



APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

“TOGETHER, BUILDING OUR COMMUNITY”

Board of Directors Meeting AGENDA – Monday, September 29, 2014

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. Minutes of the June 23 Board of Directors Meeting (*Document 7*): to be accepted

7:05

8. Strategic Planning
 - 8.1. Presentation (*Document 8.1*)
 - 8.2. Discussion
 - 8.3. Motion
 - 8.4. Next Steps
 - select members for Revenue Generation Committee
 - select members for Personnel Committee
 - suggest process to address Community Integration

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

- 8.5. Proposal 1 (*Confidential document for Board members*): for decision
- 8.6. Proposal 2 (*Confidential document for Board members to be e-mailed*): for decision

9. Risk Assessment Questionnaire (*Confidential document for Board members*): for information

Motion needed to return to the public meeting.

8:00

10. Applicable
 - 10.1. Informal comments
 - 10.2. Preliminary financial report (*to be distributed at the meeting*)

Applegrove Board Meeting Agenda
September 29, 2014

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8:05

11. Finance and Fundraising
 - 11.1. 2014 Year to Date Statistics (*Document 11.1*): for information
 - 11.2. 2014 Year to Date Financial Report: for information and endorsement
 - 11.3. 2015 Admin Budget Update
 - 11.4. APER (*document to be e-mailed*)
 - 11.5. Confirm Signing Officers: to be endorsed

8:25

12. Directors' Concerns
13. Adjournment



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Board of Management Meeting AGENDA -- Monday, September 29, 2014

8:45

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of June 23 Board of Management Meeting (*Document C*): to be accepted
- D. Hiring Report: Summer staff (*Doc D*):for information

8:50

- E. Executive Director's Report (*Document E*): for information
 - E.1. EchoAge
- F. Correspondence List (*to be distributed at the meeting*): for information and decisions
 - F.1. Provincial Poverty Reduction Plan: (*Document F.1*) for information
- G. Adjournment

Next Meetings and Events

Board Meetings

October 20 (*date changed because of election*)



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Item 7

Minutes of the Board of Directors Meeting June 23, 2014

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

Present: Kyle Brown, Irene Buncel, Ann McKechnie (Chair), Antoine Tedesco
Regrets: Tolga Ay, Alysha Brown, Lynne Gray, Councillor McMahon, Neil Sinclair
Staff: Susan Fletcher, May Seto (Recorder)
Guest: Vai Teng Law

1. Call to Order/Adoption of Agenda/Introductions

At 7:00, Ann called the meeting to order. Quorum of 5 Directors was not achieved.

2. Welcome and Introductions

3. Declaration of Conflicts of Interest

4. Timekeeper

5. Volunteer Hours

Members provided their volunteer hours.

6. Donation Envelope

The donation envelope circulated.

7. Board Development - Deferred

8. Minutes of the May 26 Board of Directors Meeting.

MOTION Deferred

9. Finance and Fundraising

9.1. Applicable Updates: for info and discussion

Enbridge will supply us with barbeques and volunteers to cook at the event. Alysha secured some low level sponsorships. Vai Teng mentioned she has a contact for a marketing company who will come and hand out free samples at our event. She will contact them and provide an update.

9.2. 2014 Year to Date Statistics

Susan showed Board Members program statistics and answered questions.

9.3. 2014 Year to Date Financial - deferred

10. Planning Follow-up

Board members felt it would be a good idea to create a clear and coherent business plan from the strategic planning meeting. Details will be discussed at the next meeting which is scheduled for July 17 in the evening.

11. Thinking about an Executive Committee

As discussed in May, the purpose of the committee will be more of Board development and governance. Irene expressed a few concerns about starting an Executive Committee. She felt that it may exclude members from important discussion and decision-making and was concerned that it would be difficult to follow discussions for new Board members. She was also concerned that the addition of another committee would overwhelm members sitting on more than one committee. Other members were asked for their feedback. Antoine mentioned that there has not been Executive Committees on the boards that he has served on. Kyle agreed that it might be hard to follow discussions if an Executive Committee were formed.

The next item discussed in camera (without guests and staff other than the Executive Director and Program Director), as it deals with identifiable individuals or confidential information.

