 - o access to special prize draws
 - via our Kids Up Front membership
 - paid members would be eligible for emails about free tickets

- message would be something like “tickets available for [date 1]. Respond by [date 2]. First come, first served. Only those who have not received tickets within the last 3 months are eligible.”
 - after staff count how many Applegrove lunch bag, water bottles and back packs we have, the first ## to pay membership will get their choice of swag (one item per person on their form) while quantities last.
 - post-meeting idea: for Pasta Fest 2018, the Early Bird pricing only for members
- e. Issues identified
- administering Camp and After-school benefits will be the biggest challenge
 - families with separated parents: are they one family or two? especially when they share children’s custody.
 - Susan recommended that:
 - if one parent pays for a family membership, the children listed on the form are members throughout the year, regardless of whether the other parent has a family membership or whether the children are living with the parent who paid.
 - the paying parent is a member; the non-paying parent does not get membership benefits.
 - the children receive membership benefits even when they come with the non-paying parent
 - blended families with parents, step-parents, step-siblings, etc.
- f. Review current membership form (attached) and suggest new form
- probably we will continue to use a version of the current form for “seed” members, and add a page for paid membership

7. Actions / Next Steps / Priorities

- a. Mobile sign to advertise Pasta Fest and/or Punkin-Grove?
 - we did this last year
 - 30 days maximum, about \$150
 - members approved proceeding.
- b. Board members
 - would like all board members to take relevant Blossom, Bud, Tree or Orchard membership by Pasta Fest

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

- a. Wednesday, November 1: Punkin-Grove, Ashbridge Estate, 5:30-8 pm
 - continuing to work on compost option and hot dogs
 - poster updated and will send to seniors and e-mail members with Pasta Fest poster
- b. Saturday, November 25: Pasta Fest @ Baron Byng Theme; *Twas a month before Christmas*
 - tickets printed
 - donation letters sent after Labour Day
- c. Date in early December to be determined: Rhoden School winter craft sale. Last year’s event made back more than the table cost, but was seen as an outreach activity, not revenue generation.

d. Saturday Feb. 10 , 2018: Family Dance

9. Report on Prior Outreach and Events

a. Beaches Festival, Sept. 16

- good location and visibility with bouncy
- not really a family event
- we made back the cost of the bouncy and a little more.

b. Greenwood Farmers Market

- weather, program/office coverage due to staff illness, and database issues prevented as much attendance as we would prefer
- last day is Oct. 11

10. Next Meeting

Tuesday, November 14 @ 6:15

Targets and Timeline

Membership Level Targets		Totals	Rate	Yearly Total
Free	Seed	1,000		
Individual	Blossom	40	\$10	\$400
Dual	Buds	10	\$16	\$160
Family	Tree	145	\$20	\$2,900
Donor + (Board, Sr. Staff)	Orchard	22	\$120	\$2,640
		1,217		\$6,100

AG Paid User Breakdown	Assumptions		
57 Families In Afterschool	All Families pay minimum \$20 annual fee. Can be rolled in to first registration. 10 families would opt for Donor + level.		
18 Families in Satellite afterschool			
70 Summer camp families			
4 Junior Leader Families			
6 Leadership families			
140 Seniors (60 use paid programming)	40 would join at Individual; 20 would join at Dual		
12 Board Members + Senior Staff	All willing to pay \$120 or \$10 / month to cover Donor + level		
TIMELINE			
Verbal Notice	Pasta Fest	November 25	
Initial Notice	Mailed Letter-		
	e-mail and website	early December	
Membership Campaign - Phase 1	Pre-AGM Notice	Target January 25	
	proposed constitutional changes	March 2	
AGM	Presentation	March 25	
Implementation of Benefits	Post-AGM Notice	March - June	
Considerations to achieve timeline:			
Membership levels built into SUMAC by Fall 2017			
All current constituents added to \$0 / AppleSeed level by end of 2017			

Updated Benefit Table

"TOGETHER, BUILDING OUR COMMUNITY"	APPLE				
	Seed	Blossom	Buds	Tree	Orchard
Applegrove Community Complex is a multi-service community organization in southeast Riverdale in Toronto. We are a neighbourhood partnership fostering community through social and informative programs for individuals and families.					
Standard Rate (Annual Fee)	\$0	\$10	\$16	\$20	\$120
MEMBERSHIP BENEFITS					
Receive Applegrove print and electronic newsletter					
Receive Applegrove calendar of programs and events					
Access Applegrove free / community programming					
Participate in Applegrove committees					
Voting privilege at the Annual General Meeting**					
Access Applegrove paid programming					
Save on paid event tickets					
Save on activity cards					
Access program and event pre-sales					
Extend benefits to a second Adult					
Extend benefits to a second Adult, all Youth living in the same household + one Caregiver					
Save on camps and after-school programs					
Extend early bird pricing for full programming season*					
Receive a charitable tax receipt for \$100					
Receive acknowledgement in Newsletter, Annual Report, and on our website					
Receive invitation to annual donor event					
Fine Print					
Memberships valid for one year					
Memberships are non-transferable					
Membership fees and benefits are subject to change					
Family-level Membership covers up to two Adults and unlimited Youth living in the same household + 1 Caregiver					
Outside of the Caregiver, Family-level Membership limited to one household					
Dual-level Membership can extend to two households					
Dual-level Member names cannot change within year of membership					
Adult: 18 years of age and over					
Youth: 17 years of age and under					
Caregiver: Any one adult over the age of 18. Benefits cannot be transferred to other households					
Membership fees cover programme registration subsidies. Any unused amount will be deferred to the next fiscal year					
The Executive Director and / or the Board may waive membership fees for special cases					
*Must have registered for at least 1 week of camp during the early bird pre-sale					
**Voting on nominations to the Board restricted to members living in the catchment area.					



Applegrove Community Complex Membership form 2017

60 Woodfield Road, Toronto, Ontario, M4L 2W6
416-461-8143 www.ApplegroveCC.ca



Applegrove is “a neighbourhood partnership fostering community through social and informative programs for individuals and families.”
Completing this form means you agree with this mission.

 New Member

 Update

 Please Remove Me

Today's Date

Month

Day

Year 2017

Please complete a member page for all adult members; for any information that is the same as Adult 1, just put “See Adult 1”

Adult 1

Person who completes the form and receives mail

AG Membership #
Surname:
Given Name:
Street:
Apt. #:
City:
Postal Code:
Phone

Day:

-

-

Night:

-

-

Cell:

-

-

Date of Birth:

Month

Day

Year

(members must be 18 or older to vote at Applegrove's Annual Meeting)

Languages Spoken:
 Female

 Male

 Other

Email Address:

Please check all programs that you currently attend and what programs you would like to receive electronic calendars (email). Hard copy only available by mail for Older Adults program

Current programs
Email Calendar
Current Programs
Email Calendar
 Parent Child Drop in

 Summer Camp

 The Applegrove Connection

 Summer Leadership

 Afterschool Program

 Helping Our Babies Grow

 Satellite Afterschool

 Over The Rainbow

 Junior Leaders

 Teen

 Older Adults

 Or Mail older adult monthly calendar

Other Information

How would you prefer to receive our Newsletter? (Currently twice a year)

 Mail E-Mail I would Prefer not to receive a newsletter

Would you like to receive Applegrove Publicity materials by e-mail such as flyers for the family dance?

 Yes No

 Photo Consent: I give permission for staff to take photos of me to be used in printed and electronic Applegrove materials which may be distributed widely. Yes (Please initial) No

The information on this form is collected under the authority of the Community Recreation Centres Act R.S.O. 1990, C. C22, and Chapter 25 of the Municipal Code of the City of Toronto. It will be used by Applegrove staff for fundraising, administration of membership and information about centre activities. Questions about this collection or the use of photos may be directed to Susan Fletcher, Executive Director, Applegrove Community Complex, 60 Woodfield Road, Toronto, M4L 2W6 or phone 416-461-8143.

Thank you for taking the time to complete this form!

Adult 2			AG Membership #		
Surname:			Given Name:		
Street:				Apt. #:	
City:			Postal Code:		
Phone	Day: - -	Night: - -	Cell: - -		
Date of Birth: Month Day Year (members must be 18 or older to vote at Applegrove's Annual Meeting)					
Languages Spoken:			<input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Other		
Email Address:					
Please check all programs that you currently attend and what programs you would like to receive electronic calendars (email). Hard copy available by mail ONLY for Older Adults program					
Current programs		Email Calendar		Current Programs	
<input type="checkbox"/> Parent Child Drop in		<input type="checkbox"/>		<input type="checkbox"/> Summer Camp	
<input type="checkbox"/> The Applegrove Connection		<input type="checkbox"/>		<input type="checkbox"/> Summer Leadership	
<input type="checkbox"/> Afterschool Program		<input type="checkbox"/>		<input type="checkbox"/> Helping Our Babies Grow	
<input type="checkbox"/> Satellite Afterschool		<input type="checkbox"/>		<input type="checkbox"/> Over The Rainbow	
<input type="checkbox"/> Junior Leaders		<input type="checkbox"/>		<input type="checkbox"/> Teen	
<input type="checkbox"/> Older Adults		<input type="checkbox"/> Or <input type="checkbox"/> Mail older adult monthly calendar			

CHILD(REN) Please include all children, even those who may be included in another household

Child 1 Surname:	Given Name:
Birthday:	Gender: <input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Other
Relation to Adult 1:	Languages spoken:
Child 2 Surname:	Given Name:
Birthday:	Gender: <input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Other
Relation to Adult 1:	Languages spoken:
Child 3 Surname:	Given Name:
Birthday:	Gender: <input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Other
Relation to Adult 1:	Languages spoken:
Child 4 Surname:	Given Name:
Birthday:	Gender: <input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Other
Relation to Adult 1:	Languages spoken:

Thank you for taking the time to complete this form!

Family Dance Summary Budget		Break-even estimated @		26	families		
October 2017						Break-even Budget 2018	Actual 2017
Expenses							
Facility							
estimate	5 hours @	\$36	plus fee	\$20		\$200	196
Characters						130	120
Refreshments						\$65	52
Bouncy						\$250	
Facepaint and Balloons						\$125	137
Revenue sharing with company that provided them							
Face paint		153					
Balloons		121					
Total			\$274				
Décor and games						\$50	54
Equipment							
Sound system		\$75				75	
Advertising						15	12
Misc / contingency		5%				\$46	
Coin buckets and bags							
Total Expenses						\$956	\$571
Revenue							
Admission and door donations							975
Break even	26 families	averaging 3 people @	\$15			390	
or	\$5 per person and	78 people					
Activities and food		\$7.50 per family est. actual	\$7.3			\$195	547
Sponsorship						\$250	
Facepaint and Balloons						\$125	137
Total Revenue						\$960	\$1,659
Net surplus/deficit						\$5	1,087



APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

“TOGETHER, BUILDING OUR COMMUNITY”



Minutes of the Board of Management Meeting September 25, 2017

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

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

A. Call to Order/Adoption of Agenda

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

B. Declaration of Conflicts of Interest

None were declared.

C. Minutes of the June 26 Board of Management Meeting

MOTION (Riolo/Lim-O,Brien)

To accept the minutes of June 26.

Carried

D. Personnel Committee Report

Jessica provided an update.

MOTION (Bois/Riolo)

To accept the Personnel Committee report.

Carried

E. Communication and Decision-making

Susan provided a draft of the updated procedure.

F. Notes from Governance Review

Susan provided an overview.

G. Executive Director's Report

G.1. Confirm next meeting dates

Next Board meeting dates will be scheduled earlier to meet budget deadlines.

The next Board Meetings will take place on October 23 and November 20.

The next MNO Committee Meeting will be rescheduled to October 10th at 6 p.m.

G.2. Revisions to Complaint procedure – deferred to October

MOTION (Riolo/McKechnie)

To accept the Executive Director's Report.

Carried

H. Correspondence – For Information

I. Adjournment

The meeting was adjourned on a motion by Pierre Bois, seconded by Vai Teng Law.

Chair

Secretary

Next Meetings and Events:

Regular Board Meeting – Monday, October 23 at 7 p.m.

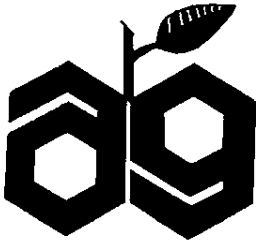
Personnel Committee Meeting – TBA

MNO Meeting – Tuesday, October 10 at 6 p.m.

Strategic Initiatives Meeting – TBA

Punkin-Grove – Wednesday, November 1 from 5:30 – 8 p.m.

Pasta Fest – Saturday, November 25.



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Report to Board Governance Review of City Agencies

1. September-October Updates

- a. Consultation with agency Board members held Sept. 12; no Applegrove board members were able to attend
- b. Report to Exec now expected in November; meeting scheduled for Nov. 29
- c. Draft 1 of Response is a separate document and includes
 - o the strategic plan
 - o organizational diagram
 - o questions
 - o current effective governance practices
 - o AOCC differences
 - o updated info on board size, lease, etc. for agency-specific section of new municipal code chapter.

2. Updated Background Information

- a. City consultation with AOCCs Aug 1
 - although this was intended as the only consultation meeting with AOCCs, Boards or Board members can submit comments and feedback.
 - the City Manager intends to bring forward a new chapter of the Municipal Code to cover all 54 agencies (except BIA's)
 - timing is at the October 24 Executive Committee meeting; agenda closing expected for October 10. It is unlikely that we will see a draft document before the agenda is public, i.e. October 17 or so.
- b. Applegrove Board
 - Applegrove's board members met on August 17 to review and consider the review.
 - in advance of the meeting, Susan circulated notes from the City's consultation with AOCCs on August 1
- c. Additional Notes from Aug 1 meeting
Provided by Thornton's Board Chair, Michèle Harding, who attended the meeting
City Agency Governance Review
 - Michle reported that she had accompanied John to a City "consultation meeting" with AOCC executive directors. The City clearly had no intention of communicating with boards. The review was prompted by on-going accountability considerations. Key issues identified related to scattered requirements/lack of centralized information; risk management; strategic planning tied to budgeting; lack of clarity respecting mutual expectations of agencies and City.
 - Several issues were raised respecting the proposed new governance framework, including:
 - **Overall:** City's plan to *consolidate* and *harmonize* legislation, by-laws, relationship frameworks, policies and directives respecting all of its agencies into a new Municipal Code Chapter. Agencies will be classified in order to determine application of new requirements. Stated intention is to change very little, but

harmonization could be problematic for smaller agencies. RTCC pointed out that new requirements needed to be properly resourced.

