



Applegrove Events and Board / Committee Meetings – September 23, 2013

Office Phone 416-461-8143

“Together, Building Our Community”

www.ApplegroveCC.ca

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

September Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22	23	24 [School Council]	25	26	27	28
29	30 Board					

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

November Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	6	7	8	9 <i>alt date for Pasta Fest?</i>
10	11 Applegrove Closed for Remembrance Day	12	13	14	15 <u>Pasta Fest?</u>	16
17	18	19	20	21	22	23
24	25 Board	26	27	28	29	30

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

Applegrove Events and Board / Committee Meetings – September 23, 2013
Office Phone 416-461-8143

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

January 2014 Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 Happy New Year Applegrove closed	2	3	4
5	6 School Resumes	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27 Board	28	29	30	31	Yoga Thon

February Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1 <u>Yoga Thon</u>
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17 Applegrove Closed for Family Day	18	19	20	21	22 <u>Snow Date for Yoga Thon</u>
23	24 Board	25	26	27	28	

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



APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

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“TOGETHER, BUILDING OUR COMMUNITY”

Board of Directors Meeting AGENDA – Monday, September 30, 2013

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

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

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 May 27 Board of Directors Meeting (*White*): to be accepted
8. Notes of the June 18 Board Discussion (*White*): for information
9. Minutes of the July 8 Board of Directors Special Meeting (*White*): to be accepted

7:10

10. Programming:
 - 10.1. Summer Programming Report (May)

7:20

- 10.2. Closure for Winter Break (*Yellow*): decision needed

7:30

11. Finance and Fundraising
 - 11.1. 2013 Year to Date Financial Report (*Green ledger sheet*): to be accepted

7:40

Motion needed to discuss the next 2 items *in camera* (without guests or staff other than the Executive Director and Program Director), as they deal with identifiable individuals or confidential information.

- 11.2. Admin Budget 2014 (*Salmon* confidential report)
- 11.3. Admin Budget 2013 Variance (*Green* confidential report)

Motion needed to return to the public meeting.

7:55

12. Preliminary Applicative Report / Set Date for Evaluation Meeting (*Goldenrod*): for information, input and decision

8:00

13. Directors' Concerns

8:05

14. Adjournment



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Board of Management Meeting AGENDA -- Monday, September 30, 2013

8:10

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of May 27 Board of Management Meeting (*White*)

8:15

- D. Election Policy (*Grey*): to be endorsed

8:35

- E. AOCC Program Map and Service Plan(*Lavender* and subsequent information to be circulated at the meeting): for information

8:55

- F. Executive Director's Report (*Pink*): for information
- G. Correspondence List (*to be distributed at the meeting*): for information and decision

8:59

- H. Adjournment

Next Meeting

October 28



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“TOGETHER, BUILDING OUR COMMUNITY”

Minutes of the Board of Directors Meeting May 27, 2013

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

Present: Alysha Brown, Irene Buncel, Natalie Coulter, Lynne Gray, Carmita Magnaye, Ann McKechnie (Chair), Neil Sinclair, Chris Sulway
Absent: Sydney Schultz
Staff: Susan Fletcher, Yan Gong, May Seto (Recorder)

1. Call to Order/Adoption of Agenda/Introductions

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

2. Welcome and Introductions

Ann welcomed Yan and introductions were done with Board Members.

3. Declaration of Conflicts of Interest

None were declared.

4. Timekeeper

Timekeeper for meeting – Carmi

5. Volunteer Hours

Members provided their volunteer hours.

6. Donation Envelope

The donation envelope circulated.

7. Minutes of the April 27 Board of Directors Meeting.

MOTION (Magnaye/Brown)
To accept the minutes of April 27.
Carried.

8. Finance and Fundraising

8.1. Audited Financial Statements for 2012

MOTION (Sinclair/Gray)
To provisionally accept the Audited Financial Statements for 2012 subject to the required clarification and amendments.
Carried.

Board of Directors Minutes

May 27, 2013

2

8.2. 2013 Year to Date Financial Report

Susan provided info and answered questions. Yan attended meeting to hear Board Members' suggestions for making the monthly report more relevant.

MOTION (Coulter/Sinclair)

To accept the 2013 Year to Date Financial Report.

Carried.

8.3. SPA Update: for information

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

8.4. Admin Budget 2014

Susan provided an overview and answered any questions.

MOTION (Sulway/Sinclair)

To approve budget submission at \$361,000, given known facts regarding the funding and process.

Carried.

9. Strategic Planning Update

Susan provided overview of the strategic planning report. May and Susan provided an update on progress resolving issues. Lynne and other Board Members will meet with May to determine targets of improvement.

10. Directors' Concerns

None

11. Adjournment

The meeting was adjourned on a motion by Chris Sulway, seconded by Ann McKechnie.

Chair

Secretary



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“TOGETHER, BUILDING OUR COMMUNITY”



Notes of Special Board Meeting

Tuesday, June 18, 2013

Present: Ann McKechnie (Chair), Alysha Brown, Irene Buncel, Lynne Gray, Sydney Schultz, Chris Sulway

Regrets: Natalie Coulter, Carmi Magnaye, Mary-Margaret McMahon

Absent: Neil Sinclair.

Staff: May Seto, Susan Fletcher (recorder)

When Board members met on June 18 for an Applicable planning session, the following issues were also discussed. This was not a formal Board meeting.

1. Audited Financial Report

A revised draft of the audited financial statements was circulated. Susan advised that she believed the issues discussed at the May Board meeting had been clarified. Board members suggested checking with Neil to determine whether the motion at the May Board meeting would cover the Board approval or whether a separate motion would be needed.

2. Complaint Summary

Susan prepared and circulated a summary of key issues over the past 18 months, including extracts from e-mails, etc.



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Minutes of the Special Board of Directors Meeting July 8, 2013

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

Present: Alysha Brown, Irene Buncel, Natalie Coulter, Lynne Gray, Ann McKechnie (Chair),
Neil Sinclair.

Regrets: Carmita Magnaye, Sydney Schultz, Chris Sulway

Staff: May Seto, Susan Fletcher (recorder)

1. Call to Order

Ann called the meeting to order at 6:50 p.m. Quorum of 5 Directors was achieved. By consensus, the agenda was adopted as circulated.

2. Declaration of Conflicts of Interest

None were declared.

3. Audited Financial Statements for 2012

The latest draft of the audited financial statements was circulated.

In discussion, members expressed concern about the wording of the notes and suggested the following wording which Susan will send to the auditor.

