



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 28, 2015

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. Board Development: Presentation by Karen Jones, AOCC Governance Liaison, City Manager’s Office

7:30

8. Minutes of the June 22 meeting (*attached*): to be accepted

9. Finance
 - 9.1. 2015 YTD Statistics Summary (*attached*) for information
 - 9.2. 2015 Year-To-Date Financial Report: (*attached*) to be accepted
 - 9.3. Admin Budget Update: for information

7:45

10. Strategic Planning
 - 10.1. Results of July 2015 discussion (*2 attachments*) for discussion and endorsement
 - 10.2. Christmas School-Age Programming Report: (*attached*) for discussion and decision
 - 10.3. CRM system (Customer Relationship Management): (*attachment*) for discussion and follow up.

8:05

11. Community Integration Committee Report
 - 11.1. Skills Survey Do-over

8:20

12. Revenue Generation Committee Report

8:35

13. Directors' Concerns

14. Adjournment



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Board of Management Meeting AGENDA -- Monday, Sept. 28, 2015

8:40

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of the June 22 Board of Management Meeting (*attached*): to be accepted

8:45

- D. Personnel Committee Report (*attached*): for information

8:50

- E. Executive Director's Report (*attached*): to be accepted
- F. Correspondence List (*to be distributed at the meeting*): for information and decisions

8:55

- G. Adjournment

Next Meetings and Events

Next regular Board meeting: October 26 at 7 p.m.

All Candidates Meeting: Tuesday, Oct. 6 at 7 p.m.



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Minutes of the Board of Directors Meeting June 22, 2015

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

Present: Tolga Ay, Irene Buncel, Sabrina Dias, Matt Kindbom, Vai Teng Law,
Chris Sulway (Chair)
Regrets: Jean Lim-O'Brien, Councillor McMahon, Antoine Tedesco
Absent: Neil Sinclair
Staff: Susan Fletcher, May Seto (Recorder)

1. Call to Order/Adoption of Agenda/Introductions

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

2. Welcome and Introductions

3. Declaration of Conflicts of Interest

None were declared.

4. Timekeeper

Timekeeper for meeting – Chris

5. Volunteer Hours

Members provided their volunteer hours.

6. Donation Envelope

The donation envelope circulated.

7. Board Development: Relationship with the City

Susan showed a presentation providing information about Applegrove's relationship with the City.

8. Minutes

Minutes of the May 25 Board of Directors Meeting

MOTION (Ay/Kindbom)

To accept the minutes of May 25

Carried

9. Board Appointment

MOTION (Buncel/Kindbom)

To appoint Vai Teng Law as a member of the Board of Directors with a term ending in March 2016.

Carried

10. Finance and Fundraising

- 10.1. 2015 YTD Statistics Summary: for information
Susan provided an overview and answered Board Members' questions. Matt asked to add number of individual participants served to statistics summary.
- 10.2. 2015 Year-to-date Financial Report
Susan provided an overview.

MOTION (Ay/Dias)

To accept the May 31 year-to-date financial report as presented.

Carried

11. Community Integration Committee Report

- 11.1. Skills Survey Do-over
As noted in the committee notes, Board members who did not rate items using the 1, 2, 3 scale should re-do survey, as should any Board members who did not complete the "learn" column.
- 11.2. Social Media Principles and Procedures
A second draft was included in the Board package. Board members can suggest amendments and identify which social media should be the priority for action plans.

MOTION (Ay/Kindbom)

To endorse the Social Media Principles and Procedures as operating guidelines until the final document is finalized.

Carried

- 11.3. Board Evaluation and Social Median Use
Social media surveys will be circulated to Board Members by email.

12. Revenue Generation Committee Report

Deferred to re-visit Community Info Fair in September.

13. Directors' Concerns

None

14. Adjournment

The meeting was adjourned on a motion by Sabrina Dias, seconded by Vai Teng Law.

Chair

Secretary

Applegrove Statistics

2015 Printed September 18, 2015

Note: added new column with cumulative total different participants

Cumulative different people	January	February	March	April	May	June	July	August	
Applegrove Parent/Child Drop-in									
Children	530	695	653	835	745	675	610	639	550
Parents	458	271	212	243	255	199	183	206	197
Caregivers		239	218	307	263	248	223	196	176
Subtotal		1,205	1,083	1,385	1,263	1,122	1,016	1,041	923
The Applegrove Connection (previously Edgewood)									
Children	57	8	23	59	72	39	47	0	
Parents	53	6	20	46	41	23	26	0	
Caregivers		0	0	5	11	5	17	0	
Subtotal		14	43	110	124	67	90	0	0
Helping Our Babies Grow									
Infants and Children	35	36	17	38	28	35	55	54	0
Moms	51	41	18	40	32	43	62	43	0
Subtotal		77	35	78	60	78	117	97	0
Therapeutic Play									
Children		4	10	20	11	12	8	0	0
Adults		4	10	20	9	12	8	0	0
Subtotal		8	20	40	20	24	16	0	0
Children and Youth									
Summer Camp	137						1,149	732	
After4, PA, March	75	1,030	981	1,184	1,289	1,079	1,102		
Leadership								0	0
Teen		55	67	71	94	0	0		
Subtotal		1,085	1,048	1,255	1,383	1,079	1,102	1,149	732
Adult Programs									
Seniors (including	170	221	139	317	235	248	233	144	89
Committee/Board hours		66	60	0	77	29	0	0	0
Other*		0	115	55	78	0	0	0	0
Subtotal		287	314	372	390	277	233	144	89
Phone and e-mail		325	288	406	308	221	173	179	163
Total	1,566	3,001	2,831	3,646	3,548	2,868	2,747	2,610	1,907
Cumulative		3,001	5,832	9,478	13,026	15,894	18,641	21,251	23,158
*Other includes Book Club, special events, Annual Meeting, Income Tax Clinic,									
Note: Edgewood was closed for all of January and most of February, then most of September-Dec 2014									
Board Hours shown in m									
2014 Comparison Monthly									
		3,322	3,188	3,627	4,189	3693	3,340	3,087	2,067
	Cumulative	3,322	6,510	10,137	14,326	18019	21,359	24,446	26,513

August 31 2015 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	226,776	210,931	15,845	7%		Finance Manager gapping.	
	Income	245,357	245,400	43	0%			
Families with Young Children	HOBG	Expense	21,013	21,267	254	1%	§	Higher expenses due to fiscal year-end spending in March
		Income	16,419	28,960	12,541	76%		Funder sent April to November funding in advance!
		Expense	1,764					Note: new line for cost of program worker funded via donations, fundraising, etc.
	PC	Expense	83,728	82,038	-1,690	-2%	Q	Funding received in advance
		Income	94,024	94,845	821	1%		
	AC (formerly EW)	Expense	18,940	18,033	-907	-5%	Q	No fundraising income
		Income	21,621	18,627	-2,994	-14%		
	Therapeutic	Expense	20,145	17,406	-2,739	-14%	ƒ	
Income		13,375	13,375	0	0%			
Children and Youth	After School including March Break	Expense	81,257	81,757	500	1%		Now includes March Break expense and income of about \$4500 and \$4900 respectively
		Income	92,280	103,376	11,096	12%		
	Teen	Expense	6,457	4,637	-1,820	-28%		Staff are thrifty; some programming was cancelled; and fewer supplies purchased than anticipated.
		Income	0	0	0	0%		
	Camp	Expense	78,866	71,975	-6,891	-9%		Grants received in advance
		Income	63,043	64,597	1,554	2%		
Leadership	Expense	14,966	12,095	2,871	0%			
	Income	9,195	10,405	1,210	13%			
Seniors	Expense	23,732	23,948	216	1%	§	Additional income from Wellness Fair plus prior New Horizons Grant (CTA project) as well as higher participant fees	
	Income	25,352	32,771	7,420	29%			
Fund raising general program	General programming	Expense	366				New line for Program Assistant and relevant expenses. Funded via After-school proceeds	
	Agency fundraising and donations	Revenue	3,807		2,062	Net Proceeds (Revenue - Expense)	Includes income from United Way, individual donations, YogaThon and Family Dance Expense includes D&O insurance @ \$800 and Family Dance expenses	
		Expense		1,745				

§ = Special April-March financial year Q = Funding received quarterly ƒ = Funding received twice annually

Revenue needs and generation summary			August 31 2015				
			YTD Budget	Actual	Difference		Notes
Expenses	HOBG staff	Salaries and Benefits	3,302	1,764	-1,538	-47%	PC and AC funding received in advance, plus last August salary costs not included, so Summary report shows net surpluses due to cash flow
	Program Ass't	Salaries and Benefits related expenses		366			
	PC	net budget deficit	14,226	9,484			
	AC	net budget deficit	3,024	2,016			
	Total Revenue Needs			6,326	3,780		
Current Income	Net After 4 proceeds to date		10,421	21,619	11,197	107%	Much of the fundraising and donation revenues come in during the fall via Pasta Fest and in response to the donation request.
	Board Fundraising and donations		6,667	2,062	-4,605		
	Total current income (revenue generated)		17,088	23,681	6,593	39%	
Analysis	Current net Surplus/Deficit		10,762	19,901	9,139		
			YTD Actual	Year end projection			
Year end Projection							
		HOBG expense	1,764	2,646			
		Program Ass't expense		6,293			
		PC net deficit from budget		13,926			
		AC net deficit from budget		<u>2,724</u>			
		Total expense			25,588		
		Net A4 proceeds	21,619	21,619		Even with the new expenses for Program Assistant and Child/Youth worker amd a conservative estimat of NO additional A4 proceeds, we will cover the costs.	
		Net fundraising and donations	2,062	<u>8,062</u>			
		Total income			29,681		

**APPLEGROVE COMMUNITY COMPLEX
BALANCE SHEET
August 31, 2015
ASSETS**

Alterna - Admin Account	49,070.27
Alterna - Program Account	171,890.45
Alterna - Trust Account	696.28
Alterna - Member Shares	151.59
Alterna Term Deposits - Program	83,383.20
Petty Cash Float - Admin	150.00
Petty Cash Floats - Program	701.10
Outstanding Transfers Between Accounts	0.00
Accounts Receivable - Admin	0.00
Accounts Receivable - Program	13.00
Long-term Receivable - City of Toronto	303,037.34
HST Receivable - Admin & Program	3,722.94
Prepaid Expenses	154.27
	<u>612,970.44</u>

LIABILITIES

Accounts Payable - Admin	0.00
Accounts Payable - Program	14,977.13
Long-term Benefits Payable	270,914.00
Unrealized Actuarial Gain	(15,889.00)
Income Taxes Payable	6,732.18
CPP Payable	3,602.20
EI Payable	1,780.21
OMERS Payable	6,434.98
WSIB Payable	549.32
Union & COTAPSAI Dues Payable	448.47
EHT Payable	0.00
Vacations Accrued - Admin	48,012.34
Vacations Accrued - Program	7,260.63
City of Toronto Payable (Receivable)	(378.98)
Surplus (Deficit) Outstanding	9,726.81
	<u>354,170.29</u>
Accrued Expenses - Admin	1,555.76
Deferred Income - Program	20,930.00
Funds held in trust	955.00
Retained Surplus (Deficit): P/C	0.00
Afterschool	57,644.58
Teen Program	5,172.71
Seniors Programs	14,533.26
Board/Management	32,927.89
Summer Programs	12,096.32
HAIG	(85.29)
The Applegrove Connection	0.00
HOBG	9,130.15
Over the Rainbow	36,142.96
Current Program Income	370,761.91
Current Program Expenses	(337,433.36)
	<u>33,328.55</u>
Admin:	
Current Admin Funding - City of Toronto	245,356.84
Interest on Admin Account	42.82
Current Admin Expenses	(210,931.40)
Current Admin Surplus/Deficit	34,468.26
	<u>612,970.44</u>

