



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 – September 26, 2016

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

7:05

5. Volunteer Hours
6. Donation Envelope

7. Minutes of the June 20 Board Meeting (*attached*): to be accepted

7:15

8. Finance
 - 8.1. 2016 Year-to-Date Statistics (*attached*): for information
 - 8.2. 2016 Year-To-Date Financial Report (*attached*): to be accepted

7:30

9. Revenue Generation Report (*to be distributed after Sept. 20 meeting*)
 - 9.1. 2016 Revised Program Budgets (*attached*): for discussion and endorsement
 - 9.2. (other items)

7:45

10. Directors' Concerns

11. Adjournment



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Board of Management Meeting AGENDA -- Monday, September 26, 2016

7:50

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of the June 20 Board of Management Meeting (*attached*): to be accepted

7:55

- D. Personnel Committee Report (*attached*): to be accepted
 - D.1. Next steps on vacation liability
 - D.2. Provincial Plans for Family Resource Programs
 - D.3. Applegrove Connection After-school
 - D.4. Employee Engagement Results

8:15

- E. Executive Director's Report (*attached*): to be accepted
 - E.1. Wrong Doing Policy
 - E.2. Heat Complaints
 - E.3. November/December Board Meeting Date

8:30

- F. Correspondence List (*to be distributed at the meeting*): for information and decisions
 - F.1. Modernizing the Relationship with Toronto's Community Based, Non-Profit/Voluntary Sector: for information

8:35

- G. Adjournment

Next Meetings and Events

Next regular Board meeting: Oct. 24 at 7 p.m.
Punkin-Grove: November 1



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Minutes of the Board of Directors Meeting June 20, 2016

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

Present: Pierre Bois, Sabrina Dias, Mercedes Lee, Neil Sinclair, Chris Sulway (Chair), Jim Valentine
Regrets: Jean Lim-O'Brien
Absent: Vai Teng Law
Staff: Susan Fletcher, May Seto (Recorder)
Guest: Marina Maseiro, Antoine Tedesco

1. Call to Order/Adoption of Agenda/Introductions

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

5. Volunteer Hours

6. Donation Envelope

The donation envelope circulated.

7. Minutes of the May 30 Board of Directors Meeting

MOTION (Dias/Bois)
To accept the minutes of May 30.
Carried

8. Website

Antoine presented members with an updated version of the new website and asked for feedback on which banner image to use and whether we wanted it to be the same or different for each program page. He also highlighted AODA requirements and Applegrove needed to make sure the website was compliant before launching. Staff plan to attend AODA training to determine requirements needed for the website.

9. 2015 Draft Audited Statements

Susan provided an update and informed members that a decision was made regarding EHT and the Auditors were retracting the Management Letter.

MOTION (Sinclair/Valentine)
To accept the Draft Audited 2015 Financial Statements without Management Letter.

Carried

10. Finance

10.1. 2016 Year-To Date Statistics
YTD statistics were reviewed

10.2. 2016 Year-to-date Financial Report
Deferred.

MOTION (Bois/Valentine)
To discuss the next item in camera, as it deals with identifiable individuals or confidential information.

Carried

11. City Budget Submission

Susan provided an overview and presented updated information. Board discussed and provided staff with guidance.

Susan also provided an update on vacation liability and members discussed the next steps needed to resolve this issue. In the confidential meeting, the Board made a motion that resolved to discharge the liability of Applegrove Community Complex by funds to be remitted to the City of Toronto for payment to the individual.

MOTION (Lee/Sulway)
To return to the public meeting.

Carried

12. Strategic Planning Report

12.1. Additional Issues and actions

12.2. Amend Procedural Bylaw to re-name the Revenue Generation Committee
Deferred

12.3. Amazing Game

MOTION (Sulway/Bois)
To put the Amazing Game on hold and discuss further.

Carried

12.4. Colouring Book – refer to Revenue Generation Committee

Board of Directors Minutes

June 20, 2016

3

13. Resignation from the Board

Tolga has resigned from the Board.

MOTION (Sulway/Lee)

To appoint Ann McKechnie to the Board.

Carried

14. Directors' Concerns - None

15. Adjournment

The meeting was adjourned on a motion by Neil Sinclair, seconded by Pierre Bois.

Chair

Secretary

Applegrove Statistics		2016 Printed September 15, 2016										
Cumulative different people		January	February	March	April	May	June	July	August			
Applegrove Parent/Child Drop-in												
Children	441	739	715	867	807	677	686	491	0			
Parents	380	229	220	264	243	182	165	124	0			
Caregivers		270	263	304	283	257	260	190	0			
Subtotal		1,238	1,198	1,435	1,333	1,116	1,111	805	0			
The Applegrove Connection (previously Edgewood)												
Children	148	209	140	186	203	183	151	0				
Parents	106	32	23	23	22	39	27	0				
Caregivers		83	65	93	103	62	72	0				
Subtotal		324	228	302	328	284	250	0				
Helping Our Babies Grow												
Infants and Children	33	26	58	32	58	57	68	53	0			
Moms	48	31	61	34	60	67	76	60	0			
Subtotal		57	119	66	118	124	144	113	0			
Therapeutic Play												
Children		4	13	11	5	17	14	0	0			
Adults		4	13	12	5	18	16	0	0			
Subtotal		8	26	23	10	35	30	0	0			
Children and Youth												
Summer Camp								1,081	1,042			
After4, PA, March	68	1,005	991	981	1,029	1,052	1,119					
Leadership								237	83			
Teen	23	66	95	91	139	49	0					
Subtotal		1,391	1,086	1,072	1,168	1,101	1,119	1,318	1,125			
Adult Programs												
Seniors	169	190	183	231	228	229	180	168	0			
Committee/Board hours		40	36	72	81	30	0	0	0			
Other*		6	150	153	202	0	9	0	0			
Subtotal		236	369	456	511	259	189	168	0			
Outreach Events												
# of events												
Contacts												
Phone and e-mail		315	387	359	353	336	303	291	125			
Total exc outreach	1,416	3,569	3,413	3,713	3,821	3,255	3,146	2,695	1,250			
Cumulative		3,569	6,982	10,695	14,516	17,771	20,917	23,612	24,862			
*Other includes Book Club, special events, Annual Meeting, Income Tax Clinic,								Board Hours shown in m				