The approved administration expenditure budget for the Complex for 2012, plus adjustments of \$411,544 (2011 - \$375,238), is detailed above.

Compliance with the 10% reduction of the administration budget in 2012 as approved by City Council on January 17, 2012, resulted in contractual obligations of \$71,081 in 2012, \$93,611 in 2013 and \$58,437 in 2014.

Consequently, the actual administration expenditure amounted to \$565,044, comprised of the regular expenditures of \$412,995 (2011 - \$373,245) and future year obligations of \$152,049. These were partly offset by the interest revenue of \$381.

The actual net expenditures of \$412,614 had already been funded by the City and the future year commitment of \$152,049 will be received from the City in 2013 and 2014.

The 2012 over-expenditure equal to \$1,070 (2011 – under expenditure \$2,265) is recorded in the net payable to the City of Toronto of \$1,195.

4. Other Business

Susan updated the Board on the resolution of a complaint.

5. Adjournment

The meeting was adjourned on a motion by Natalie Coulter, seconded by Alysha Brown.

Chair

Secretary

Applegrove Community Complex
Year to date Income Statement
as at 31/08/2013

	Admin		Program Total	P/C Drop-in		Edgewood Drop-in		HAIG		HOBG		Therapeutic Play		Summer Camp		After School		Teens Program		Seniors		Other(Fundraising, projects, e		
	Total	Budget		Total	Total	Budget	Total	Budget	Total	Budget	Total	Budget	Total	Budget	Total	Budget	Total	Budget	Total	Budget	Total	Budget	Total	Budget
EXPENSES																								
Salary	198,350	167,010	208,240	64,342	64,609	9,968	10,405	9	0	3,143	7,715	12,520	19,767	50,947	40,246	40,635	41,202	2,149	4,705	14,790	14,087	13,966	0	
Benefit	52,370	38,731	35,389	21,506	25,543	4,693	4,465	2	0	161	901	913	3,656	3,412	3,507	1,634	1,499	94	446	974	1,315	2,000	0	
Material & Supplies	5,772	5,640	36,638	1,738	3,516	379	946	0	0	13,727	14,404	703	2,900	11,829	16,173	2,684	8,000	394	1,133	4,533	1,994	310	0	
Furniture & Equipment	361	1,627	359	0	200	92	50	0	0	267	0	0	0	0	0	0	0	0	0	0	0	0	0	
Purchased Services	10,456	13,927	12,369	1,275	2,497	3,289	3,846	205	0	183	0	1,067	567	1,721	7,806	1,141	2,365	0	1,302	972	6,710	1,728	0	
Goods & Services Tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total	267,310	226,935	292,994	88,860	96,366	18,420	19,712	216	0	17,481	23,020	15,203	26,890	63,680	67,732	46,094	53,066	2,637	7,586	21,270	24,106	18,003	0	
INCOME																								
Government Funding																								
City of Toronto	296,915	227,000	126,131	86,065	69,880	14,824	13,051	0	0	0	3,182	0	0	3,650	6,905	10,602	10,296	0	2,273	0	0	10,990	0	
Province of Ontario	0	0	40,749	6,000	8,000	0	0	0	0	0	0	0	0	10,006	525	0	0	0	0	23,952	21,541	791	0	
Federal Government	0	0	19,100	0	0	0	0	0	0	18,748	18,863	0	0	0	8,646	0	0	0	0	0	0	352	0	
Total Government	296,915	227,000	185,980	92,065	77,880	14,824	13,051	0	0	18,748	22,045	0	0	13,656	16,076	10,602	10,296	0	2,273	23,952	21,541	12,132	0	
Non-Government Funding																								
Charitable Organization	0	0	18,308	0	0	0	0	0	0	0	0	13,375	13,375	2,000	0	0	0	0	0	0	0	2,933	0	
Foundation/Corporation	0	0	19,691	0	0	0	0	0	0	0	0	0	0	8,421	1,500	0	0	11,270	133	0	0	0	0	
Total Non-Government	0	0	37,999	0	0	0	0	0	0	0	0	13,375	13,375	10,421	1,500	0	0	11,270	133	0	0	2,933	0	
Donation/Fundraising																								
Charitable Donation-individual	0	0	7,872	668	0	616	0	0	0	186	0	0	0	0	0	164	0	0	0	1,030	0	5,208	0	
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	
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	
Non-charitable Donation-Bus	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9,296	0	0	0	0	0	0	0	0	
Fundraising	0	0	8,345	1,722	1,000	2,108	4,000	0	0	0	0	0	0	0	0	0	0	0	0	2,837	0	1,448	0	
Total Donation/fundraising	0	0	16,216	2,390	1,000	2,723	4,000	0	0	186	0	0	0	0	9,296	164	0	0	0	3,867	0	6,656	0	
Others																								
Users Fee	0	0	90,989	0	0	0	0	0	0	0	0	0	0	39,468	25,110	49,343	42,400	0	0	2,178	4,419	0	0	
Miscel	46	0	1,512	498	0	0	0	0	0	100	0	497	0	0	0	0	0	0	0	0	0	416	0	
GST Rebate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Others	46	0	92,500	498	0	0	0	0	0	100	0	497	0	39,468	25,110	49,343	42,400	0	0	2,178	4,419	416	0	
TOTAL INCOME	296,961	227,000	332,696	94,953	78,880	17,547	17,051	0	0	19,034	22,045	13,872	13,375	63,545	51,983	60,109	52,696	11,270	2,407	29,997	25,960	22,138	0	
SURPLUS(DEFICIT)	29,651	65	39,702	6,093	(17,486)	(873)	(2,661)	(216)	0	1,554	(975)	(1,331)	(13,515)	(135)	(6,305)	7,043	(370)	8,633	(5,180)	8,727	1,854	4,135	0	
Board transfer/in-kind support				0																				
FINAL SURPLUS(DEFICIT)	29,651	65	39,702	6,093	(17,486)	(873)	(2,661)	(216)	0	1,554	(975)	(1,331)	(13,515)	(135)	(15,749)	7,043	(370)	8,633	(5,180)	8,727	1,854	4,135	0	



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Applicious Notes – September 19, 2013

Approximate attendance (including volunteers, vendors and guests) distributed about 1300 stickers for donations	1500
Vendors Food vendors: 4 confirmed, one did not attend	10
Volunteers (and event staff)	about 80
Media: SNAP and Beach Mirror attended	
Participant evaluation on a 4 point scale (only 9 forms completed)	3.4