- **Financial & Service Management:** intention is to have consistent requirements across all agencies to ensure alignment with City's budget directions and to *assist in alleviating current challenges faced by City's long-term financial pressures*. Considerable concern expressed regarding (a) proposal to tie funding to outcomes, especially since many AOCC outcomes are likely not fully controllable by the agency or quantifiable; and (b) expectation of alignment of agency strategic plans with the City's plans. Some AOCCs expressed considerable concern regarding this requirement.
- Discussion occurred regarding clarifying the enhanced process for (City) decision-making and resource analysis processes and standards, including which directives apply to core budget versus the overall agency global budget. AOCs expressed clear preference for limiting such oversight to core budget only.
- **Oversight & Accountability:** Considerable concern expressed regarding a proposed "mandate letter" outlining City Council's expectations for the coming term; agencies would be invited to give input to the mandate letter. Rejected by RTCC/AOCCs as impractical given legislated and community mandate, and a violation of community input and processes. Proposed instead that City inform agencies of its "priorities" for the coming term via a communique.
- Discussion occurred regarding
 - (a) proposed periodic governance reviews (some AOCCs want mechanisms to get rid of toxic board members);
 - (b) requirement of a strategic plan covering a minimum of 5 years. AOCCs proposed that required strategic plans be 3 to 5 years, instead of just 5 years; and
 - (c) requirement that agency heads (EDs) attest annually to their compliance with applicable laws, etc. Request that there be a clear statement of what EDs are "attesting to". Questions about link to annual audits.
- Implementation is expected to take one year from passage of new municipal code. City to develop and publish various templates, etc. , to implement the new requirements.
- City staff undertook to provide a summary of the discussion and will accept written submissions during the process.
- ***The Governance Review will require monitoring as the devil will be in the details.***

3. Goal and key requirements

- "to consolidate and strengthen agency governance, policy and accountability requirements in a new Toronto Municipal Code Chapter"
- City authority over boards, delegation of power and duties, classification of agencies
- boards' responsibility and powers, requirements for internal controls, consolidated list of major relevant policies and legislation, management of agency records
- strengthen financial management and oversight including enhanced multi-year financial planning and budgeting, greater in-year financial control (by City), mechanisms for City staff to provide input into agency review of budgets, increased transparency
- new mechanisms for agency oversight including mandate letters, strategic plans and annual confirmation of compliance by agency heads

- clarifying role of Board members, Board Chairs, Boards and administrative heads of agencies, as well as roles of City liaisons

4. Questions and ideas during Applegrove discussion (numbered for identification)

- a. What is the City's actual goal? What defects are they fixing?
- b. What would a mandate letter say?
- c. What are the criteria for good governance?
- d. Applegrove's strategic plan incorporates City objectives
- e. How to balance centralizing control by City with responding to each center's neighbourhood needs
- f. Are they reviewing each center's constitution / procedural by-law?
- g. What City supports will continue or even be enhanced, e.g.
 - IT
 - Strategic planning
 - Website design, maintenance, cost
 - Admin staff cell phones
- h. Differences among AOCCs – admin budget size, whether budget includes maintenance, number of program staff
- i. When the requirements for federally incorporated bodies changed, they provided a suite of templates such as bylaws, etc., for agencies to use and personalize

5. Applegrove Next Steps from August meeting

- a. Strategic plan
 - Susan will incorporate 2017 priorities into the current strategic plan and extend its reach to 2019
 - Board will plan a 2018 review after the AGM with a full planning process expected for 2019.
- b. Susan will draft an Applegrove response for the September Board meeting, to include:
 - the strategic plan
 - organizational diagram
 - questions
 - current effective governance practices
 - AOCC differences
- c. Provide updated info on board size, lease, etc. for agency-specific section of new municipal code chapter.
- d. As appropriate and possible, collaborate with other AOCCs for an overview of the centers' similarities and differences
- e. Applegrove will need to incorporate implementation issues into the 2018 workplan including adding to Standard Operating Procedures issues including expectations for ED, managers and agency staff budget authority, signing, etc.
- f. Applegrove will plan for constitutional changes at the AGM in March 2019, at a minimum, to change municipal code references.



Applegrove Strategic Plan 2017 Update

1



Contents

1. Context for strategic plan
2. Review of 2015/16 and 16/17 Action Plan and Accomplishments
3. Alignment with City Priorities
4. 2017-19 Action Plan

2



1. Context for Strategic Plan

3



AG Strategic Plan: Mission

Applegrove is a neighbourhood partnership,
fostering community through
social and informative programs
for individuals and families.

4



AG Strategic Plan

Created Dec 2014

Strategic Themes:

- **Program Development:** Maximize current Applegrove strengths and assets to better meet the needs of our community and participants, and position Applegrove to take advantage of existing and developing environmental opportunities
- **Sustainability:** Create the right factors and conditions to ensconce a sustainable position for Applegrove in the community.
- **Community Integration:** Strengthen the positive culture of the local community by fostering program participation that reflects the diversity of our community, and increase the awareness of the mission of Applegrove

5



Elements of themes

- **Program Development**
 - Program review: data review, input from participants and potential participants, input from staff
 - Program change/expansion: e.g. programming for school age children, arts programming, changing catchment
 - Gaps: talking to people who are not participants, talking to other partners in the community
 - Continuous quality review: demographic data about neighbourhood, 2-year rolling reviews and evaluations

6



Elements of themes

- Sustainability
 - Space evaluation and planning
 - Developing adequate administration staffing
 - Succession planning
 - Revenue generation and diversification

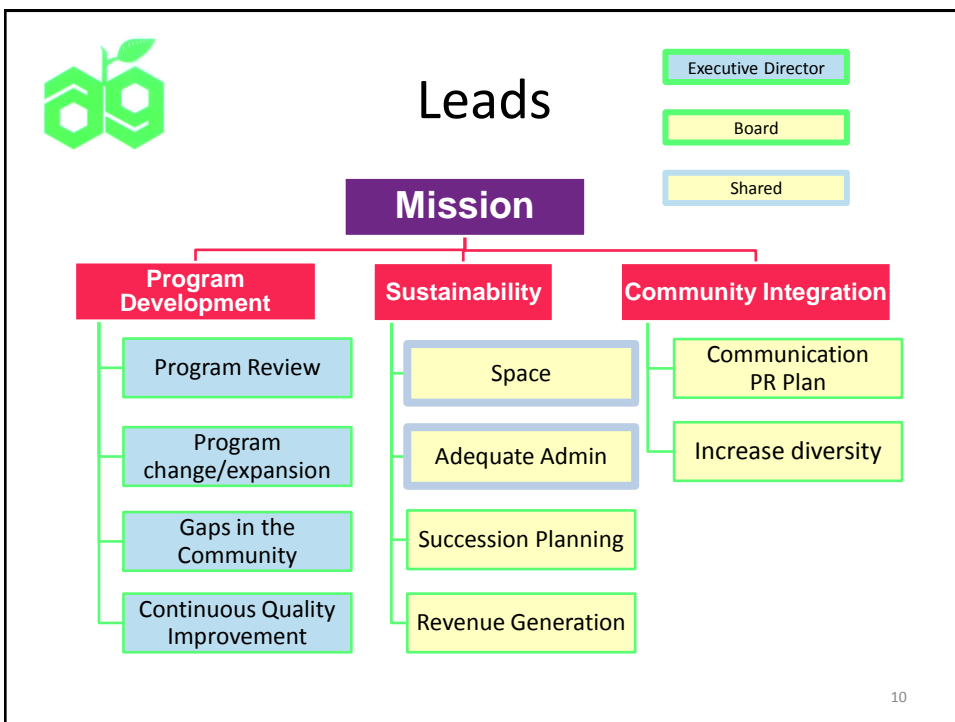
7



Elements of themes

- Community integration
 - Communication/PR plan to the community
 - Increase diversity of participants to reflect the community

8





2. Review of 2015/16 and 16-17 Plans and Accomplishments

11



2015/2016 and 16/17 Strategic Workplan & Priorities

- Mid-year 2015 and 2016, the Board reviewed the strategic themes and set reasonable goals for elements that the Board is responsible for
- The goals were then assigned to the 3 board committees – and formed the committee workplans

12



Committees: Implementing the Plan

- Revenue Generation Committee
 - Sustainability Theme
 - Enables Program Development and Community Integration
- Personnel Committee
 - Sustainability Theme:
 - Enables Succession Planning, Adequate Administration
 - Program Development Theme
 - Via ED Performance Plan
- Community Integration Committee
 - Community Integration Theme:
 - Via outreach, branding
 - Also understanding diversity of neighbourhood and participants, staff and Board members

13



Outcomes and Achievements

Program Development

- Gather input from other partners in the community in order to better meet neighbourhood needs
 - Neighbourhood scan of services offered by other agencies
 - Expanded after-school program
 - Offered new activities for 11-15 year olds (Connecting Through Technology, Junior Leaders)

14



Outcomes and Achievements

Sustainability

- Ensure effective administrative staffing
 - Requested restored/enhanced staffing via City admin funding
 - Established program-funded Program Assistant position

15



Outcomes and Achievements

Sustainability

- Succession planning (staff and Board)
 - Identify and invite community leadership volunteers
 - Revised ED job description
 - Estimated transition costs

16



Outcomes and Achievements

Sustainability

- Develop revenue generation capacity
 - Annual fundraising target and action plan
 - Identified After-school as revenue source
 - Identified need for membership plan
 - Continue to investigate additional business revenue development opportunities

17



Outcomes and Achievements

Community Integration

- Communication and PR plan
 - New website drafted; put on hold due to AODA requirements
 - Developed solid Facebook profile
 - Produced banner and other materials for outreach events

18



Outcomes and Achievements

Community Integration

- Increase diversity
 - Collected and reviewed demographic data about catchment area

19



3 . Alignment with City Priorities

20



Alignment with City Priorities

Program Development:

- Activities include program review, program change/expansion, meeting gaps in the community.
- Aligns with the following City Strategic Actions for 2013-2018:
 - #24 Improving service and financial planning
 - #10 Enhance quality of life
 - #9 Strengthen neighbourhoods

21



Alignment with City Priorities

Sustainability

- Activities include ensuring appropriate space, effective administrative staffing, succession planning, generating necessary revenue
- Aligns with the following City Strategic Actions for 2013-2018:
 - #19 Improve customer service
 - #18 Develop a workforce plan
 - #9 Strengthen neighbourhoods
 - #11 Advance the motto

22



Alignment with City Priorities

Community Integration

- Activities include planning communication and PR, and increasing diversity
- Aligns with the following City Strategic Actions for 2013-2018:
 - #19 Improve customer service
 - #14 Engage the public
 - #11 Advance the motto

23



4. 2017-19 Action Plan

24



Setting Priorities for 17-19

- Planning meetings in the first quarter of 2017 identified key issues and priorities within the 3 themes
- A. Security of facility
- lease / overholding
 - history
 - school pressures
 - changing demographics of neighbourhood

25



Setting Priorities for 17-19

- B. Admin staffing is so stretched that another cut would jeopardize sustainability
- City proposal for 10% cuts to management beginning in 2018
- C. Transformation of Family Resource Programs
- major changes possible beginning in 2018
 - potential impacts on funding, staffing, programming

26



Setting Priorities for 17-19

D. Re-organize committees to better manage the work

- Strategic Initiatives
- Membership, Nominations and Outreach

E. Identify transition plan and how to manage it

- focus of Personnel Committee for 2017-19

27



Applegrove Strategic Plan



28



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Response to Agency Governance Consultation Applegrove Community Complex

Draft 1 – October 4, 2017

This response on behalf of Applegrove Community Complex has been reviewed and endorsed by the Board.

Although no Board members were able to attend the September 12 consultation meeting, Susan Fletcher, the Executive Director attended the August 1 meeting. The Board reviewed the consultation slides in August and identified the following items for the agency’s response.

- current effective governance practices
- items Applegrove has in place
 - strategic plan
 - organizational diagram
- questions
- AOCC differences
- updated information for agency-specific section of new municipal code chapter.

1. Applegrove Effective Governance Practices

- Board Meetings
 - monthly Board agendas normally e-mailed approximately 10 days before the meeting with identification of items for endorsement, discussion, decision, etc.
 - at the same time, the agenda package is sent to relevant City liaison staff and to the volunteer who manages Applegrove’s website.
 - agenda packages include the prior meeting’s minutes, notes from committee meetings, financial and statistical reports, Executive Director’s report, meeting calendar.
 - each agenda includes “Directors’ Concerns” to ensure that there is an opportunity to raise any issues that Board members may have seen or that community members may have expressed to them.
 - the Executive Director’s report includes a section on complaints and grievances.
 - monthly year-to-date financial reports include a balance sheet as well as a dashboard-style report on variances by program area.
 - the Board Chair receives a detailed agenda with background information, notes, suggested wording for motions, and similar materials.
 - Board members take turns being the meeting time-keeper who helps the chair by noting when a discussion goes significantly over the time suggested on the agenda; the chair can ask the members to decide to:
 - continue the discussion,
 - defer it to the next meeting,
 - take a straw vote¹ on the issue to see how divided the group is,
 - delegate to a committee or work group,

¹ straw vote = a non-binding vote, usually a show of hands, with no motion needed. Its purpose is to show members’ opinions. The question might be how many are for and against, but could include, “not ready to decide”, “need more information”, etc.