Applegrove Community Complex
Year to date Income Statement
August 31 2015

	Admin		Program	P/C Drop-in		Edgewood Drop-in		March Break		HOBG		Therapeutic Play		Summer Camp		After School		Teens Program		Leadership		Seniors		Other(fundraising, E		
	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	
EXPENSES																										
Salary	149,799	164,485	241,594	60,955	59,492	10,886	10,130	3,402	0	4,611	5,190	13,787	16,331	53,323	53,717	62,705	59,262	3,986	4,797	9,553	9,522	16,309	15,510	2,077	0	
Benefit	42,929	45,314	38,228	18,307	18,637	4,370	4,322	365	0	319	293	1,427	1,270	5,846	6,683	4,970	5,695	424	585	743	934	1,128	1,227	329	0	
Material & Supplies	5,750	5,838	30,328	2,052	3,754	538	819	226	0	11,683	12,530	74	1,056	6,250	8,672	4,713	9,215	129	1,075	264	2,105	4,271	5,500	127	0	
Furniture & Equipment	0	438	938	0	150	(470)	75	0	0	1,407	0	0	0	0	0	0	500	0	0	0	0	0	0	0	0	
Purchased Services	12,453	10,701	26,346	724	1,695	2,709	3,594	535	0	3,247	3,000	2,118	1,488	6,556	9,794	4,840	6,585	98	0	1,534	2,405	2,240	1,495	1,745	0	
Total	210,931	226,776	337,433	82,038	83,728	18,033	18,940	4,528	0	21,267	21,013	17,406	20,145	71,975	78,866	77,229	81,257	4,637	6,457	12,095	14,966	23,948	23,732	4,278	0	
INCOME																										
Government Funding																										
City of Toronto	245,357	245,357	106,295	84,024	84,024	18,621	18,621	0	0	0	0	0	0	3,650	5,266	0	0	0	0	0	0	0	0	0	0	0
Province of Ontario	0	0	29,564	9,000	9,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20,564	21,369	0	0	
Federal Government	0	0	43,400	0	0	0	0	0	0	28,960	16,419	0	0	7,514	5,500	0	0	0	0	2,505	1,500	4,422	0	0	0	
Total Government	245,357	245,357	179,259	93,024	93,024	18,621	18,621	0	0	28,960	16,419	0	0	11,164	10,766	0	0	0	0	2,505	1,500	24,986	21,369	0	0	
Non-Government Funding																										
Charitable Organization	0	0	13,506	0	0	0	0	0	0	0	0	13,375	13,375	0	0	0	0	0	0	0	0	0	0	131	0	
Foundation/Corporation	0	0	10,500	0	0	0	0	0	0	0	0	0	0	6,000	1,750	0	0	0	0	2,500	2,500	2,000	2,000	0	0	
Total Non-Government	0	0	24,006	0	0	0	0	0	0	0	0	13,375	13,375	6,000	1,750	0	0	0	0	2,500	2,500	2,000	2,000	131	0	
Donation/Fundraising																										
Charitable Donation-individual	0	0	4,025	348	0	0	0	0	0	0	0	0	0	0	0	72	0	0	0	0	0	1,744	260	1,861	0	
Charitable Donation-Business	0	0	2,000	0	0	0	0	0	0	0	0	0	0	2,000	2,000	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	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	
Fundraising	0	0	3,684	1,473	1,000	6	500	0	0	0	0	0	0	850	1,000	0	0	0	0	0	200	149	0	1,206	0	
Total Donation/fundraising	0	0	9,709	1,821	1,000	6	500	0	0	0	0	0	0	2,850	3,000	72	0	0	0	0	200	1,893	260	3,067	0	
Others																										
User Fees	0	0	157,180	0	0	0	0	4,905	0	0	0	0	0	44,583	47,527	98,399	92,280	0	0	5,400	4,995	3,893	1,723	0	0	
Miscel	43	0	608	0	0	0	2,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	608	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	0	0	
Total Others	43	0	157,788	0	0	0	2,500	4,905	0	0	0	0	0	44,583	47,527	98,399	92,280	0	0	5,400	4,995	3,893	1,723	608	0	
TOTAL INCOME	245,400	245,357	370,762	94,845	94,024	18,627	21,621	4,905	0	28,960	16,419	13,375	13,375	64,597	63,043	98,471	92,280	0	0	10,405	9,195	32,771	25,352	3,807	0	
SURPLUS(DEFICIT)	34,468	18,581	33,329	12,807	10,296	594	2,681	377	0	7,693	(4,594)	(4,031)	(6,770)	(7,379)	(15,823)	21,242	11,023	(4,637)	(6,457)	(1,690)	(5,771)	8,824	1,620	(471)	0	

Summary of Strategic Directions

September 18, 2015

The following summarizes the strategic directions discussed at the July 7, 2015 meeting as priorities for the 2015/16 year. The Board should review and endorse or amend them.

Community Integration Committee Outcomes in priority order

1. New website
2. Online and offline signage
 - a. Online = social media
 - b. Offline = sign outside
 - i. 2015-16 priority is a banner
 - ii. Future outcome is a large sign
3. Demographic data about catchment area
4. Lower priority (not in priority order)
 - demographic data about participants via a survey
 - build connection to school council via community leadership volunteer(s), especially after-school parents
 - partnership inventory
 - complete an inventory of services offered by other agencies via a neighbourhood scan from online resources and phone calls if needed
 - Bd member/ED visits to key agencies
 - a community planning event: invite a board and staff rep from local agencies to talk about service needs and gaps.

Revenue Generation Committee Outcomes in priority order

- A. 3 fundraising events in the year (Pasta Fest, Dance and Information Fair) and maximize their net proceeds.
- B. Set a dollar goal for fundraising in general.
- C. Develop a membership plan
- D. Lower priority
 - additional fundraising events only with additional leadership and staff resources
 - continue to investigate additional business revenue development opportunities.

Personnel Committee Outcomes

- I. Identify and invite community leadership volunteers
- II. Revise the Executive Director job description

Theme	Strategic Direction	Short Term Outcome (1-3 years)	2014-15 Achievements	2015-16 Priority Outcomes	2015-16 Lower Priority	Long Term Outcome (3-5 years)	Lead Committee/ Person
Strategic Theme: Program Development							
Maximize current Applegrove strengths and assets to better meet the needs of our community and participants and take advantage of existing and emerging opportunities.	Program Review	review of usage, costs, effectiveness and issues of Applegrove Parent/Child Program, programming in the 3 to 6 p.m. period and programming for seniors.	Completed			Program Review Data inform subsequent Strategic Plans	ED/staff
	Program change/expansion	PC survey about possible change in hours	Completed: changed PC and HOBG schedules				ED/staff
	Meet gaps in the community	Gather input from people who are not participants					ED/staff
		Gather input from other partners in the community				* partnership inventory ---complete an inventory of services offered by other agencies via neighbourhood scan from on-line resources and phone calls if needed ---Board member/ED visits to key agencies --- community planning event: invite Board and staff reps from local agencies to discuss service needs and gaps	CI
	Continuous quality improvement (2 year rolling reviews and evaluations)	Next review completed by June 2016				Subsequent Program Reviews inform next Strategic Plan	ED/staff
Strategic Theme: Sustainability							
Create the right factors and conditions to ensconce a sustainable position for Applegrove in the community. This includes establishing positive physical space to support programs and establishing the appropriate level of administrative staffing.	Applegrove will secure sustainable space that allows full service delivery of highest quality programs	Undertake review of current space to ensure optimization of current space resources	Reviewed usage of PC room and changed PC and HOBG program schedules to allow after-school programming			Applegrove being located in space conducive with high quality, community integrated programs	ED with Personnel
		Determine AG Functional Space Needs					ED with Personnel
	Ensure that AG has administration staff to thrive as an organization	Gain approval of staffing levels proposed in the 14/15 budget proposal to the City of Toronto	Submitted 2015 budget proposals. Board members deputed on them. Unsuccessful.	2016 budget requests			Achieve an effective and efficient administrative structure that supports current activities and facilitates growth. Staffing that includes - FT Executive Director, FT Program Director, FT Office

Theme	Strategic Direction	Short Term Outcome (1-3 years)	2014-15 Achievements	2015-16 Priority Outcomes	2015-16 Lower Priority	Long Term Outcome (3-5 years)	Lead Committee/ Person
			Identified revenue stream available to pay for a part-time Program Assistant. Completed job evaluation process and hired current after-school/teen /leadership staff Janina de Guzman				
	Succession planning (staff and Board)	Establish an annual Board recruitment process and Board Committee Volunteers	Revised Board nomination form, worked with City staff to put Applegrove Board nominations on the City site. ComInt committee reviewed candidates and presented slate to AGM with one more candidate than spaces. Several candidates had Applegrove committee experience, all attended at least one Board meeting.			Full Board that consistently reflects community we serve	CI
				I. Identify and invite communitiy leadership volunteers		Community Leadership Volunteers for Revenue Generation and Community Integration Committee	Per with CI&RG
		Review Board Member TOR and includes member mentoring	Revised Board Orientation manual. Considered mentoring process for new Board members but agreed on having 10-15 minutes of Board Development on alternating Board agendas				Per
		Job Description updated - ED	Second draft completed in June 2015	II. Revise the Executive Director job description			Per
		Develop revenue generation capacity	Develop Revenue Generation Committee TOR & annual workplan	Terms of Reference completed. July 2015 planning meeting identified 2015-16 workplan			A stable Revenue Generation Committee with strong volunteer leaders
		Develop an annual organizational revenue plan with identified program net surplus/net deficit targets (including January budget reallocation process)	Identified revenue targets for after-school program Agreed to discontinue the "YogaThon" fundraiser			Develop revenue streams that reduce risk and dependence on one funder	RG
			Ratio of Admin to Program funding (including in-kind) for 2014 is 1.64 for 2014 = for each admin dollar, we brought in \$1.64			City of Toronto AOCC funding be 50% or less of total revenue	RG
		Develop an annual fundraising target and associated action plan		A. 3 fundraising in the 2015/16 year (Pasta Fest, Dance and Info Fair) and maximize their net proceeds	* additional funraising events only with additional leadership and staff resources	Develop a sustainable fundraising strategy that facilitates reliable revenue sources	RG

Theme	Strategic Direction	Short Term Outcome (1-3 years)	2014-15 Achievements	2015-16 Priority Outcomes	2015-16 Lower Priority	Long Term Outcome (3-5 years)	Lead Committee/ Person
				B. Set a dollar goal for fundraising in general	* continue to investigate additional business revenue development opportunities		RG
				C. Develop a membership plan			RG
	Refresh Strategic Plan					Strategic Planning Cycle (in line with next ED recruitment)	Per
Strategic Theme: Community Integration							
Strengthen the positive culture of the local community by fostering program participation that reflects the diversity of our community and increasing the awareness of the mission of Applegrove.	Communication and PR plan	CI Committee TOR & Workplan	Terms of Reference completed. July 2015 planning meeting identified 2015-16 workplan			Establish integrated role for volunteer coordinator (when position is secured)	CI
		web site refresh	Began design for new website.	1. New website		Percent or target of Community Leadership Volunteers on Board Committees	CI
		strengthen partnership with school			* build connection to school council via communitiy leadership volunteer(s) especially after-school parents		CI
		develop social media presence	Began Applegrove Twitter account	2. Increase social media use		High awareness of AG in the community	CI
		Community signage demonstrating presence in the building/community		2. Design, purchase and hang a new banner within 6 weeks after construction finishes		Large, clear, external sign (e.g. like S.H. Armstrong's)	CI
	Increase diversity	review of catchment area demographics		3. Demographic data about catchment area	* de,pgrajoc data about participants via a survey.		CI
		developing strategy and process for measuring success				Annual report/assessment of community integration building of strategy and process of measuring success	CI
		Community partner inventory to assess gaps/opportunities			* partnership inventory ---complete an inventory of services offered by other agencies via neighbourhood scan from on-line resources and phone calls if needed ---Board member/ED visits to key agencies --- community planning event: invite Board and staff reps from local agencies to discuss service needs and gaps		CI
		Public Awareness annual work plan					CI