Preliminary Financial Report

Revenue (Sales)				
Tickets	\$	2,966.25		
Food/ Cider	\$	1,252.90		
Silent Auction	\$	373.00		
Craft	\$	119.10		
Greeter	\$	1,612.48		
Book Donation	\$	219.45		
50/50 Draw (net)	\$	130.00		
Vendor payment	\$	460.00		
Sponsorship	\$	100.00		
Total Revenue (Sales)	\$	7,233.18		
Expenses				
Advertising	\$	290.71		
Food and Beverage	\$	518.95		
Equipment Rental	\$	2,867.16		
General Supplies	\$	470.33		
License fee	\$	75.00		
Washroom rental	\$	712.32		
Property Rental fee	\$	270.00		
Total Expenses	\$	5,204.47		
Net Profit	\$	2,028.71		
Note:				
1. For the 50/50 draw we only made 130 because we have to give have the proceed to the winner				
2. We are still waiting for payment for many of the silent Auction items				
3. We expect a reduced cost from Merlin for the equipment rental				



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Closure for Winter Break 2013

September 19, 2013

Prior to unionization, Applegrove's Personnel Policy noted that

Each year, Applegrove will be closed between Christmas and New Year, from December 24 to January 1 inclusive. Staff are encouraged to use their float days at this time, plus vacation or comp time previously accumulated.

We have continued this practice.

This year, Christmas falls on a Wednesday, and the school break is from December 23 to January 3 2014 inclusive. While the After-school program would not operate on Monday, December 23, and the Parent/Child program is closed on Mondays, we would normally have Seniors Tai Chi on Monday mornings.

Similarly, while the After-School program will not resume until January 6, the Parent/Child program would normally resume on January 2, and Helping Our Babies Grow would operate on the Friday after New Year's Day.

In order to allow staff to plan their breaks, the Board should decide on the usual program shutdown or one that matches the school break.

If programs are in operation, the office will also be open. If programming is shut down, some office staff may come in during the break to finish work or install updated payroll software.

Decision Needed: whether the program shutdown will take place from December 24 to January 1 as usual, or December 23 to January 3 inclusive like the school break.

Note: in some prior years, the TDSB has identified one or more “Board Days” on which the school is not open, in order to save caretaking costs, utilities, etc. If the TDSB identifies December 23, January 2 or January 3 as Board Days, Applegrove's programs and office will be closed.



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Minutes of the Board of Management Meeting May 27, 2013

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

Present: Alysha Brown, Irene Buncel, Natalie Coulter, Lynne Gray, Carmita Magnaye, Ann McKechnie (Chair), Neil Sinclair, Chris Sulway
Absent: Sydney Schultz
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. The agenda was adopted as circulated.

B. Declaration of Conflicts of Interest

None were declared.

C. Minutes of the April 29 Board of Management Meeting

MOTION (Sulway/Magnaye)

To accept the minutes of April 29.

Carried

D. June Meeting Date: for decision

Board members decided to hold the June meeting on Tuesday, June 18 at 6:30 and focus on Applicable and Budget items.

E. Executive Director's Report

MOTION (Brown/Gray)

To accept the Executive Director's Report.

Carried.

F. Correspondence List - *deferred*

G. Adjournment

The meeting was adjourned on a motion by Chris Sulway seconded by Carmita Magnaye.

Chair

Secretary

Next Meeting:

Tuesday, June 18 at 6:30 p.m. – next Board Meeting.

Association of Community Centres (AOCC)

Program Map
&
Service Profiles

City of Toronto

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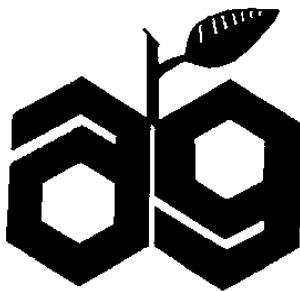
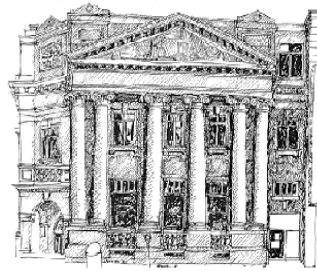
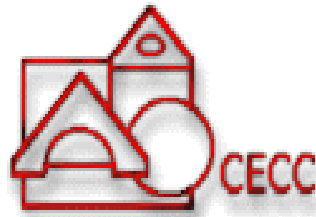
Draft

CITY OF TORONTO

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5.0	Service Profiles:	Error! Bookmark not defined.
5.1	Community Development and Civic Engagement	Error! Bookmark not defined.
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6.0	Service Objectives	Error! Bookmark not defined.
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7.0	System Inventory (for Reference Only)	Error! Bookmark not defined.
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9.0	Government of Canada Strategic Reference Model (GSRM) ~ Outputs Types (for Reference Only)	8
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11.0	Sample Process Profile (for Reference Only)	Error! Bookmark not defined.