Vai Teng left the meeting.

12. 2015 Budget: for information and endorsement

Susan provided an overview of the 2015 budget as submitted. Board members directed staff to amend the financial budget submission.

13. Notes from Officers' Meeting

Due to a venue conflict, Pasta Fest will be changed from November 8 to November 22.

The October Board Meeting will be changed from October 27 to October 20.

Applegrove will be organizing an all candidates meeting on Thursday, October 16 in the Woodfield gym. May will request a PSI permit.

14. Directors' Concerns

15. Adjournment

Chair

Secretary



Applegrove Strategic Plan

September 29, 2014



Purposes of Strategic Plan

- To identify directions for the agency for the next several years which will
 - Guide the Board and ED in workplans and recruitment
 - Become a communication tool to stakeholders and funders
 - Identify short and longer-term objectives and measure their achievement



Mission

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

This mission remains relevant and is sufficiently
broad to allow a wide range of activities.



Strategic Planning Process

- 2012-13 = data collection including focus groups in significant program areas
- 2014
 - Board-staff meeting in January
 - Board/committee discussions Feb-August
 - Focus groups in Parent/Child Program
 - Staff SWOT analysis and action ideas
 - Review of neighbourhood issues (July planning committee)
 - Identification of themes



Strategic Planning Themes

- **Program Development:** maximize current Applegrove assets to better meet the needs of our community and participants, and position Applegrove to take advantage of existing and developing opportunities
- **Sustainability:** create the right factors and conditions to ensconce a sustainable position for Applegrove in the community.
- **Community Integration:** foster program participation that reflects the diversity of our community, and increase the awareness of the mission of Applegrove, ultimately contributing to the positive culture of our community.



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



Elements of themes

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



Elements of themes

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



Strategic Plan Diagram

Mission

Program Development

Program Review

Program
change/expansion

Gaps in the
Community

Continuous Quality
Improvement

Sustainability

Space

Adequate Admin

Succession Planning

Revenue Generation

Community Integration

Communication
PR Plan

Increase diversity



Proposed Leads

Mission

Program Development

Program Review

Program
change/expansion

Gaps in the
Community

Continuous Quality
Improvement

Sustainability

Space

Adequate Admin

Succession Planning

Revenue Generation

Community Integration

Communication
PR Plan

Increase diversity

Executive Director

Board



Next steps

- September Board meeting confirms that there is nothing substantial missing
- September Board meeting passes a motion to endorse the themes and to further develop the short- and long-term goals arising from them
- Strategic Planning Committee meets in October to articulate goals.



Next steps

- Replace Fundraising Committee with Revenue Generation Committee
- Assign Personnel Committee the responsibility for succession planning, staffing sustainability, as well as Executive Director performance review
- Develop a new committee or group to develop goals and a work plan for Community Integration



Next Steps

- October and subsequent Board agendas include reports from Revenue Generation, Personnel and new committee



Next Steps

- Program Development
 - program review data have been collected
 - Principles for program development include
 - Based on evidence and analysis
 - Responding to staff and participant input
 - Outcomes include staff communication plan and proposals for program development
 - First proposal will come to the September Board meeting regarding family resource programs



Next Steps

- Sustainability
 - Adequate administration
 - First proposal was the 2015 budget submission's new requests to address this
 - Second proposal will come to the September Board meeting