Holiday Camp Summary
September 8, 2015

Operational days	<ul style="list-style-type: none"> • December 21-24 and 29-31 (7 days total) • Would not be able to offer December 28 as it would be a stat holiday for Dec. 26 • Before care available for all days • After care available for all days except Dec 24 and 31
Staffing	<ul style="list-style-type: none"> • 3 staff • 1 to 8 ratio • If available, recruit 1 volunteer to reduce our ratios to 1:7
Hours of Work	<ul style="list-style-type: none"> • 9 a.m. to 5 p.m. (core hours) • 9 a.m. to 1 p.m. (on Dec. 24, 31) • Before care – 8 to 9 a.m. • After care – 5 to 6 p.m. (not available on Dec 24, 31)
Space	<ul style="list-style-type: none"> • Would use Applegrove existing space • Extra costs for permitted space (not built into budget)
Cost	<ul style="list-style-type: none"> • \$160 for 7 days • Includes 2 trips (1 free to Science Centre), snack, cooking activity, crafts supplies, staffing costs • Before (\$21) and After care (\$15) - extra cost • Break even numbers would be 22 campers registered for the camp and 24 before or after care registrations for the budget to balance.
Survey Results (from 26 surveys returned from summer camp)	<ul style="list-style-type: none"> • Results for whether participants were interested in a holiday camp are as follows: <ul style="list-style-type: none"> ○ Yes – 4 responses ○ Yes – if partial dates were an option – 2 responses ○ No – 8 responses ○ No response – 10 ○ Maybe/Not sure – 3 responses
Pros	<ul style="list-style-type: none"> • Offering a new service to working parents in the community
Cons	<ul style="list-style-type: none"> • Staff availability to work during holiday break • Staff who work during summer and afterschool will not get a break during the year. • Applegrove is usually closed between Christmas and New Years which gives staff an opportunity for a break and to use up accumulated vacation. Offering a program over the holiday break will require admin staff to cover the office. • PC drop-in's floor will be waxed over the holiday break which means we will not be able to use the space for the camp. • Lounge floor usually gets cleaned over the holiday break. • We would have to permit additional space for the camp which may increase fees • School space may not be available due to cleaning

Customer Relationship Management Systems Overview – September 17, 2015

Applegrove's Program Assistant, Janina, researched more than 30 CRMs, assessing them all based on criteria that included "not cloud based" and meeting Applegrove's price point.

She narrowed the choices down to four CRMs that met most of our criteria. She also made sure that they were all reviewed and used by other non profits. Most of the CRMs were either strictly cloud based, had little to no other non profits using their software or were very specific in what they did (i.e., faith-based non-profits).

This report includes a summary of information about each system, followed by a comparison table.

Donor Pro	
<p>Payment Processing and Receipts</p> <ul style="list-style-type: none"> - Process credit cards, debit cards, Checks No hidden fees or statement surprises Same low rates for all transactions and cards Single click payment for returning supporters Processing for US and Canadian Dollars Automated recurring gifts and pledges Mobile card readers for events Next Day Depositing Fully PCI compliant Government level security - Receipts automatically generated and emailed 	<p>Member and donation management</p> <ul style="list-style-type: none"> - Segment groups - Enter multiple groupings for individuals - Connect donors to other individuals in their households, in order to determine shared addresses - Encourage on line profiling to lower data entry and drive website traffic - Rapid cash donation entry - Track more than just monetary donations - Reminders of fee due dates -
<p>Event and Volunteer management</p> <ul style="list-style-type: none"> - Manage event schedules, budget and logistics - Track volunteer activities, such as date duration and tasks - Test message marketing to alert volunteers of events, campaigns or other opportunities - With DonorPro Merchant Services, you'll get two free card swipe devices to take to your events. At the end of the night, you can checkout attendees and deliver on site receipts and thank you notes - Online ticket sales - Attendee selected seating - Collects and graphs fundraising success - 	<p>Marketing and email management</p> <ul style="list-style-type: none"> - Personalized emails and notes to groups or individuals - Email newsletters and campaigns (new programs or events) - Text message marketing to alert volunteers of events, campaigns or other opportunities -

Sumac	
<p>Payment Processing and Receipts</p> <ul style="list-style-type: none"> - Supports donation tracking government requirements - Distribute receipt documentation via email - Converts donation details into Ledger entries if required - Must get merchant account with payment processor that integrates with sumac - Online donations page with automatic email receipts and database recording - All details (e.g. date, account, authorization code) are automatically recorded in your database - If you take credit card information over the phone, you can enter the information and process payments in Sumac automatically 	<p>Member and donation management</p> <ul style="list-style-type: none"> - Completely customizable donor pages, including field alterations - Customizable alerts for donor activity - Reminders for donation tracking, when best to communicate with individual donors (i.e. schedule meetings, after a large donation, after an in person meeting) - Track more than monetary donations, in detail - Monthly donation management, including reports - Online donations page with automatic email receipts and database recording - Online membership signup, including payment processing - Generate membership cards - With Sumac, you can group donations into batches corresponding to bank deposits, find and report on the donations by batch, and reconcile Sumac to bank statements. -
<p>Event and Volunteer management</p> <ul style="list-style-type: none"> - Print and design invitations - Online event signup - Built in reports - Create event material (table settings, programs etc.) - Run auctions - Organize ticket sales including seating and ticket type - Built in reporting helps compare event attendance, donations, ticket sales, and auction proceeds with previous events - Customizable volunteer profiles - Schedule and delegate tasks to volunteers - Specify the qualifications required to perform each task, and at a glance find the most appropriate person to complete the task based on interest, skills and availability. 	<p>Marketing and email management</p> <ul style="list-style-type: none"> - Personalized and customizable letter templates - Generates conditional additions to emails for more specific donors (i.e. including a thank you to those who attended an event) - provides statistical reports that let you see who opens and clicks through on emails - Print envelopes and mailing labels. Just select the contacts in your database, and Sumac does the rest, automatically adjusting labels to print correctly every time – no manual editing needed.

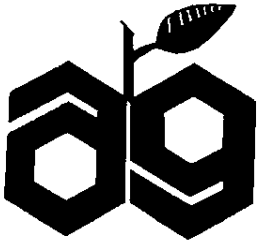
Donor Perfect* – No in depth details given online must request info

Blackbaud – Raisers’ Edge – more information requested, online lacking info	
<p>Payment Processing and Receipts</p> <ul style="list-style-type: none"> - -Offers a nonprofit service merchant - Mobile app available for offsite purchases - pay the same rate for all transactions and for all cards (Visa, MasterCard, Discover, and even American Express) – with no hidden fees, which means more money for your organization. 	<p>Member and donation management</p> <ul style="list-style-type: none"> - create donation forms to add to your website - allows constituents to purchase memberships as well as give gifts of membership and additional donations in a single-step form - create connections with donors based on careers or schooling etc. in order to target the best constituents for donations - separate your donors based on unifying factors for more effective fundraising. - Contact Management – including foundations and corporations
<p>Event and Volunteer management</p> <ul style="list-style-type: none"> - match volunteers to job based on skills - provide details about particular volunteer opportunities - create checklist of tasks for volunteers - volunteer hours are kept update - track volunteer awards - Event management Ipad app available 	<p>Marketing and email management</p> <ul style="list-style-type: none"> - Customize emails. Choose pre-designed, mobile friendly templates. Add, remove or revise your content with the drag and drop editor. Style your email with fonts and colors, including a customizable donation button. - A library of tasteful, appealing, and best-practice plea and acknowledge letters makes sending email messages and direct mail letters easier and more effective

CRM Overview

Program	On premises (non cloud based)	Canadian	Separate into Segments	Payment Processing	Receipting	Member Management	Marketing Management	Emailing (newsletters, mass emails etc.)	Donation management	Volunteer Management	Event Management	Grant Management	Accounting Integration	Size
DonorPro	Available version			Credit, Online, In person, Cheque scanning	not found								Quickbooks	Unlimited users
Sumac (Gold) *cost for each add on	Available version			3rd party processing	Meets CRA requirements									1,000-3,000 contacts Unlimited Users
Donor Perfect				Credit, E fund transfers, Online, In person	Meets CRA requirements								Quickbooks	Up to 5,000 contacts
BlackBaud-Raisers edge				Online fundraising	not found								not found	Unlimited

Program	Monthly	Yearly
Donor Perfect	\$154/month (plus \$39 for unlimited users) Plus \$495 set up fee	\$154/ month x 12 =1848 \$39/ month x 12 = 468 <hr/> 2, 811
Sumac	Base price \$40/month Additions \$20-60/month Rough estimate \$150-\$250/month	\$250/month x 12 = \$3000
DonorPro	\$180/month (Plus \$0.005 per member) 1200 members x 0.005 = \$6	180/month x 12 = \$2,160 + \$6 =\$2,166
Blackbaud – Raisers Edge	Requested Info	Requested Info



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Community Integration Committee Meeting Notes

Wednesday, September 9 @ 7 p.m.

Present: Antoine Tedesco, Jean Lim, Sabrina Dias, Vai Teng Law, May Seto (Staff), Susan Fletcher (Recorder)

Regrets: Ann McKechnie

1. Notes from June meeting
 - the notes were accepted as circulated
2. Revised Data from skills/diversity inventory (attached)
 - members confirmed that Applegrove should repeat this on an annual basis in April or May, with the reminder that the “have” column is 1, 2, 3, and the “learn” column is Y/N.
 - the information is useful for identifying needed skills in recruiting leadership and Board volunteers.
3. Census and other data about the catchment area
 - Vai has census data from both the short and long forms from 2011 about the catchment area. She can produce maps and comparisons to the City averages
4. Process to measure success in enhancing Applegrove`s reflection of the catchment area: snapshot survey of program participants
 - members discussed possible questions for survey but realized that the questions should reflect census and other data available.
 - the committee will discuss this further at the next meeting.
5. Online Presence
 - a. Website refresh next steps
 - members discussed what is needed to finalize the website
 - Antoine will send out a link to the draft site with some questions.
 - the Board agenda will have time for discussion.
 - b. Social media
 - i. Revised Draft principles and procedures adopted by the Board as interim principles
 - ii. Data from program participants (to be distributed at meeting)
 - the data showed that the majority of the After-4 and camp parents do not use social media.
 - of those who do use social media, many are “always on” Facebook or use it once every day or two.
 - many of them did not know that Applegrove had a website or Facebook page or never visited it
 - of the staff, no respondents selected “did not know about it” for Applegrove’s website and Facebook page.

iii. Work on action plan (see Social Media Principles and Procedures Section 7, attached)

- in general discussion, members noted:
 - Twitter provides a channel to “push” information but is not very warm and friendly. It is more corporate/business/news oriented
 - Twitter should probably be a lower priority social media channel for Applegrove but people will eventually follow it if it has useful information on a daily or frequent basis.
 - a Twitter feed can be on the website.