1.0 List of Community of Centres



2.0 Mission Statement

Template

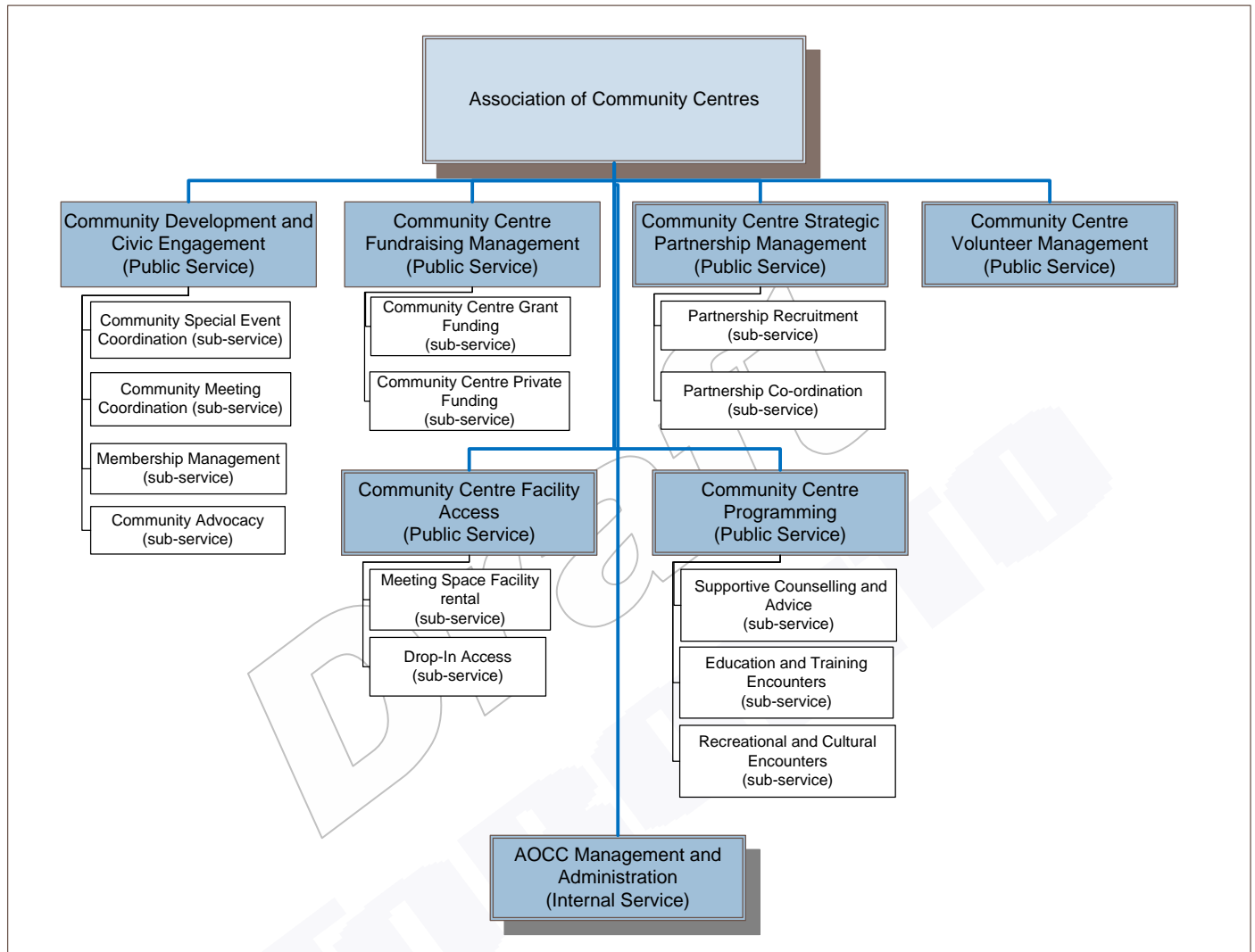
provide/produce (service/product) to (customer) in order to (statement of accomplishment).

Association of Community Centres

Association of Community Centres (AOCCs), which is made up of 10 community centres, provides programs and services to meet the diverse and changing needs of communities. We are committed to fostering a sense of community, promoting civic engagement, and enhancing the quality of life through the development, provision, and support of activities, services and programs responsive to local needs

DRAFT

3.0 Program Map



4.0 Service List & Purpose Statements

Template:

Provides specific results (deliverables) that satisfy the needs of a target group and contribute to the achievement the program. Public services produce outputs conveyed to or delivered to members of the public. Internal services produce outputs delivered to other government service providers.

4.1 Community Development and Civic Engagement

- To build and foster the local community and encourage participation and support

4.2 Community Centre Fundraising Management

- To seek out and garner both Grant and Private funds to build on the capacity of the centres to deliver quality programmes.

4.3 Community Centre Partnership Management

- To develop Strategic Partnerships with the local community through inkind contributions to build on the capacity of the centres to deliver quality programmes

4.4 Community Centre Facility Access

- To provide convenient, cost effective access to well maintained meeting facilities in support of community activities

4.5 Community Centre Volunteer Management

- To engage the voluntary sector to increase the resource base, provide access to a broad range of skills and expertise in support of the Community Centres' encounters.

4.6 Community Centre Programming

- To provide counselling, educational, and recreational encounters that are responsive to and reflective of the unique needs of local Fundraising Management

4.7 AOCC Management and Administration

- To provide the core organizational infrastructure, which supports delivery of programs and services, by managing and operating the facility.

(many pages omitted)

9.0 Government of Canada Strategic Reference Model (GSRM) ~ Outputs Types (for Reference Only)

This table summarizes the GSRM's 19 standard service types and the service output type associated with each. Service types are used to classify existing services to rationalize service design, and to create service designs for new programs.

Service Type	Service Type Description	Service Output Type
Provide Funds	Services that acquire or dispense money.	An amount of money
Provide Resources	Services that acquire or dispense units of resource or periods of use of a resource (<u>includes</u> labour, energy, land, facilities, movable assets, supplies, but <u>excludes</u> funds, information, rules)	A unit of resource
Provide Transport	Services that move people and resources from point to point (<u>includes</u> energy, moveable assets, supplies, funds, information, but <u>excludes</u> labour, facilities, rules)	A movement
Provide Advisory Encounter	Services that provide an encounter during which data, information and/or advice is conveyed to a party or a system	An advisory encounter
Provide Matches, Referrals & Linkages	Services that match, refer or link one party to another	A match, referral or linkage
Provide New Knowledge	Services that conduct research.	New knowledge
Provide Advocacy and Promotional Encounters	Services that represent, advocate for or promote government programs and services by speaking to, persuading, or creating awareness in people	An advocacy or promotional encounter
Provide Recreational & Cultural Encounters	Services that provide recreational and cultural experiences to people	A recreational & cultural encounter

Provide Educational & Training Encounters	Services that provide educational and training experiences to people	An educational & training encounter
Provide Care & Rehabilitation Encounters	Services that provide care and rehabilitation to people.	A care & rehabilitation encounter
Provide Periods of Agreement	Services that resolve disputes or create agreements between parties	A period of agreement
Provide Periods of Permission	Services that express government authority by granting permission for a period of time to engage in activities, possess or control property or resources, or hold status, authority or privileges.	A period of permission
Provide Periods of Protection	Services that guard people and resources from threats. (<u>includes</u> land, facilities, movable assets, supplies, funds, information, but <u>excludes</u> labour, energy, rules)	A period of protection
Provide Findings	Services that inspect, investigate and analyze to uncover information and prepare findings and recommendations	A finding
Provide Interventions	Services that intervene, respond to threats and emergencies, give aid, and restore order.	An intervention
Provide Rulings & Judgements	Services that apply rules and dispense justice.	A ruling or judgement
Provide Penalties & Periods of Sanction	Services that sanction, force compliance, mete out punishment and apply penalties	A penalty or period of sanction
Provide Rules	Services that produce laws, regulations, policies, strategies, plans and designs.	A rule
Provide Implemented Changes	Services that bring about changes to existing programs and services including organization structure, practices and systems.	An implemented change

Applegrove Election Policy Draft 1 August 2013

This draft is based on the "City of Toronto Policy on Use of City Resources during an Election". Material in *italics* is added and material in ~~strike-through~~ is to be deleted. Items will be re-numbered when the draft policy is finalized.