August 31, 2016 YTD Financial Report

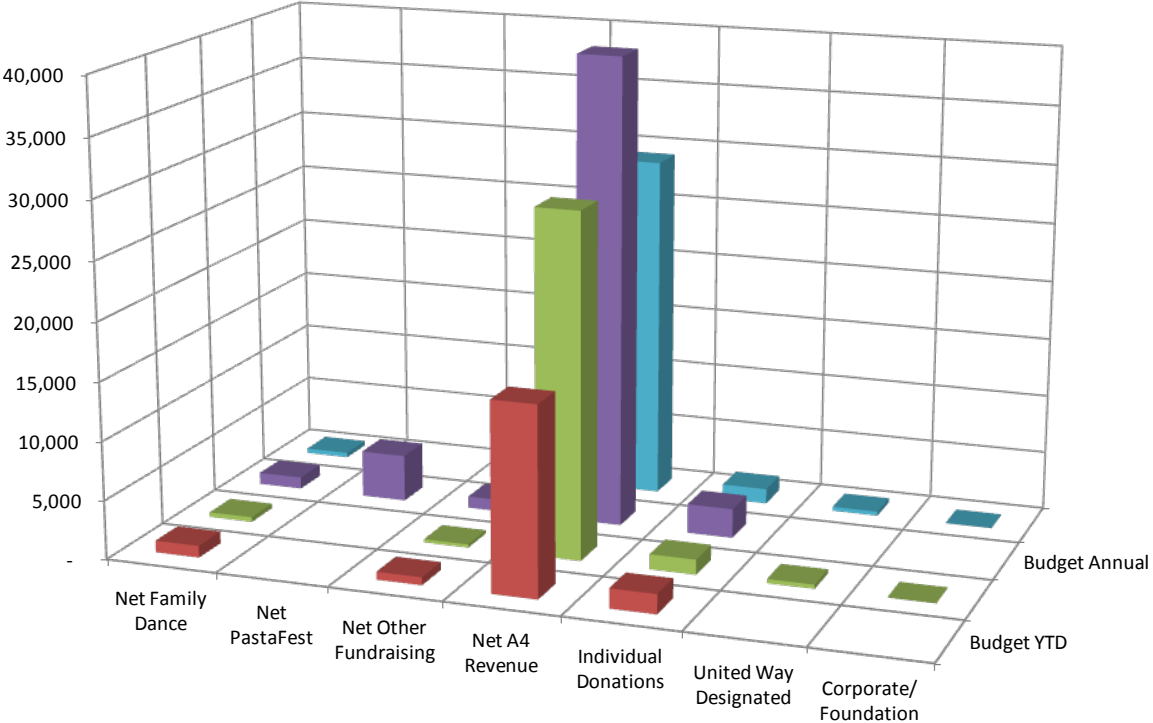
- Variance highlighting
 - Unfavourable variance of 5-15% = highlight in yellow and this requires an explanatory note
 - Unfavourable variance of 16% and up = highlight in pink and may need additional page
 - Favourable variance of 20% or more = highlight in blue and may need additional page.

		YTD Budget	YTD Actual	Difference from budget		Common Issues	Special Notes	
City Funded Administration	Expense	236,473	240,957	4,484	2%			
	Income	247,960	247,999	39	0%			
Families with Young Children	HOBG	Expense 21,617	20,445	-1,172	-5%			
		Income 12,735	11,064	-1,672	-13%	\$	Income arrives at unpredictable intervals	
	PC	Expense	84,900	87,694	2,794	3%		
		Income	94,028	98,664	4,636	5%	Q	
	AC (formerly EW)	Expense	18,914	19,298	384	2%		
		Income	21,097	20,364	-734	-3%	Q	
	Therapeutic	Expense	16,558	14,862	-1,696	-10%		Lower expenses due to low take-up of program supports
		Income	13,375	13,375	0	0%	?	
Children and Youth	After School including March Break	Expense	93,096	90,376	-2,719	-3%		Includes March Break expense and income budgeted to break even with actuals showing \$400 net proceeds In addition, staff are thrifty! And there was a lower take-up for benefits than budgeted
		Income	122,866	119,917	-2,949	-2%		
	Teen	Expense	8,572	4,568	-4,004	-47%		Reduced staff hours to reflect funding issues Alterna grant
		Income	0	1,250	1,250	1250%		
	Camp	Expense	80,021	77,240	-2,781	-3%		Budget figures are not accurate due to additional CSJ funding and fees.
		Income	65,796	68,440	2,644	4%		
	Leadership	Expense	14,988	11,501	-3,487	-23%		Lower enrollment meant lower costs. Staff illness reduced salary cost.
		Income	10,505	10,839	334	3%		
Seniors	Expense	27,243	31,096	3,853	14%	\$	Additional expenses from Wellness Fair plus year-end spending Additional income from Wellness Fair	
	Income	27,532	40,540	13,007	47%			
Fundraising general program	General programming	Expense	19,516				Program Assistant and relevant expenses. Funded via After-school proceeds	
	Agency fundraising and donations	Revenue	3,716		2,765	Net Proceeds (Revenue - Expense)	Includes income from United Way, individual donations, Family Dance and some info fair income. Expense includes Family Dance and some info fair costs and annual Directors and Officers insurance premium @ \$765	
	Expense		951					

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

Please note that there is an expense of \$29,839 from the accumulated Program Surplus to cover the vacation liability. As a one-time, exceptional expense funded from the accumulated surplus, it does not appear in this monthly report.