Strategic Plan

Mission

Program Development

Program Review

Program
change/expansion

Gaps in the
Community

Continuous Quality
Improvement

Sustainability

Space

Adequate Admin

Succession Planning

Revenue Generation

Community Integration

Communication
PR Plan

Increase diversity

Month	January	February	March	April	May	June	July	August
Applegrove Parent/Child Drop-in								
Children	799	838	920	1,000	928	795	618	683
Parents	240	263	234	257	242	198	173	161
Caregivers	304	324	367	396	355	322	254	263
Subtotal	1,343	1,425	1,521	1,653	1,525	1,315	1,045	1,107
The Edgewood Connection								
Children	0	20	174	309	172	133	0	
Parents	0	3	16	46	23	6	0	
Caregivers	0	7	84	157	91	77	0	
Subtotal	0	30	274	512	286	216	0	0
Helping Our Babies Grow								
and Children	30	23	16	25	49	40	37	29
Moms	26	33	37	36	77	61	49	40
Subtotal	56	56	53	61	126	101	86	69
Therapeutic Play								
Children	6	11	10	0	11	14	0	0
Adults	6	10	10	0	11	15	0	0
Subtotal	12	21	20	0	22	29	0	0
Children and Youth								
Summer Ca							1,177	466
After-School	958	933	860	1,221	1,041	1,044		
Leadership							0	0
Teen	38	68	72	36	0	0		
Subtotal	996	1,001	932	1,257	1,041	1,044	1,177	466
Adult Programs								
Senior	220	263	323	226	265	257	207	117
Comm	97	30	6	98	64	25	0	0
Other*	0	20	60	80	0	25	0	0
Subtotal	317	313	389	404	329	307	207	117
Phone and e-mail	172	242	338	202	256	228	214	129
Total	2,896	3,088	3,527	4,089	3,585	3,240	2,729	1,888

*Other includes Book Club, special events, Annual Meeting, Income Tax Clinic,

Board Hours shown in m

Cumulative	2,896	5,984	9,511	13,600	17,185	20,425	23,154	25,042
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Note: Edgewood was closed for all of January and most of February 2014

2013 comparison M	3,351	3,184	3,470	3,450	3480	2,914	2,920	2,686
Cumulative	3,351	6,535	10,005	13,455	16935	19,849	22,769	25,455

August 31, 201 YTD Financial Report

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

		YTD Budget	YTD Actual	Difference from budget		Common Issues	Special Notes	
City Funded Administration	Expense	301,157	279,443	21,714	7%		Bookkeeper and Finance Manager gapping. Missing last payroll of August (about \$10,000) as well as 2014 Merit for relevant	
	Income	241,495	240,475	-1,020	0%			
Families with Young Children	HOBG	Expense	23,845	25,370	1,524	6%	§	Program is on Apr-Mar fiscal year and had year-end spending
		Income	19,205	20,844	1,639	9%		
	PC	Expense	95,523	85,782	-9,741	-10%	Q	Our very frugal staff have not spent up to budget on materials and supplies
		Income	80,054	90,100	10,046	13%		
	EW	Expense	23,228	16,376	-6,851	-29%	Q	Used fewer supplies due to Jan-Feb closure and subsequent lower use
		Income	17,429	16,473	-955	-5%		
	Therapeutic	Expense	26,743	16,380	10,363	39%	F	Program did not start until late January and participant supports not utilized as budgeted Received 6 month funding in May
		Income	17,833	13,375	-4,458	-25%		
Children and Youth	After School	Expense	80,450	67,879	-12,571	-16%	§	Staff are thrifty. Utilized some student placements instead of paid staff
		Income	92,280	91,854	-426	0%		
	Teen	Expense	9,541	4,862	-4,679	-49%		Staff are thrifty; some programming was cancelled; and fewer supplies purchased than anticipated. Funding received in December
		Income	7,713	500	-7,213	-94%		
Seniors	Seniors	Expense	24,445	28,845	4,399	18%	§	Additional costs and staff time for CTA project and costs for Wellness Fair Additional income from Wellness Fair
		Income	23,573	27,704	4,131	18%		
Fund raising	Fundraising	Net Revenue	9,111		6,603			Staffing change meant that the report could not be generated. Prior report identified \$9,111 in income from United Way, individual donations, YogaThon and 2013 late Applicious donation from ScotiaBank. Expense includes D&O insurance @ \$800
		Expense		2,508				

§ = Special April-March financial year

Q = Funding received quarterly

F = Funding received twice annually



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Item C

Minutes of the Board of Management Meeting June 23, 2014

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

Present: Kyle Brown, Irene Buncel, Ann McKechnie (Chair), Antoine Tedesco,
Regrets: Tolga Ay, Alysha Brown, Lynne Gray, Councillor McMahon, Neil Sinclair, Trustee
Cary-Meagher
Staff: Susan Fletcher, May Seto(Recorder)