6. Other Business: Winter Break Camp Proposal

This was circulated for information and is going to the Board meeting. Members noted that the camp would not generate much revenue if any, and that there appeared to be little demand for a camp.

7. Next Meeting(s)

To be determined

7. Draft Social Media Action Plan

7.1. Expectations of key staff

- every Applegrove social media site will have at least one key staff/volunteer identified with a back-up person
- the key staff should follow the City's Guide to Moderating Social Media.
- the key staff will be expected to
 - check the site daily, including at least once on the weekend, to identify and take action on inappropriate posts by others.
 - arrange for the back-up person to complete daily checks when the key staff is on vacation.
 - report to the Executive Director on inappropriate posts and action taken.
 -

7.2. Identify key platforms and segments

7.3. For each, identify

- minimal and optimal posting frequency
- tone and content of posts (e.g., pictures, information, call to action, etc.)
- what else???
- success indicators, e.g.
 - Number of followers, relevance and type of followers
 - Number of web traffic clickthroughs from Twitter to main Applegrove website
 - Feedback from followers
 - Number of retweets
 - Volume and quality of @replies and direct messages (DMs)

7.4. With committee, set implementation targets.

7.5. As appropriate, work with staff to identify planned posts, e.g.

- Twitter weekly parenting tip aimed at parents of kids under 6: have staff compile 50 hints to cover a year's worth of scheduled posts.
- Pinterest or Instagram craft pix: rotate through programs (AG, A4, Sen, EW) with monthly picture of craft, so each program knows they will need pix of one craft¹ and which week of the month it is due.²

¹ Need to find out how to compile 3 or 4 pics into one to post some in-progress with some finished product

² Need to identify how staff will take pix (personal cell phone, center's camera)

Community Integration Committee Outcomes in priority order

1. New website
2. Online and offline signage
 - a. Online = social media
 - b. Offline = sign outside
 - i. 2015-16 priority is a banner
 - ii. Future outcome is a large sign
3. Demographic data about catchment area
4. Lower priority (not in priority order)
 - demographic data about participants via a survey
 - build connection to school council via community leadership volunteer(s), especially after-school parents
 - partnership inventory
 - complete an inventory of services offered by other agencies via a neighbourhood scan from online resources and phone calls if needed
 - Bd member/ED visits to key agencies
 - a community planning event: invite a board and staff rep from local agencies to talk about service needs and gaps.

Revenue Generation Committee Outcomes in priority order

- A. 3 fundraising events in the year (Pasta Fest, Dance and Information Fair) and maximize their net proceeds.
- B. Set a dollar goal for fundraising in general.
- C. Develop a membership plan
- D. Lower priority
 - additional fundraising events only with additional leadership and staff resources
 - continue to investigate additional business revenue development opportunities.

Personnel Committee Outcomes

- I. Identify and invite community leadership volunteers
- II. Revise the Executive Director job description

Priority Legend

High	3	1	2	3	4	5	6	7	8	9
Checked	Y	Board members								
Medium	2	Matt	Neil	Chris	Irene	Jean	Tolga	Antoine	Sabrina	Vai
Low/NA	1									

Term Expiration Date

Enter Month Year	Mar-2017	Mar-2017	Mar-2017	Mar-2016	Mar-2017	Mar-2016	Mar-2016	Mar-2017	Mar-2016
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Skills & Experience

	Have	Learn	Have	Learn	Have	Learn	Have	Learn	Have	Learn	Have	Learn	Have	Learn	Have	Learn	Have	Learn
Board of Directors Experience	● 2	y	y		● 2		y			y	● 1		● 3		● 1		● 1	y
Succession Planning (Board and staff)	● 1	y	y		● 1		y			y	● 1	y			● 3			y
Chaired a board or committee	● 1	y			● 3						● 1		● 3		● 3		● 1	y
Financial	● 2	y	y		● 2		y		● 3		● 3				● 2			y
Fundraising and events	● 2	y	y		● 1		y		● 2		● 2				● 1		● 2	
Grant Writing	● 1	y	● 1		● 2		y			y	● 1			y	● 1			y
Human Resources		y	y		● 2		y		● 3		● 2		● 2		● 2			y
Leadership	● 2	y	y		● 3		y		● 3		● 3		● 3		● 3		● 2	
Legal	● 2	y	y		● 1		y		● 2		● 2	y		y	● 1			y
Lobbying	● 1	y	y		● 2		y			y	● 1				● 1			y
Marketing & PR/Communication	● 2	y	y		● 1				● 1		● 3		● 3		● 2		● 2	
Organizational Management	● 3	y	y		● 2		y		● 3		● 3		● 2		● 3		● 1	
Risk Management	● 3	y	y		● 3		y		● 3		● 1				● 3			y
Strategic Planning	● 3	y	y		● 3		y		● 3		● 2		● 3		● 3		● 1	y
Technology/IT	● 2	y	● 1			Y			● 3		● 3		● 3		● 2		● 3	
Experience in an AG program	● 3	y	● 1		● 1				● 2		● 1				● 2		● 3	
Local Resident	● 3	y	y		● 3		y		● 3		● 3				● 3		● 3	y



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Revenue Generation Committee Notes

September 8, 2015

Present: Tolga Ay (Chair), Matt Kindbom, Janina de Guzman (staff), Susan Fletcher (recorder)

Regrets: Mercedes Lee

1. Next Meeting

Monday, October 5, at 7 p.m.

2. Notes from the July meeting

accepted by consensus

3. Fundraising / Engagement Ideas

a. Change-It

- following up on the discussion at the July meeting, Susan reported the following:
 - whether we can (or individuals can) change the round up amount e.g. round up to 50¢
You can specify how you want to round. You can do it by percentage or by fixed amount. The fixed amount is where you would round to the next dollar or two dollars. You cannot choose to round-up by a specific amount.
 - can individuals set a limit, e.g. max of \$10 per month
You can set a minimum and a maximum so you can donate only what YOU want to donate.
 - how is the fee treated by Canada Revenue Agency (as a fundraising expense)?
Once the charity receives the money we don't know how they deal with the fee
 - if an individual does not reach the \$25 transfer threshold in 6 months or a year, or withdraws before reaching the threshold, what happens?
It is the charity that must reach the threshold of \$25. We will hold the \$\$ in trust until that amount hits \$25.00. There is a 30 day refund policy. If you withdraw from the program before the charity receives the money. Only the last amount that was deducted from your account may be refunded
- the July discussion included consideration of the target audience and agreement it would probably be parents of after-4 participants, children of seniors, the “mobile” generation but not seniors or PC participants.
- members expressed concerns about
 - people trusting Change-It.
 - it being one more thing to have to think about – the hassle factor
 - there are only so many initiatives that Applegrove can do.
 - although there is minimal actual cost, there is still the opportunity cost for the staff time to publicize (which would need to be an ongoing campaign).

- b. Birthday Party/Gift
 - when the last meeting learned that we could not register for EchoAge, members requested a proposal for an alternative birthday party plan.
 - see attached for Susan's proposal.
 - members that the best possible solution would be on-line. Eventually, the CRM¹ software might be able to do this.
 - as an interim solution, members recommended suggesting guests just donate (no gifts). Janina and Susan will prepare a poster for after-school and PC/AC²

- c. Community Information Fair
 - workplan / questions (see attached)
 - draft budget: members reviewed a draft budget. Susan will revise it in view of the workplan
 - Matt has an apple cider contact who might be a sponsor.

- d. Community Festival Grant

- e. Pasta Fest:
 - Louise provided an update on the event on November 7 at Baron Byng hall
 - as part of the move to increase the proceeds, advance tickets will increase from \$10 for adults, \$5 for children over 3, to \$12 and \$6
 - to encourage guests to purchase tickets in advance, we are considering increasing the "at the door" price to \$20 and \$10
 - other initiatives to increase proceeds include
 - sponsorship; any contacts? Opportunities include
 - table centerpieces (20 @ \$7.50 = \$150)
 - band/music \$150
 - décor (25 tablecloths @ \$3 plus cutlery, napkins, plates, etc = \$100)
 - dessert (2 cakes @ \$50 = \$100)
 - beverages \$125 (actually pays for the bartender plus coffee)
 - salad \$25
 - buns \$25
 - Matt offered to sponsor salad and buns!
 - the day after the meeting, an Applicious sponsor who had been invited to switch to Pasta Fest, sent a cheque for \$100 for décor!
 - increase the proportion of auction items that have no price but great value such as
 - art created by program participants: After-school, PC and AC are working on pieces to be completed by Oct. 23 so they can be advertised
 - experiences such as a "backstage" tour of a magazine (we have a contact at Hello)
 - Matt attended an event that offered photographs printed on (fake) magazine covers!
 - Tolga offered 3 M&T catering \$100 gift cards for the auction and will look into donating appetizers.

¹ CRM = Customer Relationship Management = the software that we hope will manage membership, donations, etc.

² AC = the Applegrove Connection, previously Edgewood

- f. Family Dance
 - Susan and Janina will follow up with Mercedes
- g. All Candidates Meeting Candidates = NOT a revenue generation opportunity, but is it a “Non-Ask Event”? (see attached)

4. Other Business?

- a. Database
 - During the discussions above, members suggested that Applegrove should have a database of businesses, in part so that
 - we do not bother businesses that do not want to be involved
 - generally only contact businesses once annually
 - Susan will try to convert the Pasta Fest database for this purpose
 - in the longer term, the Customer Relationship Management system (CRM) should be able to do this.
- b. Trillium Grant (info from May)
 - Trillium has now decided we are NOT eligible
 - May had worked on a Youth training/sports refereeing concept which she will use for other funders when possible
- c. Winter Holiday Camp
 - Susan circulated a summary from May about the costs and issues for a camp over the Christmas break
 - this will come to the September Board meeting, but Susan is sharing it with committees meeting this week
 - although there was some discussion about a camp for part of the break, members felt that Applegrove probably should not proceed.
- d. Other info
 - visit Susan’s Pinterest fundraising page for info and ideas! <https://www.pinterest.com/susanapplegrove/fun-and-friend-raising/>

5. Next Meeting

Monday, Oct. 5 @ 7 p.m. (day before All Candidates Meeting)

Kids Birthday Options

August 2015

A. In House, gift card option

- before implementing, Applegrove determines a limited list of gift card³ options, e.g., Toys r Us, VISA/MC
- party family decides what proportion of guest gifts will be donation and child's gift (e.g. a standard 50% or higher proportion for Applegrove)
- guests provide a cheque or credit card number to Applegrove, along with the total amount of their gift
- for credit cards, Applegrove
 - charges the whole amount to the credit card
 - assigns the credit card charge proportionately to the donation and gift
 - assigns the donation and gift amounts to the appropriate accounts
 - prepares charitable receipt to the donor
- for cheques, Applegrove allows 1 week for cheque to clear, then
 - assigns the donation and gift amounts to the appropriate accounts
 - prepares charitable receipt to the donor
- when all amounts are in, Applegrove totals the donation and gift amounts, informs the family of the total donation, purchases the gift card and arranges to get it to the family.
- Notes:
 - if the family wants to know the total gift amount before the party,
 - cheque deadline must be 10 days before party to allow for cheques to clear
 - credit card deadline must be 5 days before party
 - we would e-mail the gift and donation totals the day before the party
 - we could set it up so 100% of the credit card fee goes either to the donation or the gift, but a proportional split seems more fair
 - if family wants to accept cheques at the party, they must be payable to Applegrove (not the family), to ensure we control the charitable donation.
 - if family wants to accept credit card gifts at the party, we should provide a form for guests to complete. (Family returns the forms to Applegrove within 1 week)

B. In House, cheque option

- as above, except that the family receives a cheque instead of a gift card.