Fundraising and Revenue Generation



	Net Family Dance	Net PastaFest	Net Other Fundraising	Net A4 Revenue	Individual Donations	United Way Designated	Corporate/Foundation
■ Budget YTD	1,000		667	15,965	1,667		
■ Actual YTD	401		271	29,191	1,274	348	-
■ Budget Annual	1,000	4,000	1,000	39,913	2,500		
■ Actual Annual	401		271	29,191	1,274	348	-

**APPLEGROVE COMMUNITY COMPLEX
BALANCE SHEET
August 31, 2016
ASSETS**

Alterna - Admin Account	40,687.78
Alterna - Program Account	147,429.73
Alterna - Trust Account	403.85
Alterna - Member Shares	152.68
Alterna Term Deposits - Program	84,253.72
Petty Cash Float - Admin	150.00
Petty Cash Floats - Program	742.40
Outstanding Transfers Between Accounts	4,794.86
Accounts Receivable - Admin	0.00
Accounts Receivable - Program	984.74
Long-term Receivable - City of Toronto	304,032.83
HST Receivable - Admin & Program	3,593.84
Prepaid Expenses	0.00
	<u>587,226.43</u>

LIABILITIES

Accounts Payable	628.68
Long-term Benefits Payable	134,597.00
Unrealized Actuarial Gain	120,952.00
Income Taxes Payable	10,829.59
CPP Payable	6,308.40
EI Payable	3,269.85
OMERS Payable	9,596.28
WSIB Payable	744.31
Union & COTAPSAI Dues Payable	721.33
EHT Payable	1,407.83
Vacations Accrued - Admin	48,483.83
Vacations Accrued - Program	9,512.72
City of Toronto Payable (Receivable)	1,101.00
Advance Repayable to City of Toronto	10,871.22
	<u>359,024.04</u>
Accrued Expenses - Admin	9,288.64
Deferred Income - Program	18,960.00
Funds held in trust	0.00
Retained Surplus (Deficit): P/C	0.00
Afterschool	95,059.14
Teen Program	0.00
Seniors Programs	23,143.78
Board/Management	31,418.17
Summer Programs	17,800.88
HAIG	(85.29)
The Applegrove Connection	0.00
HOBG	10,817.12
Over the Rainbow	35,661.47
Current Program Income	388,971.14
Current Program Expenses	<u>(409,874.04)</u>
	(20,902.90)
Admin:	
Current Admin Funding - City of Toronto	247,960.00
Interest on Admin Account	38.73
Current Admin Expenses	<u>(240,957.35)</u>
Current Admin Surplus/Deficit	7,041.38
	<u><u>587,226.43</u></u>



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Present: Pierre Bois, Sabrina Dias, Mercedes Lee, Neil Sinclair, Chris Sulway, Jim Valentine
Regrets: Jean Lim-O'Brien
Absent: Vai Teng Law
Staff: Susan Fletcher, May Seto (Recorder)

A. Call to Order/Adoption of Agenda

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

B. Declaration of Conflicts of Interest

None were declared.

C. Minutes of the May 30 of Management Meeting

MOTION (Sinclair/Bois)
To accept the minutes of May 30.
Carried

D. Next Steps on Vacation Liability

MOTION (Sinclair/Sulway)
To ratify the Board of Directors' decision and direction to the City of Toronto.
Carried

E. Executive Director's Report: For information

MOTION (Sinclair/Bois)
To accept the Executive Director's Report.
Carried

F. Resignation from the Board

Tolga has resigned from the Board.

MOTION (Sulway/Lee)
To request the City to appoint Ann McKechnie to the Board.
Carried

G. Correspondence/Information – no information

H. Adjournment

The meeting was adjourned on a motion by Chris Sulway, seconded by Pierre Bois.

Chair

Secretary

Next Meetings and Events:

Personnel Committee – TBA

Revenue Generation Meeting – July 14 @ 6 p.m.

Community Integration Meeting – July 12 @ 6:30 p.m.

Board Meeting – September 26 @ 7 p.m.



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An agency of the City of Toronto

Wrong Doing Policy

Endorsed by Board December 14, 2015

Draft Revision August 2016

City staff identified the following change required: *(see page 3-4)*

the role of the City Manager was updated to provide support to the Board Chair in the case of an investigation of an agency head.

We would recommend making this technical amendment to your organization's Disclosure of Wrongdoing Policy to reflect the City Manager's Office accepted role, and ensure consistency across AOCC policies. The change should be raised with your Board for approval. Below is suggested language (consistent with other AOCC Disclosure of Wrongdoing policies) for your Board's consideration:

Allegations Against the Agency Head

Where it is alleged that the Applegrove Executive Director (Agency Head) has committed wrongdoing, improperly breached confidentiality under the policy or committed a reprisal, the Board Chair will be notified of the allegation. The Board Chair will notify the City Manager's Office of the allegation.

The Board Chair will consult with the City Manager's Office for advice on how to manage the investigation. The investigation may include retaining a third party investigator to conduct an investigation. The results of the investigation will be shared with the Board of Management and the City Manager's Office.

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Applegrove Disclosure of Wrong Doing

December 2015

Draft Revision August 2016

2

1. Background

In June 2014, City Council approved the Toronto Public Service By-law¹ which is an important piece of foundation legislation that strengthens the separation between the administrative and political components of Toronto's government, and advances Toronto's public service as professional, impartial and ethical.

2. Policy Statement

Applegrove Community Complex will not tolerate wrong doing or reprisals against employees who report wrong doing. All employees have a duty to report suspected wrong doing. Disclosures of wrong doing will be investigated in accordance with these provisions in order to maintain public confidence in our services and use of our resources.