- call for a motion
 - etc.
- Board practices
 - orientation meeting and binder for incoming Board members
 - the process for recruiting Board members includes posting on the City and Applegrove's websites, in a local newspaper, in the agency newsletter and within the agency.
 - individuals interested in joining the Board
 - receive background information include workload expectations, Municipal Code chapter, constitutions, Annual Report and audited financial statements.
 - complete a form and
 - attend a Board meeting.
 - Board members annually review and confirm their involvement for the coming year.
 - Board meeting minutes are considered drafts until reviewed and accepted at the subsequent meeting.
 - documentation includes the procedural bylaw, terms of reference for committees, minutes of Board meetings, notes of committee meetings, etc.
 - Board meeting packages are posted on the website at least one week before the meeting; this occasionally varies based on the volunteer website manager's availability.
 - the Governance page of the website includes past Board packages.
 - several Board meetings each year include a presentation by a program staff about their program. This practice helps to educate Board members about programs and program staff about the Board.
 - Agency practices
 - "Standard Operating Procedures" (SOPs) for
 - Board and committee procedures
 - limitations of authority by agency staff
 - communication and decision-making in emergencies
 - managers report to the Personnel Committee on all hirings.
 - managers' year-end Performance Planners include the City's Management Checklist.
 - preliminary program budgets come to the Board in October or November for review; in September, the program budgets are updated with the year's experience and endorsed by the Board.

2. Applegrove Key Items

a. Strategic Plan

In 2014, Applegrove published its most recent strategic plan.



Stemming from the mission, “a neighbourhood partnership, fostering community through social and informative programs for individuals and families”, the plan identifies the following strategic themes:

- **Program Development:** Maximize current Applegrove strengths and assets to better meet the needs of our community and participants, and position Applegrove to take advantage of existing and developing environmental opportunities. This theme aligns with the following City Strategic Actions for 2013-2018:
 #24 Improving service and financial planning,
 #10 Enhance quality of life and
 #9 Strengthen neighbourhoods.
- **Sustainability:** Create the right factors and conditions to ensconce a sustainable position for Applegrove in the community. Aligns with the following City Strategic Actions for 2013-2018:
 #19 Improve customer service,
 #18 Develop a workforce plan, #9 Strengthen neighbourhoods and
 #11 Advance the motto.
- **Community Integration:** Strengthen the positive culture of the local community by fostering program participation that reflects the diversity of our community, and increase the awareness of the mission of Applegrove. Aligns with the following City Strategic Actions for 2013-2018:
 #19 Customer service,
 #14 Engage the public, and
 #11 Advance the motto.

Each subsequent year has included a review and determination of priority actions. In 2017, priorities include

- A. Security of facility
- B. Admin staffing is so stretched that another cut would jeopardize sustainability

- C. Transformation of Family Resource Programs
- D. Re-organize committees to better manage the work
- E. Identify transition plan and how to manage it

A copy of the updated plan is available on request.

- b. Applegrove Organizational Diagram (attached as appendix)

3. Questions and comments

As Board and staff members reviewed the consultation document, we identified the following questions (numbered for identification, not priority):

- a. Will the new governance procedures allow for electronic participation for meetings, and if so, whether members participating via telephone, Skype, etc. would be counted for quorum and able to vote, or just participate in discussion?
- b. Would “clear processes for variance reporting, annual reporting, audits, and in-year budget adjustments” mean more frequent reports than the currently quarterly variance schedule, or more detail in existing reports? Although the City’s Audit Committee has previously requested audits sooner than the current practice, in practice, early May is the earliest practical timing. The auditor does fieldwork in February, after all the year-end and closing adjustments are known. The draft audited financial statements go to the April Board meeting, which is usually the last Monday of the month.
- c. The Board noted the requirement that agency administrative heads annually attest to their compliance with all applicable law, and that they have the necessary policies and procedures in place to achieve their mandate. For Applegrove, significant staffing limitations and personnel turnover would have prevented Applegrove’s compliance. What would the consequences be should this happen in the future?
- d. While clarifying the roles of Board members, the City Manager or designate, and the CFO or designate will be useful, this section omits the important role of the SDFA liaison with AOCCs.
- e. The consultation document asked about areas that required further clarity or context. However, at the consultation meeting, AOCC staff identified multiple items that required further clarity; it seemed that City staff indicated all of them would be clarified during the implementation process.
- f. Like other AOCCs, Applegrove has limited capacity for additional administrative requirements. While other centers except Swansea have at least 3 full-time managers (Executive Director, Program Director and Business or Finance Manager), Applegrove does not. Both Applegrove’s Executive Director and Program Director are at 0.93 FTE and the Finance Manager is just 0.26 FTE. A 0.5 FTE Evening Office Coordinator and 0.8 FTE Bookkeeper/Information Clerk complete Applegrove’s 3.4 FTE administrative staff. These 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.

Adding further meetings and reports should be matched by additional administrative staffing.

- g. Board members questioned the City's actual goal in this review and the defects that it is intended to resolve.
- h. What would a mandate letter say? Is there a sample that Board members could review to better understand the need for it?
- i. What are the criteria for good governance? Can the City share a reference for agencies to review in order to improve their governance?
- j. AOCC Boards reflect their neighbourhoods and their overall mandates are to respond to neighbourhood needs. The governance review appears to centralize the City's control. How can these two intentions be reconciled?
- k. Will the governance review include an examination of each center's constitution / procedural by-law? Changes to Applegrove's constitution can take place only at an Annual General Meeting, usually held the last week of March.
- l. What City supports will continue or even be enhanced, e.g.
 - IT
 - strategic planning
 - website design, maintenance, cost

4. AOCC Similarities and Differences

There are significant differences among AOCCs, such as admin budget size, whether budget includes maintenance, number of program staff, separate incorporation, charitable status, membership processes, etc. It might be useful to review all centers' constitutions and procedural by-laws.

A table outlining some key issues is attached.

5. Updated Applegrove Data

Changes shown below were to have been included in Chapter 24 of the Municipal Code and must be included in the agency-specific section of the new Municipal Code chapter.

§ 25-32. Applegrove Community Complex (56 Woodfield Road) *should be 60 Woodfield*

- (2) The premises shall be the following parts of Nos. 56, 60 and 70 Woodfield Road, the building known as "the new addition to the S.H. Armstrong Recreation Centre," Classroom No. 2 of the Duke of Connaught Public School and the office of Woodfield Road Public School as shown in Schedule "A" to By-law No. 121-83 as amended by By-law No. 211-88.

Classroom 2 was relinquished many years ago and replaced by rooms B1, B2 and B3.

The 1983-1993 lease referred to “the new addition to the S.H. Armstrong Recreation Centre”. Most of that space was corridors and was relinquished many years ago. The lease calls the remaining exclusive use space the “Applegrove Lounge”.

In addition, “Woodfield Road Public School” was amalgamated into the Duke of Connaught Junior and Senior Public School more than 25 years ago.

Perhaps this entire paragraph should be replaced by

The premises shall be the parts of the TDSB property specified in the lease dated [to be determined; currently in negotiations].

D. Commissioner of City Property.

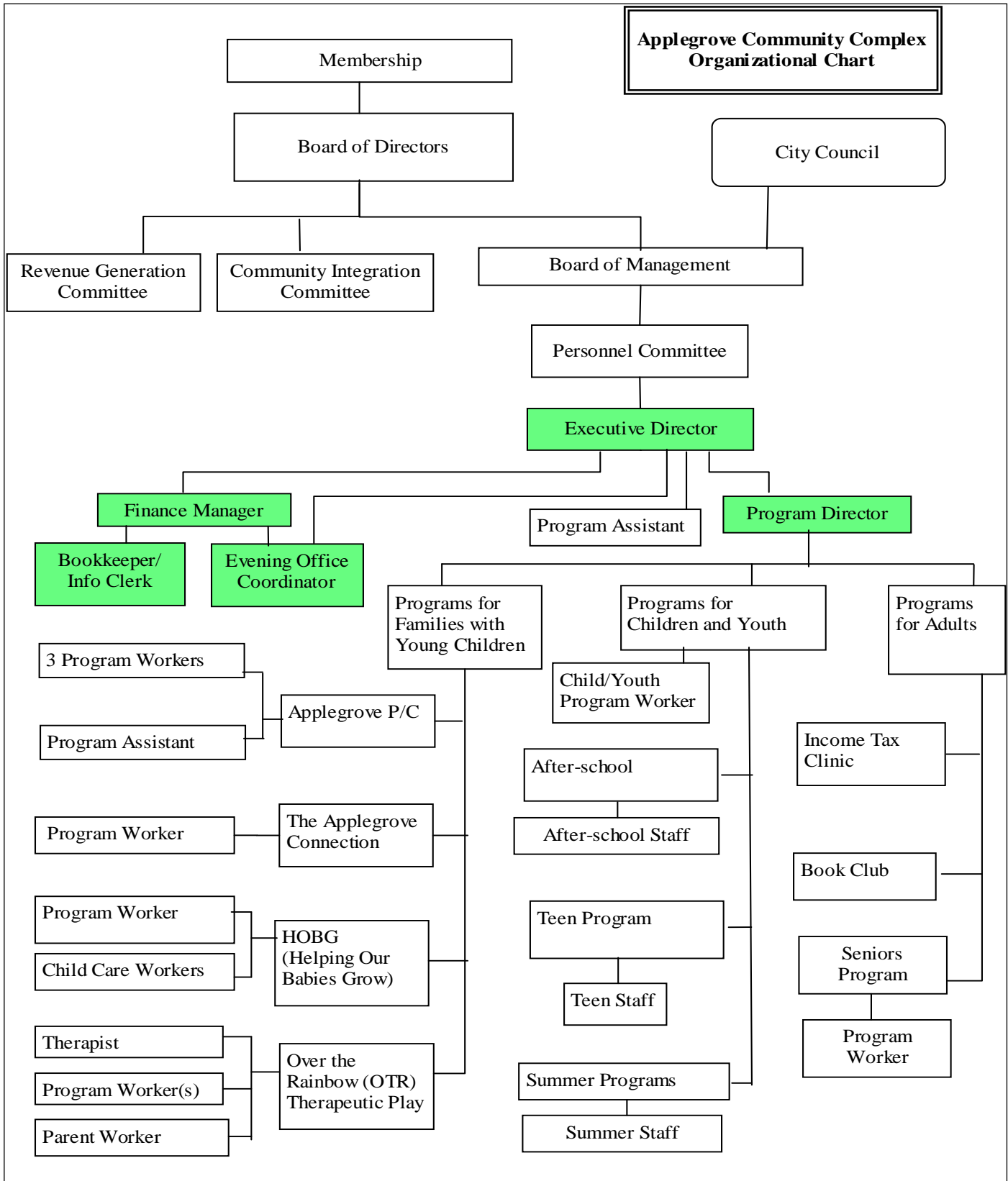
For purposes of §§ 25-7D and F, 25-11D and E and 25-12B, the Commissioner shall be the Commissioner of City Property.

This section should be updated.

(2) Maintenance; payment of costs:

(a) Despite § 25-11D, the Board of Education shall provide all maintenance, caretaking, utilities and related services, including, without limiting the generality of the foregoing, heating, as set out in the two (2) leases of the premises, dated the third day of January 1983, between the Board of Education for the City of Toronto and the City, as amended. *the lease dated [to be determined; currently in negotiations] between the Toronto District School Board and the City.*

(b) The Committee shall be responsible to pay to the Board of Education its proportionate share of all maintenance and its portion of utilities' costs, including, without limiting the generality of the foregoing, heating and caretaking costs, for two (2) additional hours in accordance with the two (2) leases of the premises, dated the third day of January 1983, between the Board of Education for the City of Toronto and the City, as amended. *This paragraph can be deleted as the lease covers all operating hours and costs.*



All staff are employees of the City of Toronto. The City has delegated to the Board of Management the authority for staffing, with compensation, benefits and HR policies set by the City. The staff in green boxes are Admin staff.

Applegrove Response to Governance Consultation

October 2017

8

AOCC Comparison		519 Church Street	Applegrove	Centre 55	Central Eglinton	Cecil	Eastview Neighbourhood	Ralph Thornton	Scadding Court	Swansea Town Hall	Waterfront Neighbourhood
Data for Budget Analyst 2015 Data as submitted during 2016 Budget Process	Program Funding \$ as per 2015 audit revenues	4,597,070	549,914	1,593,664	323,585	90,196	1,112,131	151,230	1,307,841	282,878	783,824
	Core Funding \$ as per 2015 audit actual expenses	1,293,150	368,474	758,759	660,651	697,777	547,534	694,764	948,459	320,836	1,297,052
	Ratio Program to Core %	4.15	2.37	2.18	0.87	1.12	3.08	0.38	2.23	0.93	1.46
	Funded Program Hours - based on Program Funding	65,475	3,317	0	17,593	4,782	14,500	3,485	27,156	6,830	45,558
	Total Program Service Hours	94,464	10,621	3,000	25,906	28,946	51,640	7,620	53,908	8,260	84,866
AOCC Scope and Complexity as of 2010: Note that changes have occurred in the past 7 years	Total Number of Staff (FT/PT & contracts)	55	20	58	27	31	40	31	110	7	104
	Area Occupied (Square Feet)	24,000	10,000	15,000	12,000	9,528	20,000	15,000	46,700	15,000	47,500
	Number of Funding Sources	26	13+	5	8	30	20+	20+	42	2	44
	Operation Hrs/Week / Days/Week	85 / 7	42 / 5	72 / 7	61 / 6	79 / 7	87.5 / 7	94.5 / 7	83 / 7	90 / 7	108 / 7
	Building Responsibility	Yes	No	Yes	Varies	Yes	Varies	Yes	Yes	Yes	No
Additional Information	Separate Incorporation	No	Yes	Yes	No	No	Yes	Yes and no	Yes	No	No
	Charitable Status / notes	Yes (City agency status accepted by Revenue Canada as equivalent to incorporation)	Yes (incorporated, umbrella model)	Yes (incorporated, controlled model, separate audit)	Yes (City agency status accepted by Revenue Canada as equivalent to incorporation)	No (uses City for donations)	Yes (incorporated, umbrella model)	Yes (separate charitable organization does fundraising)	Yes (incorporated, controlled model, separate audit)	No (uses City for donations)	No (uses City for donations)
	"umbrella model" = similar to Applegrove with the Board of Directors over all, and the Board of Management as a committee of the Board of Directors.										
	"controlled model" = similar to Scadding with the Board of Management controlling the non-profit										

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	Building Responsibility	Yes	No	Yes	Varies	Yes	Varies	Yes	Yes	Yes	No
Additional Information	Separate Incorporation	No	Yes	Yes	No	No	Yes	Yes and no	Yes	No	No
	Charitable Status / notes	Yes (City agency status accepted by Revenue Canada as equivalent to incorporation)	Yes (incorporated, umbrella model)	Yes (incorporated, controlled model, separate audit)	Yes (City agency status accepted by Revenue Canada as equivalent to incorporation)	No (uses City for donations)	Yes (incorporated, umbrella model)	Yes (separate charitable organization does fundraising)	Yes (incorporated, controlled model, separate audit)	No (uses City for donations)	No (uses City for donations)
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APPLEGROVE COMMUNITY COMPLEX

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www.ApplegroveCC.ca

“TOGETHER, BUILDING OUR COMMUNITY”



Executive Director's Report

October 12, 2017

Last month, my report started with, “The first half of September has been very busy”, followed by a list of issues. The busy-ness did not let up, and several of the issues continued, including illness of other staff leading to challenges covering office staffing.