C. On Line Options

- while an on-line option would be more convenient for guests, the funds processed by CanadaHelps are all charitable. Which would mean Applegrove using charitable funds to purchase gifts or gift cards; this is inappropriate.
- alternatively, party guests can make a donation via Canada Helps, identifying the birthday child and date, and give a cheque or cash to the birthday family.
- as a 3rd alternative, the birthday family can set up a personal fundraising page, but first has to set up a CanadaHelps account <https://www.canadahelps.org/en/fundraise/> . This would still require guests giving cheques or cash to the birthday family.
- there is a new Canadian donation portal called Chimp (Charity IMPact) with a transaction fee of only 2.8% for credit cards (CanadaHelps is 3.5%).
 - I am not sure that the 7¢/\$100 difference means we should change from our current service provider.

³ Note: gift cards, not pre-paid credit cards. Most gift cards, including those from credit card companies, are not allowed to have an expiry date.

Revenue Generation Meeting Notes

Sept. 7, 2015

5

- it looks like some organizations are keeping CanadaHelps on their website as their main donation portal, and registering with Chimp as well (but not really advertising it). The Abilities Centre received funds from Chimp (as shown on Chimp's CRA page) but has CanadaHelps on its website. <http://www.abilitiescentre.org/donate>

How to Hold a Non-Ask Event

<http://www.thefundraisingauthority.com/fundraising-events/non-ask-event>

by Joe Garecht

When you hear the term “[fundraising event](#),” what images does it conjure up? If you’re anything like me, you think about sponsorship levels, solicitation calls, event fundraising goals, and revenue generators like [silent auctions](#) and raffles.

What if I told you there was a type of fundraising event that could significantly impact your organization’s bottom line for years to come, yet didn’t involve any money changing hands? It’s true... they’re called “non-ask events,” and if your organization isn’t using them to help cultivate donors, now is the time to start.

What is a Non-Ask Event?

A non-ask event is an event, held by your non-profit, that targets donors and prospects, but does not include any fundraising ask or cost of admission for attendees. The goal of a non-ask event is to move donors closer to your organization (and, eventually, toward even larger gifts and involvement), and to move prospects towards making their first gift.

Non-ask events are an opportunity to [tell attendees about your mission](#), introduce them to your staff, and make them feel like part of your team. While these types of events can take many forms, generally they involve a tour of your office / facility, with time for socializing and a short program, or they can be held at a local restaurant where attendees hear about your mission over cocktails and light appetizers.

As part of these events, you will want to give your guests time to eat, drink, and mingle, then put on a short program that introduces your mission: what you do and how you do it. You’ll want to come at it from an emotional angle: why is your mission important? What are the outcomes of your work? Introduce your staff. Give attendees some time to ask questions, and send them home with some literature. Let them know that someone will be following up with them to see if they have any further questions.

Then, send them home. The most successful non-ask events are short, and the program and speeches don’t drag on. Aim to have attendees in and out in 60-90 minutes, with only 10-15 minutes of talking. If you are doing a tour, try to have 10-15 minutes of talking and a 10-15 minute tour.

Setting Event Expectations

One big reason that non-ask events are successful is that you set expectations for your guests that are not intimidating. Make sure they know, before they come, that you want to show off your work, but that there will be **no fundraising at the event**. This is key: prospects will feel much more comfortable coming if they know there will be no asks at the event, just a chance to hear more about the organization.

Making Your Non-Ask Event Successful

The biggest way to ensure the success of your non-ask event is to make sure you *get people there*. Depending on the size of your organization and how many of these events you have held in the past, you may be trying to get anywhere from 5-50 people to your event. No matter how large or small your goal is, the best way to make sure people want to come is by making sure they are asked by people they know. Put together an event committee (the committee can be small... just a handful of committed people should be enough) to help invite people to the event. The committee should be asking friends, colleagues, and other contacts to come and hear about the organization. Your board can spread the word as well.

You can fill up the rest of the seats by making sure that you are always asking people who display interest in your organization to attend. At many organizations, the first step on the cultivation highway, after a staff member or board member meets a new prospect, is to invite the prospect to a non-ask event. To make this

model a success, many organizations hold 2-4 such events per year, to make sure that there is always one just around the corner.

The Fortune is in the Follow-Up

So... you've held a non-ask event for the purposes of increasing your fundraising capabilities. 10 people came. They seemed motivated and interested. Now what?

For non-ask events, the fortune, as they say, is in the follow-up. The event was a starting point. You told people that you would be following up with them to see if they had any additional questions... now do so! Someone from your development staff (someone who was introduced at the event) should call every attendee to follow up. Ask questions like: What did you think about our organization? Do you have any other questions? Do you have any suggestions on how we could be doing things better?

Get the person engaged and involved. Close your call by asking: would you be interested in getting more involved with our organization? Even at this point, don't ask for money. Ask the person to volunteer, to serve on a committee, to come in and share their ideas with you. Get them on the bus, before you make your ask.

Then stay in touch with them. Send them your newsletters, invite them to other events, thank them for their ideas and their volunteering. Then, after a few more contacts, make an ask (or, for current donors, make a larger ask). By that point, your prospect will be part of your team, and will not only expect an ask, but will be grateful for the chance to help "our" organization.

Info Fair Thoughts for Work Plan

- Do we want a theme or brand, e.g. Apple-Growth – develop your knowledge of your community
 - Yes. Ideas included “Connecting the Community”, “Partners in Community”
 - Community Connections would be good, but DECA (Danforth East Community Association) used it for their volunteer fair in August.
 - Members will give it more thought.
- How about offering businesses the opportunity to sponsor a non-profit or related workshop, e.g., Eat a Rainbow with Sue Sachs, sponsored by Loblaws
- Catalogue instead of an agenda – listing of business participants, sponsors, etc. with displays as well as an alphabetical index. Minimum sponsorship (\$25?) gets a business card in the catalogue. If so, offer the catalogue as a sponsorship option at a high level, reflecting its special status as a take-home reference. And on-line on our website after the event?!
- Use the Hub as a café – set up card tables with cloths, do a little decor

Workplan should include

- Min/max attendance
- Decisions on
 - whether to include “other” vendors, e.g., beauty products, art, etc. and if so, what price
 - *no on-site sales*
 - whether child minding is hourly fee or flat rate, only by advance booking or as space allows, age segregated or combined
 - *flat fee.*
 - *max number determined by number of child care staff/vols*
 - whether non-profits can sell stuff
 - *no on-site sales*
 - *Applegrove can sell stuff*
 - whether workshop fee includes a display
 - *no, but there will be a combined fee of perhaps \$125*
 - restriction to “local” businesses and if so, definition of local
 - *no restriction, but we will encourage and seek out local businesses*
 - do vendors get 1 free lunch and coffee per table?
 - *yes*
 - should we open camp registration or a special seniors or PC outing to get people to come?
 - *we should do something, but not camp registration.*
 - *maybe a draw to be #1 to register for camp!*
 - should we sell Applegrove stuff (baby blankets, etc.)
 - *yes*
 - free table for our credit union? Or discount on workshop?
 - *maybe free display with option to apply fee to an ad in the catalogue*
 - reserve or pre-sell admission/lunch
 - *an option for the second year*
- Evaluation plan

Workshop/display business ideas

- From listings in Beach Metro

Revenue Generation Meeting Notes

Sept. 7, 2015

9

- Local ad flyers
- BIA's
- Real estate
- insurance
- Old SPA service providers
- banks
- Matt has an apple cider contact who might be a sponsor

Sponsor business ideas

- home repair
- local clothing/home furnishing stores
- medical/dental
- which Applicable sponsors make sense?
 - Canadian Tire products (more tables? Folding chairs? Something for door prizes? Disposable dishes, etc.)
 - Metroland (advertising)
 - Shoppers Drug

Suggested sponsorship benefits

Levels and benefits							
\$500 or more		name under event name on poster (Sponsored by) and announced this way twice during event and on banner if in time, other materials					
		free workshop?					
\$250 to \$450		"Special thanks to " on poster and agenda/catalogue					
		Activity sponsored by on room sign or equivalent					
		free display?					
\$100 to \$200		"Thanks to" in smaller print on agenda/catalogue					
\$75		Workshop sponsored by plus business card listing in catalogue					
\$50		double size "business card in catalogue					
\$25		"business card" in catalogue					

Revenue Generation Meeting Notes
Sept. 7, 2015

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Info Fair Budget Draft 2 Summary		September 2015							
Expenses (all net of HST)									Donation or In Kind Value
Facility									
	Total facility cost			\$572					100
Equipment									
	Total equipment cost			\$413					205
Give-Aways, Handouts and prizes									
	Total Give-Aways			\$300					100
Refreshments									
	Total refreshment cost			\$286					
Signs and Décor									
	Total signs and Décor								\$100
Promotion									
	Total promotion			\$50					550
Staffing									
	Total staff cost			\$225					750
Contingency @		5% of expenses excluding staff		\$81					
Total Expenses						\$ 1,927			
Total In Kind and Donations									\$1,805.00
Total cost including in kind		\$3,732							
Revenue									
Vendor fees									
	14 Business Displays @ (same price as £	\$50		\$700					
	10 partner and non-profit displays at no charge								
Workshops									
	4 workshops @	\$100		\$400					
Combo -- workshop and display									
	2 @	\$125		\$250					
Child Minding									
	25 children @	\$5		\$125					
Refreshments									
	100 coffee/tea with cookie @	\$1	\$ 100						
	50 chili with roll and fruit @	\$5	\$ 250						
	15 staff vol lunch and coffee @	0							
	Total Refreshment income			\$350					
Sponsorships and In Kind									
	Sponsorships (see attachment)			\$1,000					
	In Kind (from business)								450
Donations (pay what feels good) from participants				\$500					
Applegrove and partners in-kind									\$1,355.00
Total Income and InKind						\$ 3,325			\$1,805.00
Total Revenue including in kind		\$5,130.00							
Net Proceeds (surplus or deficit)						\$ 1,398			
Net proceeds including in-kind		\$1,398.48							

Revenue Generation Meeting Notes
Sept. 7, 2015

11

Sponsorship Ideas			
most items show the budget cost and the sponsorship amount			
Refreshments			
all refreshments	cost =	\$286	
	sponsor =		\$300
Lunch only	cost =	\$200	
	sponsor =		\$225
Coffee	cost =	\$86	
	sponsor =		\$100
Décor			
Tablecloths, signs etc	cost =	\$100	
	sponsor =		\$100
Event banner (only with sponsor)	cost =	\$125	
	sponsor =		\$150
Promotion			
total promotion	cost =	\$150	
	sponsor =		\$150
Paid ad (only with sponsor)	cost =	\$300	
	sponsor =		\$300
Swag			
give-aways	cost =	\$400	
	sponsor =		\$300
catalogue	cost =	\$50	
high value because take home	sponsor =		\$300
Equipment			
tables, chairs, etc.	cost =	\$413	
	sponsor =		\$500
PA	cost =	\$100	
	sponsor =		\$100
Facility			
as a whole	cost =	\$572	
	sponsor =		\$600
per classroom	cost =	\$114	
	sponsor =		\$125
gym	cost =	\$210	
	sponsor =		\$225
Staffing			
vols (t-shirts, buttons, lunch	cost =	\$75	
	sponsor =		\$100
Child Care			
staffing, room, supplies	cost =	\$250	
	sponsor =		\$250
Workshop			
Room cost, chairs, etc	cost =	\$62	
	sponsor =		\$75
Total possible sponsorship			\$3,900



APPLEGROVE COMMUNITY COMPLEX

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“TOGETHER, BUILDING OUR COMMUNITY”



Minutes of the Board of Management Meeting June 22, 2015

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

Present: Tolga Ay, Irene Buncel, Sabrina Dias, Matt Kindbom, Vai Teng Law, Chris Sulway (Chair)
Regrets: Jean Lim-O'Brien, Councillor McMahon, Antoine Tedesco
Absent: Neil Sinclair
Staff: Susan Fletcher, May Seto (Recorder)

A. Call to Order/Adoption of Agenda

Neil 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

Minutes of the May 25 Board of Management Meeting

MOTION (Kindbom/Buncel)
To accept the minutes of May 25.
Carried

D. Personnel Committee Notes: For information

Chris provided an update.