These provisions address only those matters that are in the public interest and for which there are no established mechanisms for consideration and investigation. For example, it is not intended to address matters that can be dealt with through existing procedures, established through Collective Agreements or City of Toronto and Applegrove policies such as anti-harassment or health and safety.

3. Definitions and Interpretation

3.1. Wrong doing refers to serious actions that are contrary to the public interest including but not limited to:

- Fraud;
- Theft of Applegrove or City assets;
- Waste: mismanagement of Applegrove resources or assets in a willful, intentional or negligent manner
- Violations of Applegrove or City of Toronto Conflict of Interest provisions;
- Breach of public trust.

3.2. Reprisal is any measure taken or threatened as a direct result of an employee disclosing or being suspected of disclosing an allegation of wrong doing, initiating or co-operating in an investigation into alleged wrong doing.

Reprisal includes but is not limited to:

- Disciplinary measures;
- Demotion;
- Suspension;
- Termination;
- Intimidation or harassment;
- Any punitive measure that adversely affects the employment or working conditions of the employee; and
- Directing or counseling someone to commit a reprisal.

¹ The full report can be found at <http://www.toronto.ca/legdocs/mmis/2014/ex/bgrd/backgroundfile-69449.pdf>.

4. Application

Applegrove employees are City of Toronto employees in accordance with the City of Toronto and Association of Community Centre (AOCC) Relationship Framework – this policy applies to all employees, including managers, union staff and excluded staff.

5. Disclosure of Wrong Doing

- 5.1. Board members will follow the City's Code of Conduct for Members of Local Boards (restricted definition).
- 5.2. All employees who are aware that wrong doing has occurred will immediately notify their manager, the Executive Director (Agency Head) or the Board.
- 5.3. Employees who report wrong doing in good faith will be protected from reprisal.
- 5.4. Allegations received by Managers other than the Executive Director must be immediately reported to the Executive Director (Agency Head) who will investigate the allegations in a timely manner.

5.5. Allegations Received by the City Manager: If an allegation of wrong doing is received by the City Manager, it will be reported to the Executive Director and investigated in a timely manner.

5.6. Anonymous Reporting: Employees may remain anonymous when reporting suspected wrong doing. Anonymous reports can be made via:

- An unsigned letter
- An anonymous e-mail to the Applegrove or Executive Director's e-mail
- An anonymous e-mail to the confidential Board e-mail

Anonymous complaints will be investigated in accordance with this policy.

5.7. Reported allegations that do not constitute wrong doing as defined in the Disclosure of Wrong Doing and Reprisal Protection provisions, will be referred to the Executive Director (Agency Head) or the appropriate Division, City official including the Human Rights Office, or Accountability Officer(s), for investigation and appropriate action.

6. Allegations about the Agency Head

~~6.1 An allegation that the Agency Head has committed wrong doing, improperly breached confidentiality under the policy or committed a reprisal, will be reported to both the City Manager and the Board Chair.~~

~~6.2 The City Manager (or his/her delegate) will conduct an investigation and/or retain a third party investigator to conduct an investigation. The City Manager will transmit the results of the investigation to the Agency Board.~~

Applegrove Disclosure of Wrong Doing

December 2015

Draft Revision August 2016

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- 6.1. *Where it is alleged that the Applegrove Executive Director (Agency Head) has committed wrongdoing, improperly breached confidentiality under the policy or committed a reprisal, the Board Chair will be notified of the allegation. The Board Chair will notify the City Manager's Office of the allegation.*
- 6.2. *The Board Chair will consult with the City Manager's Office for advice on how to manage the investigation. The investigation may include retaining a third party investigator to conduct an investigation. The results of the investigation will be shared with the Board and the City Manager's Office.*

7. Allegations against a Board Member

- 7.1. The City Integrity Commissioner is responsible for receiving, reviewing, investigating and reporting allegations of wrong doing about Board of Management members, in accordance with to the City of Toronto Act, 2006 and Code of Conduct for Members of Local Boards.
- 7.2. When the agency head or a Board member receives a report that a Board member has committed wrong doing, improperly breached confidentiality under these provisions or committed a reprisal, they will immediately pass the report to the City Integrity Commissioner.
- 7.3. Board Members and the Agency Head will cooperate with the Integrity Commissioner during investigations of wrong doing and provide the Integrity Commissioner with access to information.

8. Investigating Alleged Wrong Doing

- 8.1. All disclosures of alleged wrong doing as defined in the Disclosure of Wrong Doing and Reprisal Protection provisions will be investigated in a timely manner. The Executive Director (Agency Head) or designate will direct the investigation depending on the nature and scope of the wrong doing.
- 8.2. The Executive Director will notify the Executive Director, Human Resources / designate who will provide oversight to ensure investigations of alleged wrong doing led by the Executive Director are appropriately conducted.
- 8.3. The Executive Director will periodically report on the status of any ongoing investigation of alleged wrong doing to the Executive Director, Human Resources and including the final outcome of the investigation.
- 8.4. Decisions to prosecute or refer the investigation results to the Toronto Police Service or other regulatory agencies for independent investigation will be made through a consultative process between the City Manager, City Solicitor and the Executive Director of Human Resources.
- 8.5. Employees will fully co-operate with the investigation and with law enforcement agencies during the course of an investigation
- 8.6. Employees will make all reasonable efforts to be available to assist the above noted persons with the investigation.

- 8.7. If employees are contacted by the media about a wrong doing investigation, they will not comment and will refer the media to the Executive Director or designate.

9. Reprisal Protection

- 9.1. No one shall take reprisal against an Applegrove employee because the employee:
- has sought information or advice about making a disclosure about wrong doing;
 - has made a good faith report about wrong doing;
 - has acted in compliance with the Disclosure of Wrong Doing and Reprisal Protection provisions;
 - has initiated or co-operated in an investigation or other process related to a disclosure of wrong doing;
 - has appeared as a witness, given evidence or participated in any proceeding relating to the wrong doing, or is required to do so;
 - has alleged or reported a reprisal; or
 - is suspected of any of the above actions.
- 9.2. If an employee's identity cannot be confirmed, Applegrove may not be able to extend reprisal protection.