And then there was the hold-and-secure on September 28 and 29, including a power outage on the second day.

Applegrove’s staff dealt with the situation calmly and openly. As I had information, I shared it on Facebook and with on-site staff. I deferred decisions that were not immediately required. May and I

- cancelled PC and Seniors programming for the days,
- informed Children’s Services of this “Serious Occurrence”,
- gave PC staff the choice of staying and doing other work, or using vacation or comp time to go home,
- asked the TDSB Permit staff whether the after-school permit would be cancelled,
- having no reply on the permit, confirmed that the after-school program would operate in the cafeteria and gym to provide care for children whose parents had not picked them up,
- tried to manage after-school pick-ups to minimize the opportunities for anyone to enter the building,
- communicated with the school staff and attended update meetings during the day.

Although S.H. Armstrong cancelled its Friday after-school program as of Friday morning, I felt it was important to wait until we knew whether the power was on at the end of the day. Because the power came back on (with a few subsequent bobbles) in the late morning, I approved continuing the after-school program on Friday.

At an all-staff meeting on October 5, I divided the staff into groups of 4 or 5 to discuss their concerns and recommendations, then report back to the larger group. Each of the 4 groups requested greater clarity on procedures. Communication was also of concern; some staff recognized that the school did not provide a great deal of information; some staff needed more communication from Applegrove.

May and I are reviewing and revising relevant procedures and enhancing staff communication channels.

As far as I know, the police investigation is on-going, suggesting that they have not found the individual responsible for the threat.

Follow up on Changes to the City’s Complaint Procedures (deferred from September)

The City staff person who liaises with the AOCCs on Human Rights, Harassment and related issues noted that changes to the City’s Complaint Procedures will impact how employee harassment/discrimination complaints against Board Members are handled.

I have attached the City's draft Harassment Complaint procedures to this report and included my draft of the revised AOCC procedures for the Board to endorse, subject to amendment by City staff and other AOCCs.

Governance Review

In preparation for the Agency Governance Review at the City's November Executive Committee meeting, I have

- updated my report
- updated Applegrove's Strategic Plan
- drafted an Applegrove response
- assembled summary comparison data for the 10 centers.

When Board members discussed the review in August, they intended that an Applegrove response be submitted before the review goes to the Executive Committee. The agenda closing for its November 29 meeting is November 17, suggesting that the staff report would be drafted by perhaps November 14 at the latest.

Consequently, Applegrove's response should be submitted by early November to ensure that our thoughts and questions are included in the staff report.

I have allowed 40 minutes in the Board of Management meeting for this discussion.

Strategic Initiatives Committee

The committee has not met since the end of June. I asked Chris Sulway for some meeting date choices and hope to schedule a meeting by the middle of November.

Membership, Nominations and Outreach Committee

In addition to the great ideas and thoughts in the meeting notes, I wanted to highlight 3 issues.

First, the membership proposal suggests that Board members will not only become Orchard level supporters, but will be "founding members" by taking out membership before Pasta Fest. To expedite this, I will have a draft membership form at the Board meeting so that you can complete and pay for your new membership (subject to confirmation via the AGM).

Second, I will also have Pasta Fest tickets for you to purchase!

Children 3 and under are free but they need a ticket.

- Early Bird
 - Age 13 and up, \$10
 - Age 4-12, \$6
 - Only by cash or cheque
 - Only until November 1
 - Only in the Applegrove Office
- Advance
 - Age 13 and up, \$15
 - Age 4-12, \$6
 - Available Nov 2-22 in the Applegrove Office or Parent/Child program
 - MC, VISA, cash or cheque
- At the door
 - Age 13 and up, \$20
 - Age 4-12, \$10

Third, after MNO's discussion of the Magic Dance, I drafted a budget incorporating last year's experience, a bouncy rental, etc. The Board should endorse this to authorize staff to proceed.

Grievances, Complaints and Compliments

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

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

Since my last report, Applegrove received one informal complaint. At the end of September, staff of the Formosan Presbyterian Church where the Satellite After-school program operates, reported that the space was a mess when they arrived for their weekend activities. We realized that this happened because of a change in staffing and ineffective communication of program procedures. May apologized to the church staff, worked with the relevant Applegrove staff on procedures, and subsequently met with the church staff. She believes the church staff are satisfied with our actions and current procedures.

Compliments: Although staff did not document any compliments, informal conversations continue to confirm that participants enjoy and appreciate our programs. This morning, I posted on Facebook, "Wonderful moment as I came to work today. Parent is walking little one to the building for Applegrove's Family Resource Program. Little one spontaneously declares, "I love Applegrove!" Stacey Young replied, "And who the heck doesn't??"

Respectfully submitted,
Susan Fletcher.

Human Resources Procedures/Guidelines

Draft Complaint Procedures



Relates to: **Human Rights and Anti-Harassment/Discrimination Policy**

Category: **Employment Equity, Human Rights and Accommodation**

Purpose

The following procedures have been established so that complaints of discrimination and harassment can be reported and resolved internally and are intended as an alternate dispute resolution process to more formal legal avenues. These procedures should be read in conjunction with the City of Toronto Human Rights and Anti-Harassment/Discrimination Policy (HRAP). The goals of the HRAP and the complaint resolution procedures is to a) assist employees and service recipients in exercising their rights where they believe that they have experienced harassment/discrimination and b) to prevent, correct and remedy situations of discrimination or harassment and not to be punitive, although discipline may result.

The management guide: Addressing Employee Harassment and Discrimination Complaints & Incidents was prepared to assist management in fulfilling their policy and legislated obligations and provide guidance on all steps required to appropriately address employee issues of discrimination and/or harassment under the HRAP in a fair and timely manner. Management must adhere to the steps identified in the guide when addressing complaints and incidents of harassment and discrimination.

Jurisdiction

The following procedures apply to incidents and complaints of harassment and/or discrimination brought under the City of Toronto's HRAP. References to complaints within these procedures may also include incidents of harassment and/or discrimination. Complaints under the HRAP may be brought by employees, recipients of services, users of facilities, those who contract directly with the City, as well as those who occupy accommodations under the jurisdiction of the City of Toronto. The following are exceptions to the City's jurisdiction to handle complaints under the HRAP:

Other Avenues of Complaint: A complaint under the HRAP is one of several complaint avenues available to pursue discrimination or harassment complaints. Other complaint avenues include an application to the Human Rights Tribunal of Ontario, a complaint to the Ministry of Labour, an application to the Ontario Labour Relations Board, a civil suit, a criminal complaint, and a grievance pursuant to the terms of an applicable collective agreement.

The City's Human Rights Office (HRO) cannot intervene where the same or related events have been pursued using another complaint avenue.

City Council and Local Boards (Restricted Definition): The HRO has no jurisdiction over acts or procedures (e.g. policy decisions) of Toronto City Council or Local Boards (Restricted Definition).

If you are not an employee of the City and believe that you have experienced harassment and/or discrimination from a Member of Toronto City Council or a Member of a Local Board (Restricted Definition), or if you are a Member of City Council or a Local Board (Restricted Definition) and believe you are experiencing harassment and/or discrimination by another Member you may consult and/or file a complaint with the City of Toronto's Office of the Integrity Commissioner. You may contact the office at 416-392-3826 or <http://www.toronto.ca/integrity>.

If you are a City of Toronto Employee and believe that you have experience harassment or discrimination from a member of Toronto City Council or a Local Board (restricted definition) see section B.3 below for the applicable complaint procedure.

Agencies and Corporations: The HRO has no jurisdiction over the City's various Agencies and Corporations, e.g. the Toronto Transit Commission, Toronto Community Housing, Police Services, etc. As per the Toronto Public Service By-Law, Agencies and Corporations are to have internal human rights policies and complaint procedures that meet provincial legislation. Complaints of discrimination and harassment, including access to and use of facilities and occupancy of accommodations under the jurisdiction of Agencies and Corporations must be made directly to them.

If your complaint is within the jurisdiction of the HRAP, you may use our *confidential online complaint form* to file a complaint.

A – Complaint Procedures

A1. Confidentiality: All persons involved with a harassment/discrimination complaint, including complainants, respondents, support persons, witnesses, management, union/association representatives and investigators are expected to treat the matter as confidential. Persons involved with a harassment/discrimination complaint may be required to sign a confidentiality agreement.

During an investigation, identifying information about any individuals should not be disclosed unless the disclosure is necessary for the purpose of investigating, taking corrective action or is otherwise required by law. Parties to a complaint must not advise anyone in the workplace or otherwise connected to the workplace and/or service provision about the investigation, any involvement in the investigation and/or the contents of an investigation interview and/or report. Parties are not to ask individuals if they have participated in an investigation process or discuss any details about any investigation interviews.

Employees may be disciplined if confidentiality is breached by communicating with any person other than their union representative, health care practitioner or another legal authority at any time before, during or after an investigation or resolution of a harassment/discrimination complaint. Managers and supervisors are required to keep information as confidential as possible when addressing human rights concerns and are also subject to discipline for breaches of confidentiality.

Under the *Occupational Health and Safety Act (OHS)*, complaint details, investigations, and results/reports produced under the HRAP are not considered to be occupational health and safety reports that are shared with joint health and safety committees. Therefore, to protect confidentiality, these documents are not to be shared with joint health and safety committees.

Subject to the requirements of procedural fairness of the investigation/resolution process, the HRO will preserve confidentiality as much as possible, or as legally required or permitted – see below for when exceptions may be made to the disclosure of confidential information. Consult the HRO for additional details regarding confidentiality exceptions.

A2. Confidentiality Exceptions: The HRO is committed to protecting the confidentiality of its consultations, investigations and related records. Where an individual/group who has consulted the HRO or been involved in an HRO complaint engages another legal proceeding related to the subject matter of the HRO consultation/complaint, upon receipt of the legal proceeding documentation (e.g., grievance, WSIB report, etc.) and request

from the City's Legal Services Division and/or Human Resources Division, the HRO will determine whether it is appropriate to:

- Confirm or deny whether it was consulted
- Respond to specific questions regarding the consultation for the purpose of responding to the legal proceeding
- Provide a brief summary of the nature of the consultation

In cases in which an HRTD application is filed by an individual/group who has consulted the HRO on the same and/or a related matter, the HRO will, upon receipt of the application and a request from the Legal Services Division, provide a copy of its file to the Legal Services Division. Where the entire contents of an HRO file is requested related to any other legal proceeding, the HRO may determine whether consent of the employee involved or an order of the court/tribunal/arbitrator or other adjudicative body is required prior to disclosing its file or providing any information beyond that outlined above.

A3. Complaint/Incident Source: Complaints about a contravention of the HRAP will be accepted from any source that provides reasonable grounds upon which to initiate an intervention. Complaint/incident sources may include the individual who was the subject of the action complained about, an involved person or group, a witness or other third parties.

All persons who believe that they have experienced or witnessed harassment and/or discrimination should keep detailed notes about the issue(s). Where the HRO deems it necessary, complainants will be required to provide a written account of their concerns. Where necessary and appropriate, the HRO may assist in drafting the complaint. The HRO may also initiate a formal complaint if it has information that suggests the existence of an outstanding specific or systemic problem.

A4. Time Limits: The time limit for the filing complaints under the HRAP is one year from the date of the last incident of alleged discrimination or harassment.

A5. Notification of complaint: Typically, respondents will be advised that a complaint has been filed as soon as practicable. In certain circumstances, the respondent may not be advised of the complaint. Such circumstances include where the complaint does not warrant exploration, where the complaint is outside the HRAP mandate or where an issue can be resolved through a remedy such as training.

A6. Complaint Records: Any record of a complaint and all related documentation will be handled confidentially and stored in a secure location separate from employee personnel files. Records of a complaint will only be placed on an employee's personnel file when they have been found to have engaged in conduct contrary to the HRAP and/or corrective action is taken. This record of discipline is subject to the provisions of any applicable collective agreement.

A7. Range of Resolution Options: Several options to resolve harassment and discrimination concerns are available for complainants. Informal approaches can foster prompt resolution and prevent escalation; particularly when concerns are raised promptly. These are opportunities for parties to resolve a dispute, ensure the workplace is free from harassment and discrimination and address broader issues that caused or contributed to the dispute.