E. Executive Director's Report: For information

Susan provided an update on the construction throughout the summer.

E.1. Strategic Planning Meeting date

The meeting will be on July 7 at 6:30 p.m. to set priorities and timelines of work based on the strategic plan.

E.2. Summer social

Members suggested week of August 17. We will try to find to find a local venue large enough for both staff and Board Members.

MOTION (Dias/Buncel)
To accept the Executive Director's report.
Carried

F. Correspondence/Information

Susan provided information.

MOTION (Ay/Kindbom)

To accept the suggested actions.

Carried

G. Adjournment

The meeting was adjourned on a motion by Sabrina Dias, seconded by Vai Teng Law.

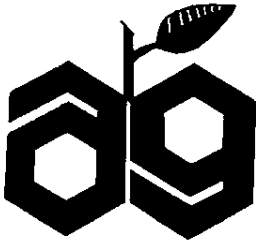
Chair

Secretary

Next Meetings

Board/Staff Social – week of August 17 - TBA

Board Meeting – September 28 at 7 p.m.



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“TOGETHER, BUILDING OUR COMMUNITY”



Personnel Committee Notes

August 26, 2015

Present: Chris Sulway, Irene Buncel, Susan Fletcher (staff)

1. **Next Meeting** -- Tuesday, October 13 @ 7 p.m.

2. **Notes from last meeting**

3. **Follow-up on items from last meeting**

a. Management Job Descriptions: Executive Director Draft 3

- Susan will send Irene's draft to Chris for review

b. Executive Director Performance Planner

- reviewed and amended the 2015 Objectives, noting progress as appropriate.
- also reviewed the 2015 Strategic Priorities discussed at the July strategic planning session and how to incorporate these into objectives for the planner.
- Susan will make the amendments and circulate the revised planner to Irene and Chris for review.
- for the September Board meeting, Chris will report to the Board that the planner has been completed.
- agreed that this meeting would serve as the mid-term review
- during the discussion, Susan noted that coming from discussions at this committee and elsewhere, she is preparing a proposal to amend Applegrove's performance review process for managers.

4. **Hiring Reports**

a. General Issues

- as part of the discussion of Applegrove's recent hirings, the committee discussed the benefits and costs of advertising widely.
 - brings greater awareness of Applegrove as an agency and a good employer.
 - potentially greater diversity in staff.
 - additional time required to review applications.
- members also noted the possibility of screening interviews by telephone.
- the committee agreed that hiring processes should include the following, most of which are incorporated into current practices:
 - wide advertising, e.g. Charity Village, Kijiji and/or Craig's List, etc. for most positions
 - initial paper screening of applications to identify Applegrove and AOCC applicants ¹and those who meet the basic criteria

¹ For positions of 13 hours/week or more and 45 days or more, the collective agreement states that applicants from within the issuing Community Centre will be given first consideration and, if no selection is made, consideration will be given to applicants from other Community Centres and finally, if no selection is made, the Community Centre may then consider external applicants. It allows centres to advertise externally at the same time as within AOCC.

- second paper screening of applications to identify suitable candidates for interviews
 - first interviews by 2 people including the position's supervisor
 - second interviews by at least 2 people
 - for both, the interview committee makes a recommendation to hire, subject to reference checks
 - contacting a minimum of 2 references for the preferred candidate.
 - for candidates in the union, the collective agreement states that selection will be based on any or all of the following factors: education, training, relevant work experience, ability, skills specific to the position posted, appraisal of past performance which may include a review of their personnel file, seniority within the community centres, and reference checks. Only if 2 or more qualified applicants are relatively equal does seniority prevail.
- b. CY Worker and Program Assistant
- for each position, there was 1 internal candidate who was selected.
- c. Summer Staff
- for positions for which Applegrove made hiring decisions, prior after-school or summer staff were selected.

5. Hiring Plans

Administration & Financial Customer Service Clerk (Bookkeeper/Information Clerk) and Finance Manager

- Susan circulated the job ads
- ads to be posted within a week with deadlines Sept. 9
- Select FM first
- then that person and ED will do first interviews for Bookkeeper; second interviews to include ED and at least 1 other staff.
- the committee discussed the time required for hiring processes

6. New Standing Item: ED Overtime and Workload

- YTD OT balance = 24.25 hours as of Aug. 14 (max allowable = 105)
 - comparisons:
 - 2014 Aug. 15 YTD = 56
 - 2013 Aug. 16 YT = 51
 - to help manage this issue, if a committee identifies an activity requiring more than 10 hours of overtime, or if Susan foresees something, she will bring the issue to the Personnel Committee or Board as appropriate.
- Vacation balance = 633 hours. Planning to take off 3 weeks in the fall – possibly 3 weeks between the Oct. 26 Board meeting and the Nov. 20 Board mailing date, or 2 weeks then and 1 week earlier.
- Anticipated work includes
 - fall direct mail
 - FM and BI hirings (review applications, interview, etc.)
 - All Candidates meeting Oct. 6 (train PA and social work student how to organize)
 - SPACE Policy Breakfast on Community Hubs in Oct. or Nov.(liaison with speaker, chair the event)

- review and draft policies related to Public Service Bylaw (see below)
- workplan and budget for Community Info Fair and Family Dance

7. Public Service Bylaw

- City was to provide templates for policy changes in July but now expects to share them for Sept. 9 AOCC meeting
- Implementation by Dec. 31, including drafting for Applegrove specifics, possible review by staff, and Board endorsement

8. New Business:

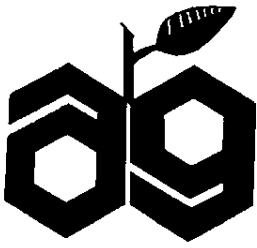
- the Personnel Committee terms of reference way that this committee will define the skill sets and attributes to recruit leadership volunteers for the Board and its committees and to create guidelines for leadership volunteers on committees.
- i.e., identify what the Board is missing and how to fill the gaps.
- members suggested that the recruitment and screening should include:
 - principles (to be developed)
 - an application form: the next meeting will start with the Board nomination form and revise it.
 - a statement of confidentiality

9. Next Meeting Date

Tuesday, October 13 @ 7 p.m.

Agenda to include:

- a proposal to amend Applegrove's performance review process for managers
- personnel-related items arising from Public Service Bylaw
- leadership volunteer recruitment and screening



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“TOGETHER, BUILDING OUR COMMUNITY”



Hiring Report – 2015 Summer Staff

August 25, 2015

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 6, 2015

Response

- Resumes were received by email, fax, and mail to Applegrove
- Response was 29 applications for all available positions (Camp Director, Assistant Director, Junior, Senior, and Leadership Counsellor positions)
- Eleven resumes were from returning staff and 18 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 2015 Camp Director.
- Applications were reviewed by the Program Director and 11 recipients were granted an interview. 8 Applicants were not granted an interview due to late submissions.
- 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 most positions with a few returning summer staff being appointed to positions. Interviews held the week of April 6, 2015
- 8 interviews were granted for the Junior, Senior, Leadership Counsellor, and Assistant Director positions;
- Some candidates applied for multiple positions.
- Interview process included verbal questions/scenarios, as well as a written question for the Junior, Senior, Leadership Counsellors, and Assistant Director

Selection of Staff

- Consultation for selection of staff was done with Abby DeGuzman. References were not needed as all staff were returning summer or afterschool staff. Selection and offers were made the week of April 13 to 10 candidates with the understanding that all positions were based on successful funding.

Other Information:

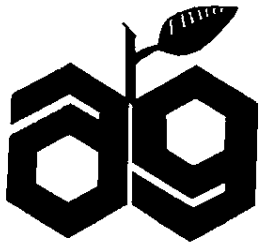
- We applied to the TDSB for Focus on Youth funding for additional staff and space to support the summer camp.
- We also applied to Tropicana Youth Services for additional staffing.
- Due to punctuality issues, one staff was let go during the summer.

Final Summer Camp Hiring

- Abby DeGuzman – Camp Director
- Josh Grainger - Assistant Director
- Ashley Staniforth - Senior Counsellor
- Nanor Boghossian – Senior Counsellor
- Erik Trejo-Beltran – Senior Counsellor
- Paulina Boffil-Jimenez – Senior Counsellor
- Janina DeGuzman – Leadership Counsellor
- Nino Almonte – Leadership Counsellor
- Abdirizaq Durran – Junior Counsellor
- Joshua James – Junior Counsellor
- Otis Taylor – Relief/Casual Junior Counsellor

TDSB and Tropicana Staff Placements

- FOY – Richard Christian
- FOY – Raylene Bailey-White
- Tropicana – Anisa Mohamed
- Tropicana – Nirosh Vijayatharan
- Tropicana – Frank Xie



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“TOGETHER, BUILDING OUR COMMUNITY”



Hiring Report – Full Year Child and Youth Worker

August 5, 2015

Submitted by Susan Fletcher, Executive Director

Background Information:

The collective agreement states that applicants from within the issuing Community Centre will be given first consideration and, if no selection is made, consideration will be given to applicants from other Community Centres and finally, if no selection is made, the Community Centre may then consider external applicants.

1. Goal

- To fill the new part-time full-year Child and Youth Worker (CY) position.

2. Job Description and Wage Grade

- Drafted job description based on a very old CY Worker and the current PC Program Worker job descriptions (see attached).
- Confirmed that the position would be in the union based on the number of hours and weeks worked.
- February Revenue Generation Committee and Board endorsed the CY position
- Submitted job description to City Job Evaluation Unit on March 16; followed up March 27, April 2, 22, May 8, 22.
- Received rating of WG 7 on June 4.

3. Advertising

- Because we knew that a highly experienced current staff was interested, advertised only in other AOCCs and our office bulletin board and website.
- Posting was advertised for more than one week with a submission date of June 15.

4. Applications

- Received approximately 7 resumes, which included 1 internal candidate.
- Reviewed the internal applicant's resume and confirmed that the individual met education, training and experience requirements.

5. Interview Process

- Developed questions based on prior hirings and our knowledge of the individual's work with school age children.
- Because we knew the high quality of her reports, there was no written question.
- May and Susan interviewed the internal candidate on July 8 (see attached questions).

6. Selection

- Selected Abby de Guzman-Chin who has worked for Applegrove for many years in the after-school and summer programs.
- Because Abby had already worked for about 6 weeks as the Camp Director (excluded from the union), I backdated the start date for the letter of employment so there would be no interruption in her union enrolment.

APPLEGROVE COMMUNITY COMPLEX
Job Description – Child and Youth Program Worker (CY Worker)
June 2015

Accountability: The C/Y Program Worker is accountable to and takes direction from the Program Director.

Education, Training and Experience: Extensive knowledge of children's development, and the ability to plan and implement daily programming for children ages 6 to 12 program (normally acquired through post-secondary education in social sciences or community services) Plus a minimum of 6 months experience working directly with children age 6 to 12, with teens, and experience with parents. Background must include program planning, implementation and evaluation; directing junior staff; conflict management; computer literacy; and experience in a multi-cultural community with a variety of socio-economic levels. Equivalent volunteer and in-home experience considered.