10. Investigating Alleged Reprisal

- 10.1. An Applegrove employee who believes that they are the subject of a reprisal following a disclosure of wrong doing shall notify the Executive Director immediately. If the reprisal involves a Member of City Council or a Member of the Board, the employee shall notify the Integrity Commissioner immediately. If the reprisal involves the Executive Director, the employee shall notify the City Manager and the Board Chair immediately.
- 10.2. An employee informed of, or who becomes aware of a reprisal against another employee, has a duty to notify the Executive Director or in the case of a Councillor or a Board member, the Integrity Commissioner. Where the Executive Director receives such disclosures, he/she will immediately notify the Director, Human Resources or Integrity Commissioner and will undertake to ensure that the employee is protected from any further reprisal.
- 10.3. An employee informed of, or who becomes aware of a reprisal against another employee by the Executive Director, has a duty to notify the City Manager and Board Chair immediately. The City Manager will undertake to ensure that the employee is protected from any further reprisal.
- 10.4. Allegations of reprisal will be the subject of investigation. The Executive Director will lead the investigation of alleged reprisals involving staff in consultation with the Director, Human Resources. The Integrity Commissioner will lead the investigations of alleged reprisals involving Members of City Council or Members of Local Boards.

Applegrove Disclosure of Wrong Doing

December 2015

Draft Revision August 2016

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- 10.5. If the investigation substantiates the allegations of reprisals, the Executive Director will inform the Executive Director, Human Resources and the employee(s) involved will be subject to disciplinary action up to and including dismissal as determined by the Executive Director in consultation with the City Solicitor and Executive Director of Human Resources.
- 10.6. The Executive Director will consult with the Director of Human Resources and the City Solicitor to determine and take appropriate actions to stop, reverse or remedy a reprisal against an employee.

11. Reporting

The Executive Director will track and report annually to Applegrove Board of Management on the disclosure, investigations and resolution of allegations of wrong doing.

12. Implementation

All employees will receive a copy of this policy at the time of orientation. All existing employees will receive a copy of the policy as well.

13. Related Information

- 13.1. Toronto Public Service Bylaw with particular reference to the Conflict of Interest and Political Activity provisions
- 13.2. Code of Conduct for Local Boards
- 13.3. Human Rights and Anti-Harassment/Discrimination Policy



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Personnel Committee Notes

September 13, 2016

Present: Chris Sulway (Chair), Neil Sinclair, Jim Valentine, Susan Fletcher (recorder)

1. Notes from May meeting

- accepted by consensus.

2. Vacation Liability Update

- although Susan requested an update from the relevant City staff, she did not receive a reply.
- Chris will follow up.

3. Mid-year review of ED's Performance Planner

- Susan circulated a draft of progress on her Performance Planner, as well as notes on challenges, achievements and issues.
- the committee accepted the report and the planner as proposed.

4. Personnel Implications of the new provincial plans for Family Resource Programs (FRPs)

- as of Jan 1, 2018, the Ministry of Education (MoE) will re-organize the existing provincial funding for FRPs, Parenting and Literacy Centers, and Ontario Early Years Centers to support Ontario Early Years Child and Family Centers (CFCs)
<http://www.edu.gov.on.ca/childcare/plan.html>
- planning guidelines for service system managers, i.e., Toronto Children's Services, came out this summer
<https://efis.fma.csc.gov.on.ca/faab/Memos/CC2016/OEYCFC%20Planning%20Guidelines.%20July%202016.pdf>
- Applegrove's PC is partially provincially funded; if it is not selected to become a CFC, its provincial funding would disappear.
- the Applegrove Connection is 100% City funding. It is not yet clear whether the City would continue to fund FRPs that are not provincially funded, but probably not.
- the unionized staff have bumping rights. 2 of the current PC and AC staff have the most seniority of any staff, so could bump any other union staff.
- positive indicators for continuing our programs
 - MoE encourages a schools-first approach including locating CFCs within schools where we already are
 - mandatory core services include pre- and post-natal programs, which we already have.
 - alignment with provincial policy on community hubs. Not only has this agency been part of a hub for more than 35 years, Susan has made connections with the Premier's Special Advisor on Community Hubs including giving her a tour of this site.

- draft outcome measures include the following which we already include or reference on our annual user surveys
 - % of parents/caregivers reporting strengthened relationships with their child(ren)
 - % of parents who feel the program was welcoming and inclusive
 - % of children who increase active engagement in play and learning opportunities
 - % of parents/caregivers who are more comfortable with different ways to support their children's development
- staff teams must include Registered Early Childhood Educators (RECEs) to deliver mandatory core services related to supporting early learning and development.
- with 2 PC vacancies this fall (one due to a new job, the other a retirement), Applegrove included a question on the interview about RECEs and managers discussed extensively how we can not only meet the requirement by January 1, 2018, but meet it during the needs assessment process taking place this fall with results and initial plans for CFC's to be submitted in May 2017.

5. Hiring

- a. Summer hiring report: accepted by consensus
- b. 2 vacancies in the PC program
 - one staff accepted a position in her field of creative arts therapy, shortly before a second staff submitted her retirement plans
 - advertised both positions.
 - managers decided that we needed to hire one RECE; none of the internal Applegrove applicants currently hold RECE or can achieve it by January 1, 2018.
 - hired one internal candidate and are looking at AOCC applicants next.
 - PC Program Worker job description will be amended to show that at least 1 staff must have RECE; may require job evaluation.
 - when the hiring is complete, a hiring report will come to the committee
- c. Applegrove Connection After-School
 - although we have 2 staff for the satellite program, there are only 6 children enrolled.
 - maintaining the program at this level is not financially viable.
 - committee members discussed reasons for the low enrollment as well as outreach and marketing strategies.
 - we need to double the enrollment by Thanksgiving in order to continue past the end of October. Applegrove's job is to serve the community and meet needs; if enrollment suggests there is not enough need for the program, we need to discontinue it.
 - if the program cannot continue this fall, staff will work publicizing it before the end of school in June 2017.