A7.1. Consultation - Advice & Assistance: Complainants may benefit from having expert information and advice before deciding how to proceed with a discrimination or harassment concern. Complainants can consult management staff, Human Resources

Division staff or HRO staff. These staff all have a responsibility to take action to resolve and prevent harassment and discrimination – refer to section 3.0 of the HRAP, Roles and Responsibilities – and can provide advice, assistance, coaching, and referrals to assist complainants in addressing harassment or discrimination themselves. Employees may also consult their union or staff association.

Service or facility users should contact the relevant supervisor or manager as soon as practicable to resolve the issue and may contact the HRO at any time for confidential advice.

A7.2. Talking to the person about their conduct: All complainants must make good faith efforts to attempt to resolve matters themselves before filing a complaint. If a complainant feels they are experiencing harassment or discrimination, the complainant should immediately make known to the person responsible that the conduct is unwelcome or offensive and may be in breach of the HRAP. It is important that this message be clear and unambiguous. When presented with a legitimate breach of the HRAP, all employees, including management staff are expected to make reasonable adjustments to their behaviour to resolve the matter. If addressing the person responsible could lead to safety risks, or is not appropriate, complainants may pursue other resolution options outlined in these procedures.

A7.3. Interventions by other staff: If a complainant is unable to resolve the issue themselves or the discrimination or harassment continues after asking the person to stop, the complainant may request management or the HRO to intervene to facilitate resolution. Where an incident/concern/complaint involves the employee's superior, the employee may raise the concern with that person's manager or to the HRO.

Interventions by divisional management: where an employee raises an incident or complaint to management, consult the [Management Guide: Addressing Employee Harassment and Discrimination Complaints & Incidents](#). For all incidents and complaints, including from service or facility users, management will assess the complaint and determine if an investigation is required or other dispute resolution option is appropriate. HRO may be contacted to provide advice to management on resolving the complaint.

Interventions by the HRO: HRO staff will determine, in consultation, with a complainant whether the concern(s) can be referred to division management to allow an opportunity to resolve the matter. HRO staff can advise parties where there are concerns about real or perceived bias, fairness, etc., when management is exploring concerns. Consult the HRO for details.

Intervention options by management or HRO may include:

- A more in-depth examination and/or investigation* of the concerns and allegations; consulting, advising, meeting with and/or interviewing management, the respondent, witnesses, Human Resources staff etc.
- A review of documentary evidence, e.g., email messages
- Where appropriate, an option by parties to participate in mediation or to have a facilitated negotiation to resolve the issues
- A communication in writing to the complainant(s) and respondent(s) advising whether allegations were fully, partially or not substantiated and confirmation where necessary, of corrective actions that will be undertaken to resolve and remedy policy breaches

*The OHSA requires an investigation be conducted into all employee complaints/incidents of non-Code workplace harassment, sexual harassment, gender identity harassment, gender expression harassment and sexual orientation harassment -

[Refer to the Management Guide.](#)

A8. Mediation: Where [appropriate](#), the HRO may offer to mediate the complaint at any point before, during or after an investigation. Participation in mediation is voluntary and either party to the mediation is entitled to have a "support person" (as defined in section 11 below) attend the mediation. Where the mediator is of the opinion that the presence of the support person selected is inappropriate or that it may or is hindering the mediation process, the mediator will advise the relevant party [who shall](#) be entitled to select another support person provided that doing so does not hinder or unduly delay the mediation.

[The purpose of the support person is simply to be present to support the complainant or respondent. They are not permitted to participate in any way. As this complaints procedure is a mechanism for alternative dispute resolution, parties are not entitled to select legal counsel to fulfill the role of support person.](#)

All mediation discussions will be held on a confidential, "without prejudice" basis. Any settlement would have to be satisfactory to both parties, be consistent with the HRAP and approved by senior division management where appropriate. Parties will be required to sign confidential Minutes of Settlement.

A9. Investigations: Investigations, both informal and formal, conducted by staff of the HRO will include a comprehensive and impartial review of all relevant information, (e.g. the respondent's position/response, witness information, documentary evidence, etc.) including an exploration of whether broader issues contributed to the complaint. The investigator has the authority to speak with anyone, examine and copy any documents, records, files and enter any work locations which are relevant to the complaint.

A10. Formal Complaints and Investigations: If the informal approaches are not effective or appropriate to resolve a situation, or the complaint is of a serious or systemic nature, a formal complaint and investigation may be necessary.

A10.1. All formal complaints will be referred to the HRO for mediation and/or investigation.

A10.2. HRO staff will assess whether a formal complaint is the only appropriate way to address the concern.

A10.3. Formal complaints must be in writing and signed by the complainant, [or may be made using the HRO complaint form.](#) Where necessary and appropriate, the HRO may assist in drafting the formal complaint.

A10.4. Where possible the following details should be included in the complaint:

- What happened – a description of the events or situation, particularly specific details of what the respondent said or did that the complainant believes could be considered harassment or discrimination.
- The Human Rights Code (Code) ground, if applicable
- When it happened – dates and times of the events of incidents
- Where it happened
- Who saw it happen – the names of witnesses, if any

A10.5. The responsible division head and Deputy City Manager or City Manager as applicable will be notified of a formal complaint as soon as it is initiated by the HRO.

A10.6. Respondents to a complaint will be notified as soon as practicable during the

investigation process.

A10.7. The HRO will determine in consultation with others as necessary and on a case-by-case basis, whether the complainant or respondent should be relocated within the division, provided with an alternate reporting relationship, or placed on a paid leave during an investigation.

A10.8. HRO staff will conduct a thorough, fair investigation, including interviewing the complainant(s), respondent(s) and witnesses, gathering and reviewing documentary evidence, and exploring whether broader issues contributed to the complaint.

A10.9. At the conclusion of an investigation, the investigator will prepare a written report that includes the allegations, respondent's position, witness and documentary evidence, factual findings, conclusions and discussion about policy violation(s).

A10.10. Findings will be provided to the Deputy City Manager or City Manager as applicable, division head, the complainant(s) and respondent(s).

A10.11. The parties will be given an opportunity to submit comments before a final decision is made to resolve the complaint.

A10.12. The HRO will make recommendations to correct any existing problems and/or to prevent similar problems from occurring in the future.

A10.13. Final decisions regarding corrective actions/the disposition of a complaint will be made by the responsible Deputy City Manager or City Manager as applicable and communicated in writing to the parties and division head.

A11. Support Person: Complainants and respondents have the right to be accompanied by a support person of their choice during meetings regarding a complaint under the HRAP. Where the HRO is of the opinion that the presence of the support person selected is inappropriate or that it may or is hindering the process, the HRO will advise the relevant party who shall be entitled to select another support person provided that doing so does not hinder or unduly delay the meeting/process.

The purpose of the support person is simply to be present to support the complainant or respondent. They are not permitted to participate in any way. As this complaints procedure is a mechanism for alternative dispute resolution, parties are not entitled to select legal counsel to fulfill the role of support person.

Witnesses are not entitled to bring a support person to meetings. However, if a witness offers details/evidence that may implicate them as a respondent or if others implicate the witness as a potential respondent prior to the meeting, the witness will be informed of their right to a support person and the meeting will be re-scheduled if a support person is requested, but not available.

A12. Time for Completion of Investigation/Mediation: Investigations under the HRAP should be completed in 90 days of the investigation initiation. Parties will be advised in writing prior to the 90 day period if a delay is anticipated. Completion of investigations should not exceed 6 months unless there are extenuating circumstances.

A13. Reprisals: The HRAP strictly prohibits any retaliation, either direct or indirect, against an individual for: exercising their rights under the HRAP, initiating a complaint in good faith, investigating a complaint, being a decision maker in a complaint, participating as a witness in an investigation, being a respondent to a complaint, having been associated with, or representing a complainant, witness or respondent. Appropriate

discipline for a policy violation (or other workplace misconduct) is not considered a reprisal.

A14. Disciplinary Action: Any employee who engages in discrimination or harassment, reprisals, or breaches confidentiality before, during, or after an investigation or resolution may be subject to appropriate disciplinary action up to and including termination of employment. Staff who are in a supervisory position and fail to take action when they become aware of or are advised of alleged discrimination and/or harassment may also be subject to disciplinary action. Disciplinary action may also be taken if a complaint is found to be vexatious, made in bad faith and/or an abuse of process. Consequences for policy violations may include but are not limited to: an apology, counselling, education and training, a verbal or written reprimand, suspension with or without pay, a transfer or termination of employment. In determining appropriate consequences, factors including, but not limited to, the following will be taken into account: the nature of the violation, the severity, whether the individual has previously violated the HRAP and/or whether there is relevant discipline on file.

A15. "Non-Code" Workplace Harassment (Employees only): Division management are responsible for intervening and addressing concerns/complaints of non-Code workplace harassment and incivility - where such complaints do not engage additional Code prohibited grounds. The HRO will only accept complaints of non-Code workplace harassment where there is evidence that division management has failed to meet policy obligations. Employees should raise their workplace harassment concerns to their superior. If the concern/complaint involves the employee's superior, the employee may raise the concern with that person's superior. HRO staff can advise parties where there are concerns about real or perceived conflict, fairness, etc., in exploring concerns. Consult the HRO for details.

A16. Refusal to Intervene: The HRO has discretion to refuse to intervene or investigate or may discontinue an intervention or investigation where:

A16.1. a complaint is made anonymously without sufficient detail to trigger policy obligations

A16.2. the complaint is outside the time limit

A16.3. the complaint is trivial, frivolous, vexatious or made in bad faith/an abuse of process; or having regard to all the circumstances further investigation of the matter (or intervention) is unnecessary.

Trivial complaints involve allegations that are of such a minor nature that proceeding with an intervention is not in the public interest. A frivolous complaint contains allegations that, even if true, are not a breach of the HRAP. A complaint is vexatious when the complaint has been the subject of a decision by an alternate complaint process that considered the human rights allegations, a reasonable offer to remedy the complaint was rejected by the complainant and/or the complaint was filed to annoy, embarrass or harass the respondent **or is otherwise improperly motivated**. Complaints are an abuse of process/made in bad faith in **circumstances that include** when an adequate remedy already exists, the complainant is engaging in improper action - fraud, deception, intentional misrepresentation **or the complaint is filed out of malice, hostility, personal animosity** or vindictiveness.

A16.4. As this complaints procedure is a mechanism for alternative dispute resolution, a mediation or investigation may be terminated if either party to the complaint retains legal counsel and/or engages another complaint forum

A16.5. Residents and service recipients may be required to exhaust any other avenues of **complaint/appeal** which are reasonably available prior to making a complaint under this policy.

A16.6. Complaints of harassment and/or discrimination related to contracted services may be made to the contractor and/or division responsible for the contracted service. All City contracted service providers are required to have internal harassment and/or discrimination dispute resolution processes, consistent with the City's process and mandated by provincial legislation. Consult the HRO for advice/assistance where necessary.

A17. Complaints with the Human Rights Tribunal of Ontario (HRTO): Applications filed with the Human Rights Tribunal of Ontario will be referred to the City Solicitor and the HRO. Legal Services Division has responsibility for responding to HRTO applications. Contact the Legal Services Division immediately upon receiving any correspondence from the HRTO.

A18. Complaints with the Ministry of Labour (MOL): Staff must immediately contact the City's Legal Services Division and other City employees involved in responding to MOL complaints/visits/orders, upon becoming aware of a complaint to the MOL, the attendance of an MOL employee or upon receipt of an MOL order.

Where the complaint, visit or order is related to workplace harassment and/or sexual harassment, staff must also consult the HRO.

A19. External Consultant: Investigations of complaints in section A are typically conducted by the HRO or divisional management. However, in exceptional cases (e.g. significant systemic or ongoing human rights issues that have not been appropriately remedied by internal interventions), the City Manager may decide or the HRO or the Legal Services Division may recommend to the division head, Deputy City Manager or City Manager that an investigation that would otherwise be conducted by divisional management or the HRO should be referred to an external consultant for investigation. In such cases, the HRO and/or the Legal Services Division shall be involved in retaining the external consultant and determining the authority and duties of the external consultant. The scope of the external consultant's duties shall be outlined in an agreement. To the extent possible, the external consultant shall adhere to these Procedures and perform the role that is contemplated for the HRO within these Procedures, with necessary modifications.

B – Procedure for Incidents/Complaints involving Senior Management, Accountability Officers and Equity, Diversity and Human Rights Division Staff

Qualified external consultants may be retained to resolve complaints of discrimination and/or harassment under the circumstances described below. External consultants will follow Part A (complaints procedures) in all cases except where exceptions are identified in this part.

B1. Complaints Involving Senior Management - Deputy City Managers and Division Heads:

A complaint **filed with** the HRO by or about the direct personal behaviour of a Deputy City Manager or Division Head should be in writing, signed by the complainant. Where necessary and appropriate, the HRO may assist in drafting the complaint.

B1.1. Complaint Assessment: The HRO will notify the City Manager or Deputy City Manager, as appropriate, of the complaint. The HRO will assess the merits of the complaint in consultation with the City Manager **or the Deputy City Manager** and/or Legal Services staff to determine whether to retain an external consultant. Where it is

determined that the complaint warrants further investigation, the HRO, in consultation with others as necessary, will retain a qualified external consultant and determine the scope of and manage the contract of the consultant.

B1.2. Notification of Complaint: The external consultant shall notify the persons named in the complaint of the specific allegations against them as soon as possible thereafter.

B1.3. Authority and Duties of the External Consultant: The scope of the external consultant's authority to investigate and/or attempt to settle the complaint, to speak with anyone, examine any documents and enter any work location relevant to the complaint for the purposes of investigation or settlement will be set out in the terms of the contract in accordance with City Policies. Unless otherwise stated in the agreement with the external consultant or dictated by the circumstance, the external consultant shall perform the duties contemplated for the HRO with respect to complaints under Part A above.