1. PURPOSE

The purpose of this policy is to maintain Applegrove's neutrality and to ~~The City of Toronto 'Policy on Use of City Resources during an Election'~~ provides a consistent approach and direction to City employees on how Applegrove and City resources can and cannot be used during municipal, school board, provincial and federal election campaigns or campaigns on question on a ballot.

As Applegrove is both an agency of the City of Toronto and an independent not-for-profit corporation, this policy applies to both the City agency and the corporation. In the material below, "Applegrove" will refer to the corporation and "City" will refer to the City of Toronto and the City agency.

(See appendices for definitions and background)

2. PRINCIPLES

*(See appendix for definitions of the **bold** words in this section)*

*Applegrove and the City of Toronto must balance the need for freedom of expression and assembly of **candidates** and ~~its legal responsibility~~ *their responsibilities* to not provide an unfair advantage to any **candidate, political party, registrant** or a **supporter** of a **question on a ballot** during an **election**.*

*Applegrove and the City of Toronto cannot make a **contribution** (including money, goods and services) to any **candidate, political party, registrant** or a **supporter** of a **question on a ballot** during an **election**.*

*Applegrove and **City of Toronto resources** cannot be used to promote one **candidate, political party, registrant** or a **supporter** of a **question on a ballot** during an **election** over another **candidate, political party, registrant** or a **supporter** of a **question on a ballot** during an **election**.*

This policy is intended to enable continued public and media access to **candidates** or **registrants** for information and interviews. The policy distinguishes between unplanned **media scrums** or chance public encounters by candidates and the media, whether in-person or online, and actual planned **media events** or rallies.

The policy recognizes that **Members of Council** and *school trustees* are holders of their office until the end of their term and supports ~~Members~~ them in continuing to fulfill their responsibilities as ~~Members of Council~~ *elected representatives*. *Note that once a writ is issued for Provincial or Federal elections, MPPs and MPs are no longer elected officials and therefore should not be invited to attend Applegrove and City events.*

3. SCOPE

~~This policy applies to City of Toronto Divisions and to the Offices of the Auditor General, Integrity Commissioner, Lobbyist Registrar and Ombudsman (the Accountability Officers).~~

~~The City Manager will review how this policy applies to City agencies and corporations.~~

A. Staff

This policy applies to all Applegrove employees, full and part-time, permanent and temporary, administrative and program, including placement students and seconded staff.

B. Volunteers

Certain parts of the policy apply to Applegrove volunteers.

4. POLICY

A. Activities Allowable during an Election

- ~~Ai. All candidate meetings can be held at City facilities for \$1.00 fee provided that all candidates for an office or all registrants are invited to attend such meetings. This clause is subject to all applicable City by-laws and policies.~~
- ~~Aii. Canvassing and distribution of campaign materials in long-term care homes, as provided for by the Residential Tenancies Act, 2006.~~
- Aiii. It is both acceptable and appropriate that Applegrove facilitate and/or organize non-partisan activities such as helping individuals learn their ward or riding; hosting all candidates meetings; encouraging individuals to vote; etc.*
- Aiv. As appropriate, programs can include an "Election Resource" bulletin board or file containing information about candidates, voting procedures, election issues, and similar material, including any partisan material that may be available. Staff should make reasonable efforts to include information about all candidates, parties, etc.*
- Av. If Applegrove holds or co-hosts an all-candidates meeting, staff must make every effort to invite all the candidates. The meeting should have space available for candidates' flyers and other materials.*
- Avi. While candidate, political party, registrant or a supporter of a question on a ballot during an election are permitted to distribute campaign materials on public right of way sidewalks and thoroughfares, at public parks, and at civic squares such as Nathan Phillips Square, Mel Lastman Square, Albert Campbell Square and David Pecaut Square subject to the existing permitting policies and by-laws for these facilities, candidates, parties, registrants or supporters are subject to the policies of Applegrove's leased or permitted space.*
- ~~Avii. Informal media scrums are permitted in public or common areas at the following City facilities provided that no apparatus, mechanism or device for the amplification of the human voice or any sounds is used and that the activity is not disruptive to regular City business in the vicinity. If the media scrum is disruptive, employees may ask the participants to find an alternative location:~~
 - ~~o Toronto City Hall, Metro Hall, civic centres~~

~~o City managed civic squares including Nathan Phillips Square, Mel Lastman Square, Albert Campbell Square and David Pecaut Square. This clause is subject to all applicable City by-laws and policies.~~

- Aviii. Candidate, political party, registrant or a supporter of a question on a ballot during an election are permitted to attend *Applegrove and City* events, or events held at City facilities, in either their capacity as elected representatives or as private citizens to glad-hand with attendees and visitors, but may not solicit votes for themselves, a political party, registrant or a supporter of a question on a ballot. No election signs may be posted and no campaign materials may be disseminated at *Applegrove and City* events, *except for Applegrove all-candidate meetings and program election information files or bulletin boards as noted above*. This clause is subject to all applicable City by-laws and policies.
- ~~Aix. Permits for generic election-related purposes, such as teaching members of the public how to become a candidate or the knowledge to organize an election campaign, can be issued for City facilities as long as no one particular candidate, political party, registrant or a supporter of a question on a ballot during an election is promoted or endorsed at the event.~~
- Ax. Elected officials are permitted to attend *Applegrove and City*-organized events or events held on City of Toronto property and act as ceremonial participants in their capacity as elected officials, including speaking at the event and partaking in ceremonial activities. Once the writ is issued for Provincial or Federal elections, MPPs and MPs are no longer elected officials and therefore should not be invited to attend City events.
- ~~Axi. The Mayor will continue to be named in media releases and City materials that describe inter-governmental activities in his capacity as Chief Executive Officer of the City.~~
- Axii. *Applegrove and City* of Toronto online information related to Members *and school trustees* will continue to be accessible by the public.
- ~~Axiii. City of Toronto databases already made available for public use, such as those published by the City of Toronto's Open Data project, may be used by candidate, political party, registrant or a supporter of a question on a ballot during an election.~~
- Axiv. *Applegrove and City* employees may work on a campaign or support a candidate outside of their work hours, as long as they abide by the Human Resources policy titled "Employee Participation in Municipal Election Campaigns" which defines permitted campaign activity. The policy also prohibits certain employees from participating in any campaign activity.
- Axv. Information that is provided by *an Applegrove or City* employee to one candidate, political party, registrant or a supporter of a question on a ballot during an election will be provided to all other candidate, political party, registrant or a supporter of a question on a ballot during an election, either through posting of the information on the internet or through other mechanisms. The provision of information to candidate, political party, registrant or a supporter of a question on a ballot during an election will be coordinated through the ~~Strategic Communications Division~~ *Executive Director*.
- Axvi. If requested, the ~~Accountability Officers~~ *Executive Director* will provide information to candidate, political party, registrant or a supporter of a question

on a ballot during an election directly and will post the information provided to one candidate, political party, registrant or a supporter of a question on a ballot during an election on the websites for their Offices so that all candidates, political parties, registrants or a supporter of a question on a ballot during an election have equal access to the information.