6. Results and implications of the City's survey of employee engagement

- Susan circulated her analysis of the Applegrove results (available to Board members on request).

More than 60% of Applegrove staff responded to the City’s first employee engagement survey in 2015. The agency’s overall engagement score of 4.3 on a 5 point scale included high scores on ethics, relationships with co-workers and quality of service. The lowest scores were on intent to stay, recognition and physical surroundings and support. The results indicate that the staff who responded to the survey feel connected to their jobs, the organization and their managers and co-workers, and generally view their experience in the workplace in a positive way.

Applegrove’s highest and lowest indices (on a 5 point scale):

Index	AG High Scores	AG Low Scores
Intention to Stay		3.4
Recognition		3.2
Physical Surroundings and Support		3.2
Ethics	4.6	
Relationships with Co-Workers	4.4	
Quality of Customer Service	4.4	

Susan identified the following possible action steps:

- a. Staff meeting in September to
 - i. share the results.
 - ii. use participatory and inclusive techniques to generate ideas for tools, resources or physical enhancements
 - iii. use participatory and inclusive techniques to generate ideas for recognition mechanisms or a formal recognition process
 - b. At subsequent staff meetings, incorporate sharing stressors and stress management tips.
 - c. In both formal and informal discussions with staff, supervisors and team leaders should include a question about stressors, e.g., include “What went well or felt good last week” and “What did not go well or feel good last week”.
 - d. Personnel Committee should consider including a 360° input process into the Executive Director’s performance review.
 - e. Executive Director should consider including a 360° input process for other managers’ performance reviews.
 - f. Supervisors and team leaders should consider a target of a weekly or twice monthly thank you card or recognition e-mail to increase the amount of personal recognition.
 - g. The recently initiated transformation of family resource programs is an opportunity for extra communication and discussion, e.g., the “over-communication” suggested in the wellness strategies. Managers have already started this process by sharing information after the first transformation meeting in June and discussing issues with the continuing PC staff in August.
- committee members discussed the pros and cons of a 360
 - its benefits include feedback directly from staff and the opportunity for further dialogue
 - personnel committee members feel well informed on the ED’s work and staff input.
 - the agency may want to consider a 360 when current managers leave
 - the committee continue to feel satisfied with the current process without a 360.

7. Update on the Finance Manager job description

- during Applegrove's 2015 update of job descriptions, the Finance Manager noted that the job description is for a full time position; it is unreasonable for a 0.26 FTE to complete everything.
- as a result, the Personnel Committee had asked for the Finance Manager to track her work so the committee could identify which items in the job description needed review
- however, taking on the payroll and accounts payable responsibilities during the Bookkeeper's parental leave means that Susan H. cannot realistically assess her regular responsibilities as Finance Manager.
- the Bookkeeper's return date and re-orientation, followed by the Christmas break, year-end and audit, means that the Finance Manager cannot start assess her "regular" work until after the end of March at best.
- the committee agreed with Susan F's recommendation for a report from the Finance Manager no earlier than June 2017 so it can be based on a minimum of 2 months of work after audit field work and Applegrove's AGM have been completed.

8. Leadership volunteers

- one of this committee's responsibilities during the year is identifying and recruiting possible leadership volunteers to work on other committees or special projects.
- because the committee is responsible for the ED's Performance Review between January and March, the Community Integration Committee acts as the Nominations Committee for the AGM.
- the committee agreed to defer this to the next meeting.

9. Succession planning

- the 2016-17 priorities included developing a succession plan for the ED's retirement by summer 2017.
- the committee agreed to defer this to the next meeting.

10. Standing Item: Overtime and Workload

- the committee noted the ED's overtime and workload as part of the board's ongoing monitoring of these issues.

11. Next Meeting Date

Tuesday, October 11 @ 7 p.m.



STAFF REPORT ACTION REQUIRED

Modernizing the Relationship with Toronto's Community Based, Non-Profit/Voluntary Sector

Date:	September 6, 2016
To:	Community Development and Recreation Committee
From:	Executive Director, Social Development, Finance and Administration
Wards:	All
Reference Number:	AFS #23337

SUMMARY

In December 2015, with approval of CD8.6 "Comprehensive Review of the state of the Community-Based Sector," City Council directed staff to establish and work with an advisory panel of community sector leaders on a comprehensive review of issues affecting the community-based, non-profit/voluntary sector in Toronto. This report is an update on work completed to clarify the scope and focus of the review project. Because the proposed focus of the project goes beyond the mandate originally identified, this report seeks Council direction to proceed.

The report proposes an interactive stakeholder consultation process, conducted in collaboration with a Community Advisory Table, to define a formal "whole of government" policy direction and policy framework to guide and modernize the City's relationship with the non-profit/voluntary sector.

An explanation and justification for the proposed direction of the project is provided, based on best practices and research studies from Canadian and international jurisdictions. Key considerations and preconditions that should be met prior to or during the course of conducting the project are identified.

RECOMMENDATIONS

The Executive Director, Social Development, Finance and Administration recommends that:

1. City Council direct the Executive Director, Social Development, Finance and Administration, working with the Director, Equity, Diversity and Human Rights; the General Manager, Shelter, Support and Housing; the General Manager, Children's Services; the General Manager, Parks, Forestry and Recreation; the General Manager, Toronto Employment and Social Services; the General Manager, Economic Development and Culture; the Medical Officer of Health; Affordable Housing Office and the Chief Corporate Officer, and in cooperation with a Community Sector Advisory Table, as set out in Appendix B of this report, to develop a "whole of government" policy direction and policy framework, including key actions, for guiding and modernizing the City's relationship with the community-based non-profit/voluntary sector; and
2. City Council direct the Executive Director, Social Development, Finance and Administration to report back to the Community, Development and Recreation Committee on the results before the end of 2017.