B1.4. Interim Reports and Discontinuance of Complaint: The external consultant may make interim reports to the City Manager or the Deputy City Manager as required, to address instances of interference, obstruction, retaliation, or breaches of confidentiality encountered by the external consultant while dealing with a complaint under the HRAP. Upon receipt of the complaint, or at any point during the investigation/mediation, the external consultant may submit a report to the City Manager or the Deputy City Manager making a recommendation to stop dealing with a complaint where: the complaint is trivial, frivolous, vexatious or made in bad faith or an abuse of process; or, having regard to all the circumstances, further investigation of the matter is unnecessary. The City Manager or Deputy City Manager may approve or reject the recommendation after considering submissions from the parties to the complaint.

B1.5. Other Avenues of Redress: The City Manager or the Deputy City Manager may decide to postpone, suspend or cancel any investigation into a complaint under the HRAP if it is believed that the investigation would duplicate or prejudice another avenue of complaint (see "jurisdiction" section above).

B1.6. External Consultant's Findings: The City Manager or the Deputy City Manager shall be presented a report outlining the findings, conclusions, recommended corrective action, or terms of settlement, within 90 days of the making of the complaint. The City Manager or the Deputy City Manager may grant an extension of time upon the request of the external consultant.

The complainant and respondent will be given 30 days to review and comment on the external consultant's findings. Unless directed otherwise, parties shall provide their comments to the City Manager or the Deputy City Manager responsible for the complaint.

B1.7. Final Decision: Final decisions about complaints involving Division Heads will be made by the City Manager or the Deputy City Manager in consultation with others, (e.g., appropriate Deputy City Managers, the HRO, Legal Services Division staff, the Executive Director of Human Resources, etc.), as necessary. Where appropriate, the City Manager or the Deputy City Manager will make recommendations to City Council for final decisions (e.g., where required for Deputy City Managers). The City Manager or the Deputy City Manager will review the final report and any comments received before making any decision on the matter. The City Manager or the Deputy City Manager, in consultation with the Legal Services Division may approve, change or reject any proposed terms of settlement or recommended corrective action. For final decisions about complaints involving Deputy City Managers, the City Manager will make recommendations to City Council and/or undertake other action to resolve the complaint, as appropriate.

B2. Complaints involving the City Manager, City Clerk and City Solicitor (Retaining

External Consultants):

A complaint to the HRO or Integrity Commissioner by or about the direct personal behaviour of the City Manager, City Clerk or City Solicitor should be in writing signed by the complainant. Where necessary and appropriate, the HRO may assist in drafting the complaint.

B2.1. *Complaint Assessment:* Complaints received by the HRO will be forwarded to the Integrity Commissioner. The Integrity Commissioner will assess the merits of the complaint in consultation with internal/external expertise as necessary, to determine whether the allegations are trivial, vexatious, frivolous, made in bad faith, or an abuse of process. Where it is determined that the complaint warrants further investigation, the HRO will assist the Integrity Commissioner to: 1) retain an external consultant and 2) determine the scope of and manage the contract of the consultant.

B2.2. *Notification of Complaint:* The external consultant shall notify the persons named in the complaint of the specific allegations against them as soon as possible thereafter.

B2.3. *Authority and Duties of the External Consultant:* The scope of the external consultant's authority to investigate and/or attempt to settle the complaint, to speak with anyone, examine any documents and enter any work location relevant to the complaint for the purposes of investigation or settlement will be set out in the terms of the contract in accordance with City Policies. Unless otherwise stated in the agreement with the external consultant or dictated by the circumstance, the external consultant shall perform the duties contemplated for the HRO with respect to complaints under Part A above.

B2.4. *Interim Reports and Discontinuance of Complaint:* The external consultant may make interim reports to the Integrity Commissioner as required, to address instances of interference, obstruction, retaliation, or breaches of confidentiality encountered by the external consultant while dealing with a complaint under the HRAP. Upon receipt of the complaint, or at any point during the investigation/mediation, the external consultant may submit a report to the Integrity Commissioner making a recommendation to stop dealing with a complaint where: the complaint is trivial, frivolous, vexatious or made in bad faith or an abuse of process; or, having regard to all the circumstances, further investigation of the matter is unnecessary. The Integrity Commissioner in consultation with internal/external expertise as necessary, may approve or reject the recommendation after considering submissions from the parties to the complaint.

B2.5. *Other Avenues of Redress:* The Integrity Commissioner may decide to postpone, suspend or cancel any investigation into a complaint under the HRAP if it is believed that the investigation would duplicate or prejudice another avenue of complaint (see "jurisdiction" section above).

B2.6. *External Consultant's Findings:* The Integrity Commissioner shall be presented a final report outlining the findings, conclusions, recommended corrective action, or terms of settlement, within 90 days of the making of the complaint. The Integrity Commissioner may grant an extension of time upon the request of the external consultant.

The complainant and respondent will be given 30 days to review and comment on the external consultant's findings. Unless directed otherwise, parties shall provide their comments to the Integrity Commissioner.

B2.7. *Final Decision:* The Integrity Commissioner will provide the consultant's report to City Council for action, where required. Where an investigation results in no findings or where the Integrity Commissioner accepts a recommendation from the consultant to

discontinue the investigation, the Integrity Commissioner may, in consultation with internal/external expertise as necessary, exercise discretion to determine whether to provide a report to City Council. Final decisions about complaints involving the City Manager, City Clerk or City Solicitor will be made by Toronto City Council and communicated to the parties in writing by the external consultant.

B3. Employee Complaints involving a Member of Council or Local Board (Restricted Definition)

To enable the City to comply with its legal obligations related to complaints by employees, employees who believe that they have experienced harassment and/or discrimination by a Member of Council or Member of a Local Board (Restricted Definition) should raise their concerns with division management or the HRO directly. An individual who seeks another or informal mechanism (including directly to the Integrity Commissioner) to raise such concerns may prevent the City from taking any action under this policy.

B3.1 Complaint Assessment: Division management and/or the HRO will assess the merits of the complaint to determine whether the division or other appropriate person should request the Integrity Commissioner to investigate the complaint in accordance with the Integrity Commissioner's procedures.

B3.2 Complaint Source: Where requests are made to the Integrity Commissioner, the manager involved or the HRO shall be the complainant for the purposes of the Integrity Commissioner's procedures.

B3.3 Investigation Findings: Where the Integrity Commissioner conducts an investigation, the Integrity Commissioner will provide results to the complainant in accordance with the Integrity Commissioner's procedures. Based on the Integrity Commissioner's reporting, division management will provide the complainant with a summary of findings.

B4. Complaints involving an Accountability Officer (Retaining External Consultants)

B4.1 Complaints by or about **or** the direct personal behaviour of an Accountability Officer should be addressed to the City Clerk. Such complaints should be in writing, signed by the complainant. Where necessary and appropriate, the HRO may assist in drafting the complaint.

B4.2 The City Clerk, in consultation with other City Officials as required, will follow a similar process to what is outlined in Section B2, with modifications as appropriate. **Where necessary, an** external consultant will be retained to investigate complaints/incidents. The City Clerk will transmit the findings of the external consultant to City Council, for final decision making on such matters, where required.

B5. Complaints Involving Staff in the Equity, Diversity and Human Rights Division (EDHR): Complaints of discrimination and/or harassment made by or regarding the direct personal behaviour of staff in the EDHR Division should be raised to the appropriate manager within EDHR. If not appropriate, complaints should be raised to the Director of EDHR for resolution. If the complaint involves the Director of EDHR, the complaint may be raised to the City Manager.

If an investigation is required, a qualified external consultant may be retained as appropriate in the circumstances and with the discretion of the Director of EDHR and/or the City Manager. External consultant contracts for investigations or mediations under this section will be administered consistent with section B1 above with necessary modifications. For instance, final decisions about the complaint will be made by the City Manager or the Director of EDHR, where appropriate.

B6. Conflict with HRO staff: An external consultant may be considered where there is a

potential conflict between the HRO's staff and the parties involved in a complaint.

The decision on whether to refer a complaint to an external consultant or another appropriate party will be within the sole discretion of the Director of EDHR in consultation with others as necessary or the City Manager where the potential conflict affects the Director of EDHR.

Where a complaint under B6 is referred to an external consultant, the scope and authority of the external consultant will be determined by the Director of EDHR or the City Manager. Paragraphs B1.4, B1.5 and B1.6 (above) will apply with necessary modifications. For instance, the Director of EDHR may play the roles contemplated for the City Manager or Deputy City Manager in those paragraphs.

Final decisions will be made by the affected division head in consultation with the Director of EDHR and others as appropriate. The affected division is responsible for paying all fees related to the external consultant's investigation or mediation.

B7. Legal Representation and Costs (Employees only):

B7.1. Parties to a complaint against senior management (division head, Deputy City Manager, City Manager, City Clerk or City Solicitor) or an Accountability Officer have the right to receive advice/consult a representative of their choice, including legal counsel, unless they are subject to a collective agreement that provides for union/association representation.

B7.2. The related legal costs incurred by a respondent under paragraph B7.1 will be reimbursed up to \$6,500.00 in all cases in which the external consultant concludes that there has been no violation of the HRAP.

B7.3 The related legal costs incurred by a complainant under paragraph 7.1 will be reimbursed up to \$6,500.00 in all cases except where the complaint is found to be trivial, frivolous, vexatious, or made in bad faith/an abuse of process.

B7.4 Where there is a settlement (including a mediated agreement), reimbursement subject to the limit outlined above may be provided at the discretion of the City Manager.

Approved by A/Director, Equity, Diversity and Human Rights Division

Date Approved June 23, 2008

Revised

Related Information



Association Of Community Centres AOCC Human Rights and Anti-Harassment / Discrimination Complaint Procedures

- A - Complaint Procedures
- B - Complaints involving Executive Directors
- C - Complaints involving Staff in the Equity, Diversity and Human Rights Division
- D - Complaints involving Members of Council or Boards
- E – Legal Representation and Costs

April 2015

November 2016

Draft revision October 2017

City-recommended changes **highlighted**

Deletions shown in ~~strikethrough~~

Applegrove recommendations in *italics*

(re-numbered for consistency; number changes not highlighted)

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

2

Purpose

The following procedures have been established so that complaints of discrimination and harassment can be reported and resolved internally and are intended as an alternate dispute resolution process to more formal legal avenues. These procedures should be read in conjunction with the City of Toronto [Human Rights and Anti-Harassment/Discrimination Policy](#) (HRAP). The goals of the HRAP and the complaint resolution procedures is to a) assist employees and service recipients in exercising their rights where they believe that they have experienced harassment/discrimination and b) to prevent, correct and remedy situations of discrimination or harassment and not to be punitive, although discipline may result.

[The management guide: Addressing Employee Harassment and Discrimination Complaints & Incidents](#) was prepared to assist management in fulfilling their policy and legislated obligations and provide guidance on all steps required to appropriately address employee issues of discrimination and/or harassment under the HRAP in a fair and timely manner. Management must adhere to the steps identified in the guide when addressing complaints and incidents of harassment and discrimination.

Jurisdiction

The following procedures apply to [incidents and](#) complaints of harassment and/or discrimination brought under the City of Toronto's HRAP. Complaints under the HRAP may be brought by employees, recipients of services, users of facilities and students of the following Community Centres:

1. The 519 Community Centre
2. Applegrove Community Complex
3. Cecil Community Centre
4. Central Eglinton Community Centre
5. Community Centre 55
6. Eastview Neighbourhood Community Centre
7. ~~Harbourfront~~ Waterfront Community Centre
8. Ralph Thornton Community Centre
9. Scadding Court Community Centre
10. Swansea Town Hall Community Centre

The following are exceptions to the City's jurisdiction to handle complaints under the HRAP:

~~**Other Avenues of Complaint:** Parties have a legal right to pursue a discrimination and harassment concern under a variety of complaint avenues; e.g., a complaint under the HRAP, an application to the Human Rights Tribunal of Ontario, an application to the Ontario Labour Relations Board, a civil suit, a criminal complaint and employees can grieve pursuant to the terms of their collective agreement. If another complaint avenue about the same or related events has been pursued, the Human Rights Office (HRO) cannot intervene.~~

Other Avenues of Complaint: A complaint under the HRAP is one of several complaint avenues available to pursue discrimination or harassment complaints. Other complaint avenues include an application to the Human Rights Tribunal of Ontario, a complaint to the Ministry of Labour, an application to the Ontario Labour Relations Board, a civil suit, a criminal complaint, and a grievance pursuant to the terms of an applicable collective agreement.

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

3

The City's Human Rights Office (HRO) cannot intervene where the same or related events have been pursued using another complaint avenue.

If you are a City of Toronto Employee and believe that you have experienced harassment or discrimination from a member of Toronto City Council or a Local Board (restricted definition) see section D below for the applicable complaint procedure.

Community Centres' Board Members: The HRO has no jurisdiction over Members of Community Centres' Boards. If you believe you have experienced harassment and/or discrimination by a Member of a Community Centre's Board, or you are a Member of a Community Centre's Board who is experiencing harassment and/or discrimination, you may consult and/or file a complaint with the City of Toronto's Integrity Commissioner. You may contact the Office at 416-392-3826 or <https://web.toronto.ca/city-government/accountability-operations-customer-service/accountability-officers/integrity-commissioner>.

If your complaint is within the jurisdiction of the HRAP, you may use the City's *confidential online complaint form* to file a complaint.

A. COMPLAINT PROCEDURES

- A1. Confidentiality:** All persons involved with a harassment/discrimination complaint, including complainants, respondents, support persons, witnesses, management and/or union/association representatives and investigators are expected to treat the matter as confidential. Persons involved with a harassment/discrimination complaint may be required to sign a confidentiality agreement.

During an investigation, identifying information about any individuals should not be disclosed unless the disclosure is necessary for the purpose of investigating, taking corrective action or is otherwise required by law. Parties to a complaint must not advise anyone in the workplace or otherwise connected to the workplace and/or service provision about the investigation, any involvement in the investigation and/or the contents of an investigation interview and/or report. Parties are not to ask individuals if they have participated in an investigation process or discuss any details about any investigation interviews.