- Axvii. Requests by candidate, political party, registrant or a supporter of a question on a ballot during an election for personal meetings with ~~Division Heads, the Accountability Officers~~ *the Executive Director, Program Director, Board members* or other *City Applegrove* employees, and requests for tours of *City Applegrove* facilities may not always be accommodated due to resource and time constraints. If a meeting or a tour is organized for one candidate, political party, registrant or a supporter of a question on a ballot during an election, ~~the division or the Accountability Officer~~ *Applegrove* would need to commit to organizing a similar meeting or tour for all other candidates, political parties, registrants or supporters of a question on a ballot during an election.

B. Activities Not Allowable during an Election

- Bi. *Applegrove and* City of Toronto resources may not be used to support, endorse or otherwise provide an unfair advantage to any candidate, political party, registrant or a supporter of a question on a ballot during an election.
- Bii. ~~City of Toronto~~ *Applegrove* employees may not campaign or actively work in support of a municipal, school board, provincial or federal candidate, political party, registrant or a supporter of a question on a ballot during an election during working hours unless they are on a leave of absence without pay, lieu time, float day or vacation leave.
- Biii. ~~City~~ *Applegrove* facilities and ~~City~~ *Applegrove* infrastructure cannot be used for any election-related purposes by candidate, political party, registrant or a supporter of a question on a ballot during an election, including for the display of any campaign-related signs in windows or on the facilities, as well as for any other form of campaigning on the facilities, except as described in ~~section A of this policy~~ *above*.
- ~~Biv. No permits, licenses, leases, or any other agreement for the use of City of Toronto facilities, including civic squares and parks, will be issued for the use or promotion of a particular candidate, political party, registrant or a supporter of a question on a ballot during an election~~
- Bv. Any Candidate, political party, registrant or a supporter of a question on a ballot during an election shall not distribute any campaign materials in *Applegrove or* City of Toronto facilities or at *Applegrove or* City of Toronto events, except on public right-of ways, thoroughfares, in City parks and on City civic squares as described in ~~A3~~ ¹ *above* or during all-candidates meetings.
- Bvi. *Applegrove and* City of Toronto communications materials, whether for internal or public distribution, must not:
- i. Profile (name or photograph), make reference to and/or identify any individual as a **candidate** in any **election** or a **registrant** in a **question on a ballot**.

¹ Note: check with City staff how this works for a City event at a City park -- are candidates allowed or not allowed to distribute campaign materials?

- ii. Advocate for or against a particular **candidate, political party, registrant** or a **supporter** of a **question on a ballot** during an **election**

Communications materials include but are not limited to: media releases, media advisories, invitations for special events, flyers, posters, banners, brochures and newsletters.

- Bvii. Websites or domain names that are funded by the City of Toronto must not include any campaign materials, make reference to and/or identify any individual as a candidate, political party, registrant or a supporter of a question on a ballot during an election, or profile any slogan or symbol associated with a candidate, political party, registrant or a supporter of a question on a ballot during an election.
- Bviii. New/Social media sites, blogs, and other new media created and managed by *Applegrove* or City employees must not make reference to and/or identify any individual as a candidate, political party, registrant or a supporter of a question on a ballot during an election
- Bix. Photographic or video materials which have been or may be created by *Applegrove* or City employees or with *Applegrove* or City resources must not be used in any campaign materials.
- Bx. *Neither the Applegrove nor the City of Toronto logo must not can be used in any campaign materials.*
- ~~Bxi. City databases must not be used by any candidate, political party, registrant or a supporter of a question on a ballot during an election, unless the database has already been released for public use.~~
- Bxii. *Applegrove and City infrastructure cannot be used for any election purposes.*
- Bxiii. *Applegrove and City of Toronto employees will not perform any service, offer any advice or provide any information solely for the use of one candidate, political party, registrant or a supporter of a question on a ballot during an election under section 39.1 of the Municipal Elections Act, 1996. This applies to volunteers who identify themselves as Applegrove volunteers.*
- Bxiv. *No employee or volunteer shall wear any Applegrove clothing while campaigning.*
- Bxv. *While at work, employees must not wear clothing or buttons advertising any candidates or parties.*
- Bxvi. *While volunteering for Applegrove, volunteers should not wear clothing or buttons advertising any candidates or parties. However, program participants face no restrictions.*

C. Restrictions related to Services Provided to Members of Council during an Election Year

As Members of Council may also be candidates in a municipal election, after August 1 in the municipal election year, *Applegrove and City* employees will discontinue the following activities for Members of Council. The same rule applies to all Members of Council, irrespective of whether they are seeking election in the new term or not:

- ci. Advertising and other communications materials paid for by *Applegrove* or City funds and distributed by *Applegrove* or the City of Toronto will not reference the name of a Member of Council.

- Cii. Event signage, including banners and posters, will not reference the name of a Member of Council.
- Ciii. ~~Applegrove Media releases issued by Strategic Communications or divisional communications employees will not reference the name of a Member of Council.~~
- Civ. *Applegrove and Strategic Communications will not distribute media releases on behalf of any Member of Council unless such a release is considered consistent with their duties as an elected official.*
- Cv. ~~Ceremonial documents such as retirement scrolls for employees, scrolls in celebration of anniversaries, Letters of Greeting and other celebratory documents normally signed and distributed by Members of Council will be signed by the Mayor as the Chief Executive Officer of the City. Documents will be directly mailed to community organizations by the Protocol section of the City Clerk's Office.~~

5. ROLES AND RESPONSIBILITIES

- A. City Manager: The City Manager is responsible for the administration of this policy *within the City*. ~~All issues with respect to this policy should be directed toward the City Manager.~~
- B. *Executive Director: Applegrove's Executive Director is responsible for the administration of this policy within the centre.*
- C. ~~Accountability Officers: The Accountability Officers are responsible for the implementation of this policy in their offices.~~
- D. ~~Division Heads: Division Heads are responsible for the application of this policy to City of Toronto resources, facilities and employees managed by their Divisions.~~
- E. ~~City Employees: City of Toronto As City staff, Applegrove employees are responsible for understanding and applying this policy and for seeking clarification and advice if required.~~

6. RELATED CITY POLICES AND PROCEDURES

- Constituency Services and Office Budget Policy²:
http://www.toronto.ca/city_council/pdf/office-budget-policy.pdf
- City of Toronto Grants, Policy on Political Activities:
http://www.toronto.ca/grants/pdf/policy_political_activities.pdf
- Employee seeking election to political office:
<http://wi.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/16093429d6c1c208852573530064fbbb?OpenDocument>
- Employee participation in municipal election campaigns:
<http://wi.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/65b7b2a823965ea085256944005b5a7c?OpenDocument>

² The former 'Councillor Expense Policy' is now called the 'Constituency Services and Office Budget Policy' as amended and adopted by City Council at its meeting on July 11, 2012.