Skills: Must be an organized, flexible, warm and creative team member. Assets include

- knowledge of Applegrove,
- current first aid & CPR certification,
- experience with volunteers
and/or
- a second language, especially Chinese or a South Asian language.

Primary Responsibility: To plan, implement and coordinate programming for participants ages 6-12 and 12-16 in a culturally, socially and economically diverse setting.

Duties

1. Plan, implement, oversee and evaluate an age-appropriate, integrated and enriching daily program of games, physical activity, art, literacy/numeracy and special events in the after-school and school holiday periods for children ages 6 to 12.
2. Plan, implement, oversee and evaluate age-appropriate activities for teens in the evenings during the school year and daily in the summer to include formal and informal workshops on relevant topics, including but not limited to job skills, sexuality, drugs and sexually transmitted diseases.
3. Reduce the impact of personal and family emergencies through crisis intervention and sharing appropriate information, referral and non-judgmental support.
4. Direct and/or guide and/or check work of after-school, youth, summer staff and volunteers including coordinating, supporting, and providing input into their evaluation.
5. Take the lead in ensuring that relevant information is shared with parents or guardians including their children's achievements and challenges.
6. Involve other staff, participants and parents in program planning and evaluation where possible.
7. Interact with children, teens and adults in a warm, friendly and beneficial manner, modelling appropriate behaviour.

8. Ensure that participant behaviour problems are dealt with sensitively and effectively, and that behaviour management methods used by other staff are appropriate according to agency policies and guidelines
9. Identify children who may have special needs and discuss issues with their parents or guardians.
10. Identify patterns suggesting abuse or neglect, with an obligation to report these.
11. Ensure that the program spaces remain clean, safe and attractive for all participants.
12. Communicate and coordinate with other on-site programs, as appropriate.
13. Deal effectively with all inquiries, including
 - a. providing informal counselling and guidance,
 - b. identifying and making appropriate referrals,
 - c. assisting in providing information and informal support.
14. Organize purchases of materials and supplies. This will include:
 - a. planning menus and obtaining supplies for daily snacks.
 - b. ordering supplies for crafts and general upkeep in accordance with program needs and budget guidelines.
15. Participate in agency and external committees.
16. Promote volunteering through
 - a. encouraging participant support for and involvement in daily activities and special events,
 - b. involving parents, caregivers and children in tasks and decision-making where possible.
 - c. encouraging and supervising student placements.
17. Identify new program needs.
18. Write newsletter articles, reports for Annual Report and other items to promote and record program events.
19. Liaise with maintenance staff regarding facility access, safety, cleanliness, repair and upkeep.
20. Undertake outreach through:
 - a. designing and preparing promotional materials.
 - b. promoting Applegrove and community programs.
 - c. networking with community resources working with or for families.
 - d. maintaining up-to-date mailing lists.
21. Adhere to all Applegrove policies including:
 - a. Personnel Policies, Confidentiality, Child Abuse, Anti-Harassment, Staff Conflict of Interest, Health and Safety, and Computer Use
 - b. maintaining the Petty Cash system.
 - c. preparing reports.
 - d. maintaining appropriate statistics and records.
 - e. ensuring that relevant information is shared with other staff and Applegrove

administration.

- f. meeting relevant deadlines.
- g. participating in staff meetings
- h. pursuing professional development through relevant workshops, training, reading, conferences, etc.
- i. following appropriate directives from the City of Toronto Children's Services and other regulators.

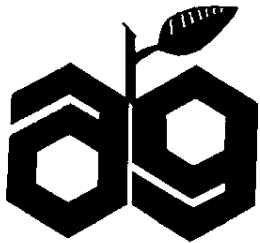
Salary and Hours: City of Toronto AOCC Wage Grade 7 (2015 hourly rate is \$21.79 to \$25.54) plus relevant benefits according to the Collective Agreement. 30 hours per week during the school year to include 2 evenings; 37.5 hours per week during the summer (approximately June 1 to August 31).

Additional Information: A satisfactory police records check will be required as a condition of employment.

Full Year CY worker Interview Questions

1. Can you tell me your understanding of the position you applied for? What would you consider to be your roles and responsibilities?
2. Tell us your experience working with teens ages 13-18 years. This can be both volunteer and work experience.
3. Compare and contrast programming for children and for teens.
4. A. Tell us about a situation in which you had to approach a parent about a child and his/her disruptive behavior and the parent reacted inappropriately.

B. When it happens again with a different parent, is there anything you would do differently?
5. You see that 2 of the after-school staff don't get along with each other. What steps do you take to keep things running smoothly?
6. What aspects of the job do you consider most crucial?
7. In what areas of your work do you typically find the most challenges?
8. What key qualities do you look for in the people you work with?
9. Scenarios
 - A. A 14-year-old girl asks to speak to you confidentially. She asks that you not tell anyone what she tells you, and discloses that her step-father has sexually abused her
 - B. One of the other staff working with teens tells you privately that he thinks he might be gay. What do you say to him?
 - C. A teen asks whether you have ever smoked dope.
10. Do you have any concerns about the job or the program?
11. What questions can we answer for you?



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Hiring Report – Program Assistant

August 5, 2015

Submitted by Susan Fletcher, Executive Director

Background Information:

The collective agreement states that applicants from within the issuing Community Centre will be given first consideration and, if no selection is made, consideration will be given to applicants from other Community Centres and finally, if no selection is made, the Community Centre may then consider external applicants.

1. Goal

- To fill the new part-time Program Assistant position.

2. Job Description and Wage Grade

- Drafted job description based on the prior Event Planner and Outreach and Involvement positions (see attached).
- Confirmed that the position would be in the union based on the number of hours and weeks worked.
- February Revenue Generation Committee and Board endorsed the Program Assistant position
- Submitted job description to City Job Evaluation Unit on March 16; followed up March 27, April 2, 22, May 8, 22.
- Received rating of WG 7 on June 4.

3. Advertising

- Job advertised on Charity Village, circulated to other AOCCs and posted on our office bulletin board and website.
- Posting was advertised for more than one week with a submission date of June 15.

4. Applications

- Received more than 100 resumes, which included 1 internal candidate. Also received approximately 10 late external applications.
- Reviewed the internal applicant's resume and confirmed that the individual met education, training and experience requirements.

5. Interview Process

- Developed questions based on prior hirings and suggestions by Board members.
- I interviewed the internal candidate on June 19 (see attached questions) including a written assignment.

6. Selection

- Selected Janina de Guzman who has worked for Applegrove for several years in the after-school and summer programs.
- Because Janina had already been hired as a 35 hour/week Leadership Counsellor (excluded from the union), and because the agency had already cancelled Applicious, I decided that she should start immediately with an extra 5 hours/week in the Leadership position (other duties as assigned) to be charged to the Program Assistant. When the

summer position ends, there will be a new letter of employment for the 16 hour/week Program Assistant position.

APPLEGROVE COMMUNITY COMPLEX
Job Description – Program Assistant
June 2015

Accountability: The Program Assistant is accountable to the Executive Director and will take direction from the Program Director and relevant committees.

Education, Training and Experience: Knowledge and experience of service planning and community development (normally acquired through an undergraduate degree in social science or public relations or community college education and relevant experience). Paid or volunteer experience in planning and implementing special events. Experience directing volunteers, and experience in a multi-cultural community with a variety of socio-economic levels are required.

Skills: Must be an organized, flexible, warm, creative and detail-oriented team member with initiative, excellent oral and written communication skills, computer skills (word processing, spreadsheets, database), problem-solving (including the ability to anticipate and prevent problems), superior organizational and time-management skills including working to deadlines. Assets include knowledge and experience in Applegrove's neighbourhood, a second language, especially Chinese or a South Asian language, and using Publisher to produce outreach materials such as flyers, pamphlets and posters.

Primary Responsibility: To foster program participation that reflects the diversity of our community and increase awareness of the mission of Applegrove, through supporting member engagement via:

- identified strategic initiatives in the planning, development, promotion, implementation and evaluation of special events.
- providing information about all agency programs and events, through promotion and outreach to community agencies, programs, and members.
- assisting with recruitment, placement, and supervision of volunteers.

Duties

1. Coordinate the development and implementation of special events for the community and for fundraising purposes including:
 - a. Work with members of the community, volunteers and staff in the development and implementation of special events and projects as directed.
 - b. Meet with potential sponsors and partners to promote and discuss the events.
 - c. Develop and coordinate services for the events such as facilities, catering, signage, special needs, printing, activities, and security.
 - d. Organize and prepare programs and promotional material and publicize events.
 - e. Plan entertainment and activities.
 - f. Recruit, train and supervise volunteers and staff required for events.
 - g. Ensure compliance with appropriate by-laws and regulations.
2. Manage special event budgets as directed through negotiating with suppliers, maintaining records, reviewing invoices and preparing reports including post-event financials, evaluation and learnings.
3. In collaboration with relevant staff and volunteers, take the lead on Applegrove's presence on social media.

4. Undertake outreach through:
 - a. designing and preparing promotional materials.
 - b. promoting Applegrove and community programs.
 - c. networking with community resources.
 - d. maintaining up-to-date mailing lists.
5. Promote volunteering through
 - a. involving parents, caregivers, teens, children, older adults and local residents in tasks and decision-making where possible,
 - b. encouraging and directing student placements
 - c. identifying and implementing opportunities to express volunteer appreciation.
6. Support the senior management team in identifying agency priorities and community needs.
7. Other related duties as assigned.
8. Adhere to all Applegrove policies including:
 - a. maintaining the Petty Cash system.
 - b. preparing reports.
 - c. maintaining appropriate statistics and records.
 - d. ensuring that relevant information is shared with the Planning Committee, other staff and Applegrove administration.
 - e. meeting relevant deadlines.
 - f. participating in staff meetings.

Salary and Hours: City of Toronto AOCC Wage Grade 7 (2015 hourly rate is \$21.79 to \$25.54) plus any applicable benefits according to the collective agreement. Hours to be determined, averaging 16 hours/week. Evening and weekend work will be required including the day of the events and one evening weekly through during the school year. This position is for a maximum of 40 weeks, starting in spring, 2015.

Special Notes:

- A police reference check will be required.
- There may be occasional times when it is possible to bring your own child(ren) to work, as long as care for child(ren) does not interfere with staff duties.

Program Assistant Interview Questions

1. This position is in the union. And staff cannot be in union and non-union positions at the same time. If you accept the Program Assistant position, going forward this will mean that you will not be able to work for the camp. The Collective Agreement excludes “Summer Program Staff”, defined as employees hired solely for the purpose of providing a program which runs only between May 1 to Labour Day.

For this year, we can discuss and decide whether to postpone the start date or add some duties to the Leadership Counsellor position. We are looking at ways around the Summer exclusion, and there may be other possible job (like HOBG child care) but if they don't work out, accepting the Program Assistant position might mean working only 16 hours/week next summer.

2. What particularly interests you about the position?
3. Before we proceed with the rest of my questions, can you describe one event for which you were the principal planner or the person in charge? This can be in your personal life, as a volunteer or as a staff. Tell me what kind of event it was, the planning process, how many people, challenges and results.
4. In general, how has your life and work experience prepared you for this job?
5. What special or specific training and qualifications do you have that are relevant to this position?
6. Can you describe your experience with Applegrove?
7. I am going to ask you about relevant experience in several different areas, not all of which might be applicable to you. I will ask them individually, but just to let you know, the areas will include working with volunteers, events, budgets, evaluation and communications. For each, please focus on your experience.
 - A. Recruiting and managing volunteers (including students and other placements)
 - B. Developing a new event
 - C. Running a large-scale event (more than 500 people)
 - D. Managing a budget
 - E. Evaluation
 - F. And finally, communications. First, have you written media releases?
 - G. Still thinking of communications, have you designed event posters?
 - H. What social media do you use? For each, please tell me about how often you post, what you post, what you look at, and what your user name is!
8. What are Applegrove's major programs (other than after-school and camp)? For each, what methods of outreach do you think would be effective? And why?