Employees may be disciplined if confidentiality is breached by communicating with any person other than their union representative, health care practitioner or another legal authority at any time before, during or after an investigation or resolution of a harassment/discrimination complaint. Persons involved with a harassment/discrimination complaint may be required to sign a confidentiality agreement. Managers and supervisors are required to keep information as confidential as possible when addressing human rights concerns and are also subject to discipline for breaches of confidentiality. Subject to the requirements of procedural fairness of the investigation/resolution process, the Human Rights Office (HRO) will preserve confidentiality as much as possible, or as legally required or permitted – see below for when exceptions may be made to the disclosure of confidential information. Consult the HRO for additional details regarding confidentiality exceptions.

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

4

Under the *Occupational Health and Safety Act (OHSA)*, complaint details, investigations/results/reports produced under the HRAP are not considered to be occupational health and safety reports that are shared with joint health and safety committees. Therefore, to enable compliance and to protect confidentiality, these documents are not to be shared with joint health and safety committees.

Subject to the requirements of procedural fairness of the investigation/resolution process, the HRO will preserve confidentiality as much as possible, or as legally required or permitted – see below for when exceptions may be made to the disclosure of confidential information. Consult the HRO for additional details regarding confidentiality exceptions.

A2. Confidentiality Exceptions: ~~In cases where an individual/group who has consulted the HRO engages another legal proceeding which is related to the subject matter of the HRO consultation, upon receipt of the legal proceeding documentation, (e.g., grievance, WSIB report, etc.) and request by the City's Legal Services Division and/or Human Resources Division, the HRO will determine whether it is appropriate to:~~

The HRO is committed to protecting the confidentiality of its consultations, investigations and related records. Where an individual/group who has consulted the HRO or been involved in an HRO complaint engages another legal proceeding related to the subject matter of the HRO consultation/complaint, upon receipt of the legal proceeding documentation (e.g., grievance, WSIB report, etc.) and request from the City's Legal Services Division and/or Human Resources Division, the HRO will determine whether it is appropriate to:

- confirm or deny whether it was consulted
- respond to specific questions regarding the consultation for the purpose of responding to the legal proceeding
- provide a brief summary of the nature of the consultation

~~Where the entire contents of a HRO file is required or where the HRO determines that it is appropriate, consent of the employee or a court/tribunal/arbitral order will be required prior to the release of the file or additional information. However, in cases where an HRO application is filed by an individual/group who has consulted the HRO on the same and/or a related matter, the HRO will upon receipt of the application and request, provide a copy of its file to the Legal Services Division~~

In cases in which an HRO application is filed by an individual/group who has consulted the Human Rights Tribunal of Ontario on the same and/or a related matter, the HRO will, upon receipt of the application and a request from the Legal Services Division, provide a copy of its file to the Legal Services Division. Where the entire contents of an HRO file is requested related to any other legal proceeding, the HRO may determine whether consent of the employee involved or an order of the court/tribunal/arbitrator or other adjudicative body is required prior to disclosing its file or providing any information beyond that outlined above.

A3. Complaint/Incident Source: Complaints about a contravention of the HRAP will be accepted from any source that provides reasonable grounds upon which to initiate an intervention. Complaint/incident sources may include the individual who was the subject of the action complained about, an involved person or group, a witness or other third parties. All persons who believe that they have experienced or witnessed harassment

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

5

and/or discrimination should keep detailed notes about the issue(s). Where the HRO deems necessary, complainants will be required to provide a written account of their concerns. Where necessary and appropriate, the HRO may assist in drafting the complaint. The HRO may also initiate a formal complaint if it has information that suggests the existence of an outstanding specific or systemic problem.

- A4. Time Limits:** The time limit for filing complaints under the HRAP is one year from the date of the last incident of alleged discrimination or harassment.
- A5. Notification of complaint:** ~~In most cases, respondents will be informed of the complaint as soon as practicable.~~ Typically, respondents will be advised that a complaint has been filed. In certain circumstances, the respondent may not be advised of the complaint against him or her. Such circumstances include where the complaint does not warrant exploration, where the complaint is outside the policy mandate or where an issue can be resolved through a remedy such as training.
- A6. Complaint Records:** Any record of a complaint and all related documentation will be handled confidentially and stored in a secure location separate from employee personnel files. Records of a complaint will only be placed on an employee's personnel file when they have been found to breach HRAP and disciplinary action is taken ~~have engaged in conduct contrary to the HRAP and/or corrective.~~ This record of discipline is subject to the provisions of any applicable collective agreement.
- A7. Range of Resolution Options:** Several options to resolve harassment and discrimination concerns are available for complainants. Informal approaches can foster prompt resolution and prevent escalation, particularly when concerns are raised promptly. These are opportunities for parties to resolve a dispute, ensure the workplace is free from harassment and discrimination, and address broader issues that caused or contributed to the dispute.
- A7.1 Consultation - Advice & Assistance:** Complainants may benefit from having expert information and advice before deciding how to proceed with a discrimination or harassment concern. Complainants can consult management staff, Human Resources Division staff or HRO staff. These staff all have a responsibility to take action to resolve and prevent harassment and discrimination – refer to section 3.0 of the HRAP, Roles and Responsibilities¹ – and can provide advice, assistance, coaching, and referrals to assist complainants in addressing harassment or discrimination themselves. Employees may also consult their union or staff association.

Service or facility users should contact the relevant supervisor or manager as soon as practicable to resolve the issue and may contact the HRO at any time for confidential advice.

- A7.2 Talking to the person about their conduct:** All complainants must make good faith efforts to attempt to resolve matters themselves before filing a complaint. If a

¹ Human Rights and Anti-Harassment/Discrimination (HRAP)
<https://wx.toronto.ca/intra/hr/policies.nsf/a8170e9c63677876852577d7004f8/c8c007fd9cd24c6585257d4e00653676?OpenDocument>

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

6

complainant feels he or she is experiencing harassment or discrimination, ~~he or she should immediately make known to the person that his or her~~ **the complainant should immediately make known to the person responsible** that the conduct is unwelcome or offensive and may be in breach of the HRAP. It is important that this message be clear and unambiguous. When presented with a legitimate breach of the HRAP, all employees, including management staff are expected to make reasonable adjustments to their behaviour to resolve the matter. If addressing the person responsible could lead to safety risks, or is not appropriate, complainants may pursue other resolution options outlined in these procedures.

A7.3 Interventions by other staff: If a complainant is unable to resolve the issue him/herself or the discrimination or harassment continues after asking the person to stop, the complainant may request management or the HRO to intervene to facilitate resolution. Where an incident/concern/complaint involves the employee's superior, the employee may raise the concern with that person's manager or to the HRO.

~~HRO staff will determine in consultation with a complainant whether the concern(s) can be referred to Central Eglinton Community Centre's management to allow an opportunity to resolve the matter. HRO staff can advise parties where there are concerns about real or perceived bias, fairness, etc., when management is exploring concerns. Consult the HRO for details.~~

Interventions by divisional agency management: where an employee raises an incident or complaint to management, consult the [Management Guide: Addressing Employee Harassment and Discrimination Complaints & Incidents](#). For all incidents and complaints, including from service or facility users, management will assess the complaint and determine if an investigation is required or other dispute resolution option is appropriate. HRO may be contacted to provide advice to management on resolving the complaint.

Interventions by the HRO: HRO staff will determine, in consultation, with a complainant whether the concern(s) can be referred to ~~division~~ **agency** management to allow an opportunity to resolve the matter. HRO staff can advise parties where there are concerns about real or perceived bias, fairness, etc., when management is exploring concerns. Consult the HRO for details.

~~This option~~ **Intervention options by management or HRO** may include:

- a more in-depth examination and/or investigation* of the concerns and allegations; consulting, advising, meeting with and/or interviewing management, the respondent, witnesses, Human Resources staff etc.
- a review of documentary evidence, e.g., email messages
- Where appropriate, an option by parties to participate in mediation or to have a facilitated negotiation to resolve the issues
- a communication in writing to the complainant(s) and respondent(s) advising whether allegations were fully, partially or not substantiated and confirmation where necessary, of corrective actions that will be undertaken to resolve and remedy policy breaches.

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

7

*The OHS² requires an investigation be conducted into all employee complaints/incidents of non-Code workplace harassment, sexual harassment, gender identity harassment, gender expression harassment and sexual orientation harassment - Refer to the ~~Manager's Guide~~ [Refer to the Management Guide](#).

- A8. Mediation:** Where **appropriate**, the HRO may offer to mediate the complaint at any point before, during or after an investigation. Participation in mediation is voluntary and either party to the mediation is entitled to have a “support person” (as defined in section 11 below) attend the mediation. Where the mediator is of the opinion that the presence of the support person selected is inappropriate or that it may or is hindering the mediation process, the mediator will advise the relevant party ~~and he or she may~~ **who shall** be entitled to select another support person provided that doing so does not hinder or unduly delay the mediation.

The purpose of the support person is simply to be present to support the complainant or respondent. They are not permitted to participate in any way. As this complaints procedure is a mechanism for alternative dispute resolution, parties are not entitled to select legal counsel to fulfill the role of support person.

All mediation discussions will be held on a confidential, "without prejudice" basis. Any settlement would have to be satisfactory to both parties, be consistent with the HRAP and approved by senior management where appropriate. Parties will be required to sign a confidential Minutes of Settlement.

- A9. Investigations:** Investigations, both informal and formal, conducted by staff of the HRO will include a comprehensive and impartial review of all relevant information (e.g., the respondent’s position/response, witness information, documentary evidence, etc.) including an exploration of whether broader issues contributed to the complaint. The investigator has the authority to speak with anyone, examine and copy any documents, records, files, and enter any work locations which are relevant to the complaint.
- A10. Formal Complaints and Investigations:** If the informal approaches are not effective or appropriate to resolve a situation, or the complaint is of a serious or systemic nature, a formal complaint and investigation may be necessary.
- A10.1** All formal complaints will be referred to the HRO for mediation and/or investigation.
- A10.2** HRO staff will assess whether a formal complaint is the only appropriate way to address the concern.
- A10.3** Formal complaints must be in writing and signed by the complainant ~~using the HRO complaint form~~ **or may be made using the [HRO complaint form](#)**. Where necessary and appropriate, the HRO may assist in drafting the formal complaint.
- A10.4** Where possible the following details should be included in the complaint:
- what happened – a description of the events or situation particularly specific details of what the respondent said or did that the complainant believes

² OHS = Ontario Health and Safety Act

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

8

could be considered harassment or discrimination.

- The Human Rights Code (Code) ground if applicable,
- When it happened – dates and times of the events of incidents
- Where it happened
- Who saw it happen – the names of witnesses, if any

A10.5 The Executive Director of the Community Centre will be notified of a formal complaint as soon as it is initiated by the HRO.

A10.6 Respondents to a complaint will be notified as soon as practicable during the investigation process.

A10.7 The HRO will determine in consultation with the Executive Director and others as necessary and on a case-by-case basis, whether the complainant or respondent should be relocated within the division, provided with an alternate reporting relationship or placed on a paid leave during an investigation.

A10.8 HRO staff will conduct a thorough, fair investigation, including interviewing the complainant(s), respondent(s) and witnesses, gathering and reviewing documentary evidence and exploring whether broader issues contributed to the complaint.

A10.9 At the conclusion of an investigation, the investigator will prepare a written report that includes the allegations, respondent's position, witness and documentary evidence, factual findings, conclusions and discussion about policy violation(s).

A10.10 Findings will be provided to the Executive Director of the Community Centre, the complainant(s) and respondent(s).

A10.11 The parties will be given an opportunity to submit comments before a final decision is made to resolve the complaint.

A10.12 The HRO will make recommendations to correct any existing problems and/or to prevent similar problems from occurring in the future.

A10.13 Final decisions regarding corrective actions/the disposition of a complaint will be made by the Executive Director as applicable and communicated in writing to the parties.

A11. Support Person: Complainants and respondents have the right to be accompanied by a support person of their choice during meetings regarding a complaint under HRAP. ~~Where the HRO is of the opinion that the presence of the support person selected is inappropriate or that it may or is hindering the process, the HRO will advise the relevant party and he or she may be entitled to select another support person provided that doing so does not hinder or unduly delay the meeting/process.~~ **Where the HRO is of the opinion that the presence of the support person selected is inappropriate or that it may be or is hindering the process, the HRO will advise the relevant party who shall be entitled to select another support person provided that doing so does not hinder or unduly delay the meeting/process.**

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

9

The purpose of the support person is simply to be present to support the complainant or respondent. They are not permitted to participate in any way. As this complaints procedure is a mechanism for alternative dispute resolution, parties are not entitled to select legal counsel to fulfill the role of support person.

Witnesses are not entitled to bring a support person **to meetings**. However, if a witness offers details/evidence that may implicate them as a respondent or if others implicate the witness as a potential respondent prior to the meeting, **they the witness** will be informed of their right to a support person and the meeting will be re-scheduled if a support person is requested, but not available.

- A12. Completion of Investigation/Mediation:** Investigations under the HRAP should be **completed** in 90 days of the investigation initiation. Parties will be advised in writing prior to the 90 day period if a delay is anticipated. Completion of investigations should not exceed 6 months unless there are extenuating circumstances.
- A13. Reprisals:** The HRAP strictly prohibits any retaliation, either direct or indirect, against an individual for: exercising their rights under the HRAP, initiating a complaint in good faith, investigating a complaint, being a decision maker in a complaint, participating as a witness in an investigation, being a respondent to a complaint, having been associated with, or representing a complainant, witness or respondent. Appropriate discipline for a policy violation (or other workplace misconduct) is not considered a reprisal.
- A14. Disciplinary Action:** Any employee who engages in discrimination or harassment, reprisals, or breaches confidentiality before, during, or after an investigation or resolution may be subject to appropriate disciplinary action up to and including termination of employment. Staff who are in a supervisory position and fail to take action when they become aware of or are advised of alleged discrimination and/or harassment may also be subject to disciplinary action. Disciplinary action may also be taken if a complaint is found to be vexatious, made in bad faith and/or an abuse of process. Consequences for policy violations may include but are not limited to: an apology, counselling, education and training, a verbal or written reprimand, suspension with or without pay, a transfer or termination of employment. In determining appropriate consequences, factors including, but not limited to, the following will be taken into account: the nature of the violation, the severity, whether the individual has previously violated the HRAP and/or whether there is relevant discipline on file.
- A15. "Non-Code" Workplace Harassment³ (Employees only):** Management are responsible for intervening and addressing concerns/complaints of non-Code workplace harassment and incivility - where such complaints do not engage additional Code prohibited grounds. The HRO will only accept complaints of non-Code workplace harassment where there is evidence that management has failed to meet policy obligations. Employees should raise their workplace harassment concerns to their superior. If the concern/complaint involves the employee's superior, the employee may

³ Non-Code workplace harassment is harassment that is not related to a prohibited ground identified in the *Ontario Human Rights Code*. Workplace harassment, defined in the *Occupational Health and Safety Act* means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome. It also includes Workplace Sexual Harassment.