- Conflict of Interest Policy:
<http://wi.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/429ad1b158a6de7c8525693b004bdc49?OpenDocument>
- Code of Conduct for Members of Council:
http://www.toronto.ca/city_council/pdf/members_code_conduct.pdf

APPENDICES

Background

City of Toronto employees may be approached by some candidates to use City resources for the purposes of campaigning. A clear policy is required to guide the action of City of Toronto employees and help determine which requests can be accommodated and which should be denied.

The following legislative provisions bear highlighting as they relate to this policy:

The *Municipal Elections Act, 1996, s. 70 (4)*, states that municipalities cannot make a contribution to a candidate or registrant in municipal election campaigns. The *Election Finances Act* and the *Canada Elections Act* impose similar restrictions for provincial and federal election campaigns.

The *Residential Tenancies Act, 2006, s. 28* states that "No landlord shall restrict reasonable access to a residential complex by candidates for election to any office at the federal, provincial or municipal level, or their authorized representatives, if they are seeking access for the purpose of canvassing or distributing election material." Under the *Residential Tenancies Act*, Long Term Care Homes operated by the City fall under the definition of "residential complex", and therefore, s. 28 applies to them.

The *City of Toronto Act, 2006* defines the role of the Mayor as both the Head of Council and as the Chief Executive Officer (CEO) of the City. As CEO of the City, it is the role of the Mayor to promote public involvement in the City's activities and act as the representative of the City locally, nationally and internationally.

Definitions

"Campaigning" – means any activity by or on behalf of a candidate, political party or question on a ballot meant to elicit support during the election period. Campaigning does not include the appearance of elected officials, other candidates or their supporters, or registrants at an event in their personal capacity without the display of any signage or graphic which identifies the individual as a candidate or registrant and without the solicitation of votes.

"Campaign Materials" – means any materials used to solicit votes for a candidate(s) or question in an election including but not limited to literature, banners, posters, pictures, buttons, clothing, or other paraphernalia. Campaign materials include materials in all media, for example, print, displays, electronic radio or television, online including websites or social media.

"Candidate" – means any person who has filed and not withdrawn a nomination for an elected office at the municipal, school board, provincial or federal level in an election or by-election.

"City of Toronto Resources" – includes but is not limited to City employees, City events, City facilities, City funds, City information and City infrastructure. These are further defined as follows:

- **"City employees"** – for the purpose of this policy, City of Toronto employees include all non-union management and exempt employees, all employees in the offices of

elected officials and in the offices of the Accountability Officers, and all members of City bargaining units.

- "*City events*" – means events funded or organized by the City of Toronto or Members of Council, including events that may be jointly organized with community organizations and/or with external sponsors. City events include, but are not limited to: community meetings and consultations, parks, recreation or cultural facility openings or celebrations, special events such as Nuit Blanche or Cavalcade of Lights, Farmers' Markets, Remembrance Day Services and Community Environment Days. Events organized by agencies and corporations are not considered City events for the purpose of this policy.
- "*City facilities*" – means any facility which is owned or leased by a City of Toronto division and which is directly managed and operated by City divisions or programs, including but not limited to:
 - Toronto City Hall, Metro Hall, civic centres
 - City managed civic squares including Nathan Phillips Square, Mel Lastman Square, Albert Campbell Square and David Pecaut Square. Excludes Yonge Dundas Square
 - Community centres, arenas, club houses, parks and sports fields operated by Parks, Forestry and Recreation
 - Museums and cultural facilities operated by Economic Development and Culture
 - Buildings and yards operated by Toronto Water, Solid Waste Management and Transportation Services
 - Child care centres
 - Toronto Employment and Social Services offices and employment centres
 - Other City buildings, such as 1530 Markham Road, 703 Don Mills Road etc.
 - City shelters
 - Constituency offices leased by City Councillors and paid for by City funds

Long Term Care Homes are considered tenanted buildings under the *Residential Tenancies Act, 2006* and have different legislative requirements and are mandated to allow canvassing and distribution of campaign materials to home residents either floor to floor or in meeting rooms.

City facilities do not include public right-of-ways such as sidewalks, roads and boulevards, laneways, except the sidewalk adjacent to Nathan Phillips Square, which is considered part of the Square.

- "*City funds*" – means funding support through the City's annual operating or capital budgets, including but not limited to funds provided directly to City programs and services, Councillor expenses and staffing budgets.

City of Toronto's Community Partnership and Investment Program (CPIP) maintains a 'Policy on Political Activities' which governs the behaviour of grant recipients. Grant recipients are not permitted to endorse or support a particular candidate or political party in programs that are funded by the City.

- "*City information*" – means any information in the custody and control of the City, including databases that may be the repository of names, contact information,

business records, financial information or other identifiers compiled and used by City of Toronto employees to conduct City business. Examples of City of Toronto databases include grants recipients, lists of event attendees and resident association lists.

Constituent information collected by City of Toronto Councillors and information in the custody of Accountability Officers are not under custody or control of the City and are not considered City of Toronto information for the purpose of this policy.

- "*City infrastructure*" – means any physical or technology systems that support the operation of City programs and services, including but not limited to the City's ferries and fleet vehicles, computer network, telecommunications and GroupWise e-mail system, wireless equipment, computer hardware, software and peripherals, internet and intranet. Excludes public right-of-way including sidewalks, roads, laneways and boulevards.

"Contribution" – as defined in the *Municipal Elections Act, 1996*, as amended means "money, goods and services given to and accepted by or on behalf of a person for his or her election campaign".

"Election" – means an election or by-election at the municipal, school board, provincial and federal level of government, or the submission of a question or by-law to the electors.