9. The Program Assistant will have to take direction from a committee and from the Program Director and me, but will also work independently.
 - A. Have you ever worked in a similar situation – this can be as a staff or volunteer, or in your personal life.
 - B. What challenges do you anticipate working in such a manner?
 - C. What kinds of issues would you take to the committee, what would you take to the Executive Director and what would you make decisions on?
10. What were your most favourite and least favourite jobs and why?
11. From what you have seen of the job description, what are your strengths and weaknesses in relation to this job?
12. With what computer programs are you proficient?
13. What languages do you speak and write?
14. Do you have a valid driver's license? Access to a car?
15. If you are selected, when would you be able to start?
16. What questions do you have?

Written Question: In this position you would be taking a new role in a work environment in which many of the staff and some of the volunteers have worked together for several years. Outline your analysis of issues that might come up and strategies for addressing them. Limit your response to 2 pages. Feel free to use point form or outline style.



APPLEGROVE COMMUNITY COMPLEX

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www.ApplegroveCC.ca

“TOGETHER, BUILDING OUR COMMUNITY”



Executive Director's Report

September 18, 2015

It is shaping up to be a busy fall!

All Candidates Meeting

Applegrove's All Candidates meeting for the federal election is on Tuesday, October 6. Working with both my social work student Stephanie and Janina, I have invited all 4 candidates registered as of this week (Liberal, NDP, Green, Animal Alliance Environment Voters Party of Canada {AAE}), and will check with Elections Canada frequently to see whether additional candidates have registered. The AAE candidate sent regrets due to a prior commitment.

Neil has agreed to be the moderator and Eastview is providing interpretation in Cantonese and Mandarin. Janina sent info to the local newspapers. We have a poster ready to go up. Stephanie and Janina will set up the room, put up signs, etc. on the night. Depending on how many people register for child care (none for the last 2 all candidates meetings), we may need a volunteer or two to help take care of children. I asked Ann McKechnie to be the time keeper, but if she declines, we will also need a volunteer for that role.

Yes In My Backyard

Irene and Janina will staff Applegrove's table (\$20) at this event on October 31 at the Ted Rogers School of Management at Ryerson University, 55 Dundas St. W. The annual YIMBY Festival provides an inclusive space for people and groups involved in grassroots community development to gather; exchange ideas, skills and strategies; and collectively imagine our future city.

Public Service Bylaw

As I reported in May, the City adopted a Public Service Bylaw which will come into force on December 31, 2015. City staff brought a number of documents to the AOCC Executive Directors on September 9 and outlined policy work that we will need to complete by December 31. I shared this information at a staff meeting on Sept. 10 and have attached my notes to this report. I will report in more detail to the next Personnel Committee meeting.

City staff expect that AOCCs will bring relevant policy changes to their Boards at the earliest in November. Depending on how much work there is and on the discussion at our November Board meeting, we may need a December Board meeting.

Pasta Fest

See the Revenue Generation notes for more details and how you can help!

Direct Mail and Newsletter

The newsletter and direct mail donation invitation are going in the mail today. To communicate Applegrove's gratitude more emphatically and enhance the donor experience, when we receive a gift, Louise will phone or e-mail the donor ASAP to say a quick thank you. Then, once the cheque has cleared, we will send the charitable receipt. Feel free to try it!

Charitable Number: 10671 8943 RR0001

After-School Space

Those who have been around for a few years know that getting the appropriate permit for space for our After-school program is rarely straightforward.

Last spring, as usual, May checked with the school and sent in a permit application for the regular rooms. During the summer, the principal reported that the teachers would need the classrooms until at least 3:45 for remediation. May and I discussed alternatives and, with Ann McKechnie's agreement, suggested using the cafeteria until 4 p.m. That would allow the children to assemble and have snack, then disperse to the classrooms. May sent in an amendment in late August. We also had a back-up plan – if the cafeteria was not available or too expensive, we would use the PC and Archive rooms.

A few days later, we received a permit for the original request, together with a requirement to pay by September 4. We waited as long as we could for the amended permit; when it did not arrive in time, we sent the cheque and signed the permit form, noting the amendment request.

To further complicate our planning, the permit did not begin until Sept. 14.

During the week before school started, the teachers set up their classrooms. On the Thursday, one of them came to our office. After 2 days of setting up her classroom, she had been informed that the classroom would be used for the after-school program. She needed her space until 4 p.m. several days, and even later one day most weeks. I explained the permit situation and that we were making plans to start using classrooms at 4 p.m. She completely understood and had a wonderfully collaborative attitude – it's not "her" space that we are using, it is "our" space that she uses during the day and we use after-school!

Eventually, we received the amended permit. As expected, the cafeteria is somewhat more expensive than the classrooms for the first hour, but not exorbitant. The total cost for the school year is \$5900 for an hour of the cafeteria, 2 hours of 3 classrooms, and 1 hour of the gym several times each week.

Meanwhile, the weather has been so good that the staff have taken the children outside almost every day!

One reason that I share this information is to illustrate the challenges that Applegrove faces and the flexibility that our staff demonstrate! Another reason is to celebrate the collegial atmosphere we strive to develop and enhance with school staff.

Scheduling Error

Both the Personnel and Community Integration committees are scheduled to meet on Tuesday, October 13, with ComInt @ 6:30 and Personnel @ 7. This is because I overlooked putting the Personnel Committee's next planned meeting in my calendar. Please accept my apologies for the oversight.

Either the Board meeting will have to resolve this or May can staff the Community Integration Committee while I meet with the Personnel Committee on October 13.

Complaints and Grievances

As agreed in 2011, the Executive Director's Report includes "Complaints". There have been no additional complaints since my September report.

As I advised at the April Board meeting, we are proceeding to arbitration on an alternate rate grievance; the arbitration has now been scheduled for April 2016. There have been no additional grievances since my last report.

Respectfully submitted,

Susan Fletcher.

Public Service Bylaw

City Info

Susan's comments

1. Communication Materials & Training:

- The TPS By-law webpage is almost ready and will be launched the week of September 21, 2015. The webpage has plain language resources for employees to understand the TPS By-law and its provisions. We will send you the link when it is available.
- We are in the process of developing a new e-learning training module that reflects the provisions of the TPS By-law. We will provide you a copy of the e-learning training module when it is ready (anticipated for early 2016).
 - Anticipate that the new training will replace the current 3, and it may be available on a CD.

2. TPS By-law Provisions:

- We are attaching the Conflict of Interest provisions and Political Activity provisions as individual documents, so that you can incorporate these into employee manuals etc. These will also be posted on the TPS By-law webpage.
- Your Board should rescind any existing Conflict of Interest or Political Activity policies as these By-law Provisions apply to Agencies as of December 31st 2015 and replace those policies. Your Board approval on these Provisions is not required as Council has directed their application to Agencies as part of the By-law.
 - Anticipate incorporating these into Applegrove's staff code of conduct, with a draft available for staff review mid-October.

3. Templates:

- The TPS By-law Conflict of Interest provisions require that you have an Employment of Relatives Policy. We have attached a template for the Employment of Relatives Policy that you can use to adapt to your agency context.
- The TPS By-law requires that you have a Disclosure of Wrongdoing & Reprisal Protection Policy that is consistent with the requirements of the TPS By-law. We have attached a template that you can use to develop a Policy for your agency context.
- Board approval is required on both policies, except if your agency already has an Employment of Relatives Policy. Your Board should rescind any existing policy related to disclosure of wrongdoing and reprisal protection (i.e. whistleblower protection) and adopt a policy that is consistent with the TPS By-law requirements.
 - See last page for notes on Hiring of Relatives.

4. Human Resource Policies

· A draft outline of how the City's human resources policies should be applied to AOCC's was provided at the September 9th meeting.

- For union staff, these are mostly in the collective agreement, plus
 - Occupational health and safety
 - Critical Injury investigation and reporting
 - Work refusal (this is related to health and safety)
 - Workplace violence
 - Workplace harassment
 - Employee accommodation (related to disability or other prohibited grounds of discrimination)
 - Human Rights and Anti-Harassment
 - Employment equity
 - Hate activity
- I will review City policies and those of other AOCCs, and anticipate having drafts by mid-November.

Extracts from Employment of Relatives template for information

Relative: For the purposes of this policy, a relative is defined as:

- spouse, including common-law or same-sex spouse
- parent, including step-parent and legal guardian
- child, including step-child
- sibling and children of siblings
- father/mother-in-law, brother/sister-in-law, son/daughter-in-law
- any family members who lives with the employee on a permanent basis

No relatives are permitted to work together if this places them in a supervisory relationship, either in a subordinate or supervisory role to each other.

A supervisory relationship is an employment relationship where one relative has direct or indirect authority over a relative's employment through decisions, recommendations or judgments related or influence to:

- the approval/denial of increments/performance pay
- the assignment and approval of overtime
- the negotiation of salary level
- the conduct of performance appraisals discipline
- the assignment or direction of work assignments
- the approval of leaves of absence

Candidates/employees must tell the hiring panel if placement in the position they have applied for would put them in a supervisory relationship with a relative.

An employee must not participate in any part of the selection process where a relative is an applicant. The selection process includes screening applications, interviews and reference checking.

Close personal relationships can also cause problems in the selection process and in reporting relationships. Employees who find themselves in this situation should be sensitive to perceptions and guide themselves according to rules set out in the Conflict of Interest provisions.



Applegrove Events and Board / Committee Meetings – September 18, 2015
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.

September Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
20	21	22	23	24	25	26 [Duke of Connaught Fun Fair]
27	28 Board	29	30			

October Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 7 p.m. RevGen	6 All Candidates Meeting	7	8	9	10
11	12 Applegrove Closed for Thanksgiving	13 7 p.m. Personnel 6:30 ComInt	14	15	16	17
18	19 Federal Election	20	21	22	23	24
25	26 Board	27	28	29	30	31

November Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7 Pasta fest
8	9	10	11 Applegrove Closed for Remembrance Day	12	13 PA Day	14
15	16 SPACE Coalition Policy Breakfast on Community Hubs	17	18	19	20	21
22	23	24	25	26	27	28
29	30 Board					

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 18, 2015
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 Board Meeting?	15	16	17	18	19
20	21	22	23	24	25 Applegrove Closed for Christmas	26
School Break						
27	28 Applegrove Closed for Boxing Day	29	30	31	Happy New Year!	
School Break						

January 2016 Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1 Applegrove Closed for New Year's Day	2
3	4 School resumes	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22 PA Day	23
24	25 Board	26	27	28	29	30
31						

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

Applegrove Events and Board / Committee Meetings – September 18, 2015
Office Phone 416-461-8143

February						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6 Family Dance?
7	8	9	10	11	12 PA Day	13
14	15 Applegrove Closed for Family Day	16	14	15	19	20
21	22 Board	23	24	25	26	27
28	29 Leap Day!					

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

April						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	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 18, 2015
Office Phone 416-461-8143

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

June	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3	4
5		6	7	8	9	10 PA Day	11
12 Toronto Seniors Challenge		13	14	15	16	17	18
19		20	21	22	23	24	25
26		27 Board?	28	29 Last Day of School	30	Applegrove Closed for Canada Day	

PA Day June 10

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