Equity Impact

The City of Toronto relies on the expertise of the non-profit sector to meet the needs of our diverse communities. The City recognizes that many non-profits in Toronto play trusted roles in engaging and supporting equity-seeking constituencies, and that non-profits are often best-positioned to respond to the specialized needs of vulnerable or hard to reach individuals and groups. Invigorating and modernizing the relationship with the non-profit sector will enhance the capacity of the City of Toronto to communicate with and promote equitable opportunities for all Torontonians, including those who are the most vulnerable.

Financial Impact

There are no financial implications associated with the recommendations in this report, as funding for this review is included in the 2016 Approved Operating Budget for City Programs and in the 2017 Operating Budget Submissions.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

Recently, City Council has directed staff to review, update, or clarify several investment, purchase of service, regulatory and capacity-building practices related to the non-profit

sector and to engage sector leaders, where appropriate, in pursuing this work. These directions have included: review of Below Market Rent policies; review of Community Investment Funding programs; updating Lobbyist Registry requirements; transitioning some Toronto Community Housing stock to a new non-profit corporation; supporting non-profits to participate in affordable housing development; and providing advisory supports to help City-funded non-profit organizations succeed.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.GM6.19>

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD6.5>

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD6.2>

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD7.4>

At its meeting on February 10, 2015, City Council requested the City Manager to consult with stakeholder groups when preparing his forthcoming report to the Executive Committee on establishing an Equity Advisory Committee.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX2.1>

At its meeting on December 9 and 10, 2015 City Council requested the Executive Director, Social, Development, Finance and Administration to create an advisory panel of sector leaders and to work with the advisory panel to conduct a comprehensive review of the community-based not-for-profit sector in Toronto. The review was intended to help to harmonize a range of Council directions related to the non-profit sector, and in general to strengthen and enhance how the City invests in and engages the sector in decision-making.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD8.6>

ISSUE BACKGROUND

Toronto's Non-Profit/Voluntary Sector

Toronto has a robust and well-established community-based, non-profit/voluntary sector that enjoys a high degree of community legitimacy and plays a vital role as a local economic driver and as a pillar of the city's social and cultural infrastructure.

Although the City of Toronto has not conducted a comprehensive review of the sector since 2003, the Province of Ontario commissioned a large (n=~3500) "state of the sector" survey three years ago, which included 750 organizations based in Toronto¹. Through an agreement with the Ministry of Citizenship and Immigration the study data have been shared with the City to review results for the Toronto-based non-profits.² While the Ontario Nonprofit Network and other agencies have identified limitations with the study and the resulting report (for example, due to the sampling procedures, participation was generally limited to large, incorporated organizations and the survey does not reflect the perspectives of many smaller, emergent or lower-revenue organizations or groups), the results offer a partial profile of the sector in Toronto, which can be further developed through interactive consultations with a more diverse set of participants.

¹ http://www.citizenship.gov.on.ca/english/citizenship/pp_sts.shtml

Although in many respects the non-profit sector in Toronto resembles the rest of Ontario, there are some key differentiating features. For example, among the survey respondents,

- Toronto organizations were more likely to be independent: Toronto non-profits were more likely to be stand-alone organizations, not part of a larger parent organization, compared to agencies in the rest of Ontario. In Toronto, 84% of the agencies were independent, compared to less than 70% for the rest of Ontario. More independence means that the sector may have greater flexibility to shift its focus or activities in relation to changing conditions locally. However, it also signals that more of the sector may face economic vulnerability and instability.
- Toronto agencies were more likely to work locally: Twenty percent of Toronto non-profits serve a local neighbourhood and just over a third said their catchment covers the whole city. This contrasts with agencies in the rest of the province, where less than ten percent focus on a single neighbourhood and more than half serve the entire municipality or town. The immensity of Toronto, in terms of geography and population, impacts how non-profits relate to their communities and may encourage a higher degree of localism and place-based practice.
- Toronto agencies reported being more likely to serve "immigrants/visible minorities/particular cultures" and less likely to serve the general public (Note: this terminology was used in the provincial survey questionnaire and may not represent how local organizations describe the populations they serve or the issues that they address). In Toronto, nearly a quarter of all agencies reported serving "immigrants/visible minorities/particular cultures," compared to only 11% of agencies in the rest of Ontario. In the rest of Ontario, nearly a third of the agencies (32%) served the general public, compared to less than a quarter of the Toronto agencies (22%). This difference reflects the diversity of the Toronto population, the importance Toronto as a destination for Ontario immigration, and the proportionately higher levels of need in Toronto for supports for newcomers.

These factors are, of course, interrelated. Toronto's diversity shapes the comparatively independent, local character of its non-profit service delivery and while the complexity of that structure can present challenges, it also reflects the demographic realities and needs of Torontonians.