"Election Period" – means the official campaign period of an election.

- For a municipal or school board election, the election period commences on the first Monday of January of an election year and ends on voting day.
- For a provincial or federal election, the election period commences the day the writ for the election is issued and ends on voting day.
- For a question on the ballot, the period commences the day City Council passes a by-law to put a question to the electorate, and ends on voting day.
- For a by-election, the period commences when the by-election is called and ends on voting day.

"Elected Official" – means an individual elected to the House of Commons, the Legislative Assembly of Ontario, Toronto City Council or a School Board.

"Executive Director" -- means the Executive Director of Applegrove Community Complex or his/her delegate.

"Glad-handing" – means attending a City event as a private individual and interacting with other event attendees without displaying signage or disseminating material which identifies the individual as a candidate and without encouraging votes for a candidate, a political party or a position on a question on a ballot.

"Media Event" – means an event such as a press conference or photo opportunity to which the media is invited and the purpose of which is to promote a candidate, a political party or a position on a question on a ballot. Features of a Media Event can include but are not limited to, the issuing of a media advisory stating date, time and location of briefing/press conference, use of backdrops, podiums or public address systems, the distribution of media releases and/or media kits and/or the display of signage and/or other materials to promote a candidate or a position on a question on a ballot.

"Media Scrum" – means an unplanned encounter between a candidate, a registrant, their staff and/or a member or members of the media.

"Member of Council" – means the Mayor and the 44 City Councillors, except where the Mayor acts as the Chief Executive Officer of the City.

"New/Social Media" – means online technologies and practices used to share opinions, insights, experiences, and perspectives through words, pictures, music, videos and audio. Social media can take many different forms, including but not limited to internet forums, web logs (blogs), social blogs, messaging, wikis, podcasts, pictures, video, music sharing, rating and bookmarking.

"Political Party" – Political parties for provincial and federal elections are those registered with the Ontario *Election Finances Act* or in the registry of parties referred to in section 374 of the *Canada Elections Act*. Political party for municipal, school board or question on a ballot means an organization whose fundamental purposes is to participate in public affairs by endorsing one or more of its members as candidates and supporting their election, or to promote the acceptance of a certain position on a question on a ballot.

"Question on a Ballot" – means any question or by-law submitted to the electors by Council, a School Board, an elected local board, or the Minister of Municipal Affairs and Housing under the *Municipal Elections Act, 1996*.

"Registrant" – means an individual, corporation or trade union described in paragraphs 1 to 3 of subsection 70(3) who has registered with the clerk regarding a question on a ballot under the *Municipal Elections Act, 1996*.

"Supporter" – means a supporter of a yes or no response to a question on a ballot but not incurring expenses like a registrant.

"Voting Day" – means the day on which the final vote is to be taken in an election.



APPLEGROVE COMMUNITY COMPLEX

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"TOGETHER, BUILDING OUR COMMUNITY"



Executive Director's Report

September 19, 2013

It seems like a long time since my last formal report and the last regular Board meeting. Of course, I have reported on many issues, and Board members have had many discussions since the last meeting.

Issues for the September Meeting

Key issues, each of which has its own report, include:

- the required proposal to reduce the budget to 0% over 2013,
- timing of the winter break,
- the new policy on political activities (on the Board of Management agenda),
- an initial review of Applicious.

In addition, we need to consider the AOCC¹ "program map". In 2011, as part of the City Core Service Review, all divisions and agencies prepared a program map (excerpt in your Board package) to describe their activities. It was associated with a service profile of performance measures, namely a large number of statistics to show the scope of AOCC activities. There is a copy of this profile in your Board manuals.

With the start of the FPARS budget system, the City expects all divisions and agencies to budget according to their program maps. While divisions had to submit in this manner for 2014, agencies do not have to do so until the 2015 budget cycle. The prior version of the program map would have meant "slicing and dicing" the administration budget, primarily salaries and benefits, among 7 categories. So we began considering simplifying the program map in June.

Now the Director of Financial Planning has requested the AOCC program map and service profile by October 10, in order to do a service level review.

For City divisions, the service level review is part of the 2014 budget process, as outlined in a council decision from the July 2013 meeting:

For the 2014 Budget process, staff are recommending a service level review process that will consist of the following:

- ✓ In September of 2013, City Programs will present service levels, challenges, opportunities and directions to their appropriate Standing Committee, as part of the service level review process;
- ✓ The review of divisional service levels and activities along with any Standing Committee recommendations be referred to the budget process for consideration and to staff to guide staff during the 2014 administrative budget review process.

This review will allow for upfront community engagement as well as allow Standing Committees to provide guidance to staff on service priorities in advance of the 2014 budget process.

¹ AOCC = Association Of Community Centers

Future years Service Planning processes will both include City agencies; and guide a budget process framed over multiple years within context of current budget targets. As this process evolves, the review will take place in the Spring/Summer, while Programs are preparing future year budget submissions. The process will also include a review of performance (levels of service achieved) to determine targeted service objectives and priority actions have been met.

The Community Development and Recreation Committee reviewed service levels of several divisions in September, including Children's Services, Recreation, and Social Development.

Consequently, my colleagues and I are trying to get this right -- both the program map and the service levels. I will have a draft to circulate at the Board meeting, but probably will not have anything to send out ahead of time.

I have scheduled the discussion for the Board of Management meeting.

Edgewood

In late August, Corpus Christi Church staff discovered mold in the building, specifically in the parish hall, including in the space that we stored our Edgewood supplies and equipment.

The church must undertake significant remediation. This means that we have not been able to open Edgewood in September. As of September 18, the church staff have suggested that the facility may not be ready before mid-November. As the work progresses, we will have a better idea of what Edgewood materials we will have to replace.

Pasta Fest

The work in Corpus Christi also means that we may be unable to hold Pasta Fest there on November 15 as planned. In any case, without a secure location, we cannot begin soliciting donations for the event. Therefore, in order to hold the event, we are looking into returning to Baron Byng. They may be able to accommodate Pasta Fest on November 9.

After-School

During the first week of school, the Principal confirmed that Applegrove's After-School program could again use room 209 as we did last year. With 80 children on the wait list, May and I agreed it was important to open a third section of 20 children, effective September 30. She informed the first families on the waitlist earlier this week, and we have begun registering children. We hope to use a second school classroom, but if that proves impossible, can operate one section in the Archive Room, with some use of the Parent Child room. If so, we will need to make some changes, such as "garage doors" on the toy shelves.

Respectfully submitted,

Susan Fletcher.