- A. Call to Order/Adoption of Agenda**
Ann called the meeting to order. Quorum of 5 members was not achieved.
- B. Declaration of Conflicts of Interest**
- C. Minutes of the April 28 Board of Management Meeting**
MOTION (deferred)
- D. Hiring Report: Bookkeeper/Information Clerk (for information)**
- E. Executive Director's Report - deferred**
- F. Correspondence/Information**
Colleague at Scadding looked at the Canadian Anti-spam Legislation and Applegrove should be exempt.
- G. Adjournment**

Chair

Secretary

Next Meetings:

Board/staff social at Alysha's on Friday, August 1 at 7 p.m.
Saturday, September 20 – Applicious
Monday, October 20 – Board Meeting



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Item E

Executive Director's Report September 18, 2014

I hope that your summer activities were refreshing! I met with several different Board members on a variety of issues in July, August and September -- it seemed as if we did a great deal of work!

All Candidates Meeting

Applegrove's Ward 32 All Candidates Meeting is set for Thursday, October 2, with Neil as the Moderator and Ann as the Timekeeper. There are 12 candidates registered. I was able to find contact information for 10 of them, and have received confirmations from 9.

Applicious

I am writing this report before the event -- looking forward to a sunny day of fun and fundraising in our new location. But right now, I am anxious that something will be forgotten!

There will be time on the Board agenda for a few comments; I expect a more detailed discussion with committee members in October. However, with the October Board meeting date moved up, the Applicious report will probably come to the November meeting.

Lease Renewal and Buzzer Installation

The TDSB installed the doorbell, monitors and unlock stations on September 8 and 9. As of the date I prepared this report, we had not yet met to determine issues such as

- times the Woodfield door would be locked and unlocked
- implementation date

There has been no progress on the lease.

Risk Assessment Questionnaire

The City's Auditor General (AG) asked the AOCC's to complete this questionnaire as part of the AG's review – it was last done in 2007-8. It is on the Board agenda as a confidential item for information and discussion if needed.

Strategic Planning

Following up on the discussions in the spring, the committee met in August. Based on that discussion, Chris, Ann and I developed an outline for the strategic plan. The September Board agenda includes a presentation and decision, as well as proposals coming out of the strategic discussions and opportunities that arose late in the summer.

EchoAge

Claudia suggested that Applegrove enroll in this alternative to children's birthday party gifts. Essentially, guests contribute money, half of which goes toward a gift that the child has identified, and the other half toward a charity identified by the child. Claudia noted that all the birthday parties that her children have attended in the last year or so have used EchoAge.

Signing Officers

At the April Board meeting, the wording of the motion confirming the signing officers did not meet the bank's requirements. Consequently, the agenda includes time to a motion that will meet their requirements.

Complaints and Grievances

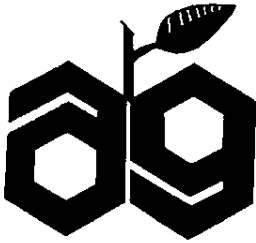
As agreed in 2011, the Executive Director's Report includes "Complaints". I received a complaint in late August, first by telephone and then via e-mail. Because the complaint was about a specific staff, this report cannot include any details.

As advised in my June report, a received a grievance in June regarding a request for an alternate rate. It is now at Step 3, review by the City's Labour Relations staff.

As previously reported, the union suspended discussions on job evaluation pending resolution of applications to the Pay Equity Commission.

Respectfully submitted,

Susan Fletcher.



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Hiring Report – 2014 Summer Staff
September 19, 2014
Submitted by May Seto – Program Director

Goal

- To hire 6 staff with experience working with children ages 6 – 12 years in a camp setting.
- To hire 2 staff with experience working with youth ages 12 – 15 years in camp setting.
- To hire a Camp Director
- To hire an Assistant Camp Director
- To fill the following positions at Applegrove: a Camp Director, a Assistant Camp Director, 4 Senior Counsellors, 2 Junior Counsellor, and 2 Leadership Counsellors for summer day and leadership camps.