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

10

raise the concern with that person's superior. HRO staff can advise parties where there are concerns about real or perceived conflict, fairness, etc., in exploring concerns. Consult the HRO for details.

A16. Refusal to Intervene: The HRO has discretion to refuse to intervene or investigate or may discontinue an intervention or investigation where:

A16.1 A complaint is made anonymously without sufficient detail to trigger policy obligations;

A16.2 The complaint is outside the time limit;

A16.3 The complaint is trivial, frivolous, vexatious or made in bad faith/an abuse of process; or having regard to all the circumstances further investigation of the matter (or intervention) is unnecessary.

Trivial complaints involve allegations that are of such a minor nature that proceeding with an intervention is not in the public interest. A frivolous complaint contains allegations that, even if true, are not a breach of the HRAP. A complaint is vexatious when the complaint has been the subject of a decision by an alternate complaint process that considered the human rights allegations, a reasonable offer to remedy the complaint was rejected by the complainant and/or the complaint was filed to annoy, embarrass or harass the respondent **or is otherwise improperly motivated.** Complaints are an abuse of process/made in bad faith **in circumstances that include** when an adequate remedy already exists or the complainant is engaging in improper action - fraud, deception, intentional misrepresentation - **or is motivated to file out of malice or the complaint is filed out of malice, hostility, personal animosity or vindictiveness.**

A16.4 As this complaints procedure is a mechanism for alternative dispute resolution, a mediation or investigation may be terminated if either party to the complaint retains legal counsel and/or engages another complaint forum.

A16.5 Residents and service recipients may be required to exhaust any other avenues of **complaint/appeal** which are reasonably available prior to making a complaint under this policy.

A16.6 Complaints of harassment and/or discrimination related to contracted services may be made to the contractor and/or division responsible for the contracted service. All City contracted service providers are required to have internal harassment and/or discrimination dispute resolution processes, consistent with the City's process and mandated by provincial legislation. Consult the HRO for advice/assistance where necessary.

~~17. Complaints Involving Staff in the Equity, Diversity and Human Rights Division~~

~~(EDHR): The HRO has the authority where necessary to raise issues directly to the City Manager where EDHR staff are directly or indirectly implicated in a complaint of discrimination or harassment.~~

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

11

A17. Complaints with the Human Rights Tribunal of Ontario (HRTO): Applications filed with the Human Rights Tribunal of Ontario will be referred to the City Solicitor and the HRO. Legal Services Division has responsibility for responding to HRTO applications. Contact Legal Services Division immediately upon receiving any correspondence from the HRTO.

~~**19. Complaints with the Ministry of Labour (MOL):** Consult the HRO regarding MOL visits/orders related to workplace harassment and/or workplace sexual harassment.~~

A18. Complaints with the Ministry of Labour (MOL): Staff must immediately contact the City's Legal Services Division and other City employees involved in responding to MOL complaints/visits/orders, upon becoming aware of a complaint to the MOL, the attendance of an MOL employee or upon receipt of an MOL order. Where the complaint, visit or order is related to workplace harassment and/or sexual harassment, staff must also consult the HRO.

A19. External Consultant: Investigations of complaints in section A are typically conducted by the HRO or divisional management. However, in exceptional cases (e.g. significant systemic or ongoing human rights issues that have not been appropriately remedied by internal interventions), the City Manager may decide or the HRO or the Legal Services Division may recommend to the division head, Deputy City Manager or City Manager that an investigation that would otherwise be conducted by divisional management or the HRO should be referred to an external consultant for investigation. In such cases, the HRO and/or the Legal Services Division shall be involved in retaining the external consultant and determining the authority and duties of the external consultant. The scope of the external consultant's duties shall be outlined in an agreement. To the extent possible, the external consultant shall adhere to these Procedures and perform the role that is contemplated for the HRO within these Procedures, with necessary modifications.

B. PROCEDURE FOR COMPLAINTS INVOLVING EXECUTIVE DIRECTORS OF AOCC COMMUNITY CENTRES - Retaining External Consultants:

Qualified external consultants may be retained to resolve complaints of discrimination and/or harassment under the circumstances described below. External consultants will follow Part A (complaints procedures) in all cases except where exceptions are identified in this part.

B1. Complaints Involving Executive Directors of AOCC Community Centres: A complaint received by the HRO or the Community Centre Board of Management about the "direct personal behaviour" of the Executive Director of a Community Centre listed above, should be in writing, signed by the complainant. Where necessary and appropriate, the HRO may assist in drafting the complaint.

B1.1 Complaint Assessment: The Community Centre Board of Management must forward any complaint/details involving an executive director to the HRO. The HRO will assess the merits of the complaint in consultation with Legal Services staff to determine whether to retain an external consultant. Where it is determined that the complaint warrants further investigation, the HRO in consultation with others as necessary, will retain a qualified external consultant and determine the scope of and manage the contract of the consultant.

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

12

B1.2 Notification of Complaint: The HRO will notify the Board Chair of the complaint investigation. In consultation with the HRO, the Board Chair may assign a designate person or body such as a human resources committee for the duration of the investigation. The external consultant shall notify the persons named in the complaint of the specific allegations against them as soon as possible thereafter.

B1.3 Authority and Duties of the External Consultant: The scope of the external consultant's authority to investigate and/or attempt to settle the complaint, to speak with anyone, examine any documents and enter any work location relevant to the complaint for the purposes of investigation or settlement will be set out in the terms of the contract in accordance with City Policies. Unless otherwise stated in the agreement with the external consultant or dictated by the circumstance, the external consultant shall perform the duties contemplated for the HRO with respect to complaints under Part A above.

B1.4 Interim Reports and Discontinuance of Complaint: The external consultant may make interim reports to the HRO as required, to address instances of interference, obstruction, retaliation, or breaches of confidentiality encountered by the external consultant while dealing with a complaint under the HRAP. Upon receipt of the complaint, or at any point during the investigation/mediation, the external consultant may submit a report to the HRO making a recommendation to stop dealing with a complaint where: the complaint is trivial, frivolous, vexatious or made in bad faith or an abuse of process; or, having regard to all the circumstances, further investigation of the matter is unnecessary. The HRO in consultation with the Board Chair or designate may approve or reject the recommendation after considering submissions from the parties to the complaint.

B1.5 Other Avenues of Redress: The HRO may decide to postpone, suspend or cancel any investigation into a complaint under the HRAP if it is believed that the investigation would duplicate or prejudice another avenue of complaint (see "jurisdiction section above).

B1.6 External Consultant's Final Report: The HRO shall provide the Board Chair or designate with a final report outlining the findings, conclusions, recommended corrective action, or terms of settlement, within 90 days of the making of the complaint. The HRO may grant an extension of time upon the request of the external consultant. The complainant and respondent will be given 30 days to review and comment on the final report. Comments are to be sent to the Board Chair or designate.

The Board Chair in consultation with the appropriate City officials, e.g., Legal Services Division will review the final report and any comments received from parties, in camera and may approve, change or reject any proposed terms of settlement or recommended corrective action before making any decision on the matter.

B1.7 Final Decision: Final decisions about complaints involving the executive director will be made by the Board Chair in consultation with the appropriate City officials (e.g., the HRO, Legal Services Division, etc.)

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

13

~~**2. Systemic Concerns/Conflict with HRO staff:** An external consultant may be considered where there is a potential conflict between the HRO's staff and the parties involved in the complaint or where there are systemic or ongoing human rights issues that have not been appropriately remedied by internal interventions. The decision on whether to refer a complaint to an external consultant will be within the sole discretion of the Director of EDHR in consultation with others as necessary. Where a complaint under this section is referred to an external consultant, the scope and authority of the external consultant will be determined by the Director of EDHR. Part B Paragraphs 1.4, 1.5 and 1.6 (above) will apply with necessary modifications. Final decisions will be made by the Board Chair in consultation with the Director of EDHR and others as appropriate. The affected AOCC Community Centre is responsible for paying all fees related to the external consultant's investigation or mediation.~~

~~**Complaints Involving Staff of the HRO:** Complaints of discrimination and/or harassment made by or regarding the direct personal behaviour of staff of the HRO may be handled by a qualified external consultant at the discretion of the Director of EDHR and/or City Manager. External consultant contracts for investigations or mediations under this section will be administered consistent with section B 2 above with the following exception: final decisions about the complaint will be made by the City Manager and the Director of EDHR.~~

C. Staff in the Equity, Diversity and Human Rights Division (EDHR)

C1. Complaints Involving Staff in the Equity, Diversity and Human Rights Division (EDHR): Complaints of discrimination and/or harassment made by or regarding the direct personal behaviour of staff in the EDHR Division should be raised to the appropriate manager within EDHR. If not appropriate, complaints should be raised to the Director of EDHR for resolution. If the complaint involves the Director of EDHR, the complaint may be raised to the City Manager.

If an investigation is required, a qualified external consultant may be retained as appropriate in the circumstances and with the discretion of the Director of EDHR and/or the City Manager. External consultant contracts for investigations or mediations under this section will be administered consistent with section B1 above with necessary modifications. For instance, final decisions about the complaint will be made by the City Manager or the Director of EDHR, where appropriate.

C2. Conflict with HRO staff: An external consultant may be considered where there is a potential conflict between the HRO's staff and the parties involved in a complaint. The decision on whether to refer a complaint to an external consultant or another appropriate party will be within the sole discretion of the Director of EDHR in consultation with others as necessary or the City Manager where the potential conflict affects the Director of EDHR.

Where a complaint under **B6 C2** is referred to an external consultant, the scope and authority of the external consultant will be determined by the Director of EDHR or the City Manager. Paragraphs B1.4, B1.5 and B1.6 (above) will apply with necessary modifications. For instance, the Director of EDHR may play the roles contemplated for the City Manager or Deputy City Manager *Board Chair* in those paragraphs.

Final decisions will be made by the affected division head in consultation with the

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

14

Director of EDHR and others as appropriate. The affected division is responsible for paying all fees related to the external consultant's investigation or mediation.

D. Employee Complaints involving a Member of Council or Local Board (Restricted Definition)

To enable the City to comply with its legal obligations related to complaints by employees, employees who believe that they have experienced harassment and/or discrimination by a Member of Council or Member of a Local Board (Restricted Definition) should raise their concerns with division management or the HRO directly. An individual who seeks another or informal mechanism (including directly to the Integrity Commissioner) to raise such concerns may prevent the City from taking any action under this policy.

- D1. *Complaint Assessment:*** Division management and/or the HRO will assess the merits of the complaint to determine whether the division or other appropriate person should request the Integrity Commissioner to investigate the complaint in accordance with the Integrity Commissioner's procedures.
- D2. *Complaint Source:*** Where requests are made to the Integrity Commissioner, the manager involved or the HRO shall be the complainant for the purposes of the Integrity Commissioner's procedures.
- D3. *Investigation Findings:*** Where the Integrity Commissioner conducts an investigation, the Integrity Commissioner will provide results to the complainant in accordance with the Integrity Commissioner's procedures. Based on the Integrity Commissioner's reporting, division management will provide the complainant with a summary of the findings.

E. Legal Representation and Costs (Employees Only):

- E1.** ~~Parties to a complaint under this part~~ Parties to a complaint against senior management (AOCC Executive Director, division head, Deputy City Manager, City Manager, City Clerk or City Solicitor) or an Accountability Officer have the right to receive advice/consult a representative of their choice, including legal counsel, unless they are subject to a collective agreement that provides for union/association representation.
- E2.** The related legal costs incurred by a respondent under this section will be reimbursed up to \$6,500.00 in all cases in which the external consultant concludes that there has been no violation of the HRAP.
- E3.** The related legal costs incurred by a complainant under this section will be reimbursed up to \$6,500.00 in all cases except where a complaint is found to be trivial, frivolous, vexatious, or made in bad faith/an abuse of process.
- E4.** Where there is a settlement (including a mediated agreement), reimbursement, subject to the limit outlined above may be provided at the discretion of the Board Chair.

Human Rights Office

Enquiry Line: 416-392-8383

E-mail: humanrights@toronto.ca

AOCC HRAP Complaint Procedures

October 2017 – Revision Draft 1

15

Web: http://insideto.toronto.ca/hrweb/human_rights/index.htm



www.ApplegroveCC.ca

Applegrove Events and Board / Committee Meetings – October 12, 2017

Office Phone 416-461-8143

“Together, Building Our Community”

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

October Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
15	16	17	18	19	20	21
22	23 Board	24	25	26	27	28
29	30	31 Happy Halloween!	Punkin-Grove!			

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

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

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

Applegrove Events and Board / Committee Meetings – October 12, 2017
Office Phone 416-461-8143

January 2018 Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 Happy New Year! Applegrove is Closed	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19 PA Day (elementary only)	20
21	22	23	24	25	26	27
28	29 Board	30	31			

February Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8	9	10 Family Dance 11a.m.-1 p.m.
11	12	13	14	15	16 PA Day	17
18	19 Applegrove Closed for Family Day	20	21	22	23	24
25	26 Board	27	28			

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

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