Advertising

- job postings for Camp Director, Assistant Camp Director and Counsellor positions advertised for 2 weeks on:
 - Applegrove bulletin boards
 - Applegrove website
 - Job postings sent to other AOCC centres
 - Job postings sent to other network committees
- Job posting deadline was set for March 17, 2014

Response

- Resumes were received by email, fax, and mail to Applegrove
- Response was 21 applications for all available positions (Camp Director, Assistant Director, Junior, Senior, and Leadership Counsellor positions)
- Ten resumes were from returning staff and 10 were new applicants to Applegrove

Selection

- For the Camp Director there was only 1 applicant, who held the position last year; Applegrove appointed Abby DeGuzman as the 2014 Camp Director.
- Applications were reviewed by the Program Director and all applicants were granted an interview with the exception of 4 applicants.
- Other factors that were considered for interviews were community members and previous and current staff from Applegrove.

Interviews

- Interviews were conducted by May and Abby for all positions. Interviews held between March 17 and Mar 21
- 10 interviews were granted for the Junior, Senior, and Leadership Counsellor positions;
- 2 interviews were granted for the Assistant Director position.
- Some candidates applied for multiple positions.
- Interview process included verbal questions/scenarios, as well as a written question for the Junior, Senior, and Leadership Counsellors

Selection of Staff

- Consultation for selection of staff was done with Abby DeGuzman. References as needed were done prior to notifying successful candidates. Selection and offers were made the week of March 31 to 10 candidates with the understanding that all positions were based on successful funding.

Summer Camp Staff Hiring Challenges

- We were informed that United Way FOY grant was being discontinued due to funding commitments from their partners.

Other Information:

- We applied to the TDSB for Focus on Youth funding that will provide additional staff and space to support the summer camp.
- We also applied to Tropicana Youth Services for additional staffing.

Final Summer Camp Hiring

- Abby DeGuzman – Camp Director
- Josh Grainger - Assistant Director
- Ashley Staniforth - Senior Counsellor
- Nanor Boghossian – Senior Counsellor
- Ashley Perry – Senior Counsellor
- Elizabeth Loforte – Senior Counsellor
- Paulina Boffil-Jimenez – Leadership Counsellor
- Janina DeGuzman – Leadership Counsellor
- Erik Trejo-Beltran – Junior Counsellor
- Joshua James – Junior Counsellor

TDSB and Tropicana Staff Placements

- FOY – Marcus Peralta
- FOY – Sabrina Peralta
- Tropicana – Mandy Begley
- Tropicana – Abdirzaq Durran
- Tropicana – Eliza Syssova

Agency Fundraising Idea – ECHOage

Item E.1

ECHOage is an online party registration service. Guests receive an online invitation. The invitation contains a request to make an online donation instead of a gift. The donation is then divided in two. The recipient receives half of the money and chooses a charity of his/her choice to receive the other half. The name of the charity appears on the invitation.

How can Applegrove benefit? Applegrove can be added to the list of charity partners. Example of organizations on list are WWF, Plan, Make a Wish, CAS, Care. It is easy to sign up online and become a charity partner.

Will this cost Applegrove anything? There is no fee to join but there is an administrative fee. The fee is based on funds raised. The administrative fee ranges from 5.9% to 6.9% of funds raised, plus between \$1.50 to \$2.50 per donation. The money donated to the charity is taken directly from the portion of funds raised for the charity.

Our participants can be notified in one of our mailings that we are now registered with ECHOage. An extra plug can be made with families in the Afterschool Program and FRPs. People in our community are very familiar with ECHOage.

Fundraising with ECHOage requires minimal staff time and can provide a steady stream of funds donated.

On a personal note, as a mother of two young children, every party they were invited to last year from friends in the community were ECHOage parties. As a parent, I found it convenient to not have to run out and buy a gift. It was also a good lesson in giving to all children involved. Children who had ECHOage parties liked that they received a cheque to purchase a gift of their choice and that a donation was made to a charity of their choice. Most children

received anywhere from \$200 to \$400 dollars in donations with the same amount going to charity of their choice, minus the administrative fee.

For more information, please visit the ECHOage website at www.echoage.com. I would be happy to set up Applegrove as an ECHOage charity partner and to discuss further.

Thank you,

Claudia Filici McMullan