The City's Relationship to the Non-Profit/Voluntary Sector

Divisions and Agencies across the City of Toronto rely on non-profit organizations at different times and for different purposes to fulfill many strategic and operational objectives. An interdivisional table, including management staff from across the Clusters was set up in March 2016 (chaired by the Director of Equity, Diversity and Human Rights), to identify the range of the City's relationships with the sector and to identify key issues for

the review project, as reflected in this report. Together the divisions have identified five major types of interaction between the City and the sector:

1. The City meets its legislated and Council-directed responsibilities to deliver a wide range of human services (e.g. child care, family supports; public health services, shelters and housing supports; long-term care, newcomer and settlement services, and youth employment) through **purchase of service agreements** with over one thousand non-profit organizations in Toronto. The City recognizes that non-profits can often deliver services in ways that effectively complement the direct provision of services by the City, with their capacity for quick adaptation to community change, engagement of communities, and unique roles in connecting to and supporting equity seeking constituencies. For example:
 - This year the City is funding 518 non-profit child care centres, 44 family support agencies, 17 agencies providing special needs resourcing and 10 home child care agencies, at an estimated value of \$195M. Contracts with non-profits will increase by hundreds under the province's new child care funding model and the Ontario Early Years Child and Family Centres.
2. The City also **partners with and consults** the sector to develop and implement programs, policy directions and strategic initiatives, to pursue research and evaluation, and to promote resident engagement and community engagement (e.g. Toronto Child Care Service Plan; Toronto Seniors Strategy; Poverty Reduction Strategy; Toronto Arts Council; Indigenous Health Circle; Transform TO 2050; French Language Advisory Committee, etc. Other examples are identified in Section 2, below).
3. With its own resources and investments that it attracts independently, the sector delivers programming that the **City relies upon but does not fund** to support residents' well-being. For example:
 - The environment sector is engaged in a broad range of interests that are relevant to the City, ranging from the impact of climate change on the City's vulnerable residents to support for insect pollinators. For the most part, agencies bring their own funding when working on these issues in cooperation with the City. In the wake of the flooding event in the summer of 2013 and the ice storm event in the December of the same year, creating a more resilient city for residents and visitors, and responding to the is a priority. This will require significant outreach and collaboration with community-based agencies, especially to respond to the needs of vulnerable residents who are inequitably affected by the various shocks and stresses associated with climate change. City staff, working alone, cannot reach all the communities, families or individuals who may be affected and will increasingly need to work with and through the community-based agencies who have regular contact with vulnerable residents.

- Within the City's long term care homes, volunteer-led programming from faith-based and ethnocultural organizations addresses a very diverse resident population reflecting 50+countries of origin, 38 languages and 34 faiths/denominations.
4. To promote stability in the sector and to build sector capacity to sustain its delivery of high-quality programming, the City makes an array of **investments** in the sector, including grants, subsidies/in kind supports, below-market-rent tenancies, and other supports. For example:
- In 2016 the City invested \$31.2 M in grants to arts, culture and heritage organizations. Of those funds nearly two-thirds went to the Toronto Arts Council (TAC) for grants disbursement and TAC's operations. The remainder was allocated through direct City grants. Importantly, most of City's funding to arts and culture organizations is premised on an arms-length relationship to government which ensures freedom of speech for artists and public accountability. In 2015, 968 arts and culture grants were awarded and attendance at City-funded or City-programmed cultural events was over 19 million, reflecting the deep engagement of Torontonians in arts, culture and heritage.
 - Last year, the City's Community Investment and Partnership Programs allocated \$19.2M to 288 non-profit organizations and emerging groups to support the city's social development strategies through local events, programming and engagement. This funding prioritizes grants to equity seeking groups and neighbourhood priority areas.
 - Toronto Employment and Social Services (through the Ontario Works program) provides a mechanism for non-profit agencies to create staff positions for social assistance recipients. This initiative increases agency capacity and recipients of social assistance are provided with opportunities to enhance their skills and obtain employment references through paid employment. In 2015, 269 non-profit organizations were participating, with an expenditure level of \$11.5 million.
5. Finally, the City has a **regulatory/system management role** for some sectors as the designated Consolidated Municipal Service Manager for social housing and early years services. The Service Manager role is complex and wide-reaching. For example:
- As the Service Manager for social housing, the City not only monitors compliance of social housing non-profit corporations and cooperatives, but also provides training, support and resources to organizations as they deliver housing to thousands of Toronto's most vulnerable residents. Overall the City expends \$516.2M annually to the non-profit social housing sector. These funds are directed to: 235 social housing providers/agencies; 108 agencies delivering services to support housing stability and people who are homeless; and 34 purchase of service hostels.

At this time neither the City nor the sector have formal indicators in place to measure the complete financial value of these City-sector relationships. Creating cross-corporate, horizontal framework to measure the City's overall investment in the sector may be recommended through this review. The impact of the sector on the City's economy is also imprecisely defined. Though we know nationally that the sector makes up 7% of the economy and employs twice as many people as the financial services sector, we lack similar metrics for Toronto. The magnitude of the City's annual transactions with the sector – combining tax base-generated funds and transfer dollars from other levels of government – may be estimated to be \$900M (including Toronto Community Housing), or close to 10% of the City's total operating budget.

The form and quality of interactions that the City maintains with the sector and mechanisms for engagement and effective cooperation must evolve over time to meet changing needs and challenges facing the sector, City government and particularly, the people of Toronto. For example, with Council direction, staff are conducting consultations to review the City's Community Investment Program managed by Social Development, Finance and Administration Division, in order to find better ways to support City Council's approved strategic directions, and to support new and emerging community groups. The date to report back on this process is November 2016. At the same time, staff are also working to update the City's below market rent policy (community tenancies) through new partnership models that provide greater flexibility and strategic alignment of the program with the City's social and community development goals. Children's Services staff are working closely with the family support community on a major provincial initiative to plan and implement municipal service system management of Ontario Early Years Child and Family Centres.

The City's purpose in undertaking a "sector review" project is to articulate clearly the policy context for these and related initiatives affecting the non-profit sector, with the ultimate goal of ensuring that benefits to residents are maximized.

Sector Response to a Proposed Review

In December 2015, City Council directed staff to establish a stakeholder advisory panel and to work with the panel to review issues affecting the community-based sector in Toronto. Responding proactively, representatives from close to one hundred Toronto non-profit agencies convened in January 2016 to consider the project and recommend a set of principles for the City to effectively engage the sector. These principles (see Table 1) guided the recruitment of a Community Advisory Table, composed of fifteen organizations and two resident representatives (see Appendix 2 for Terms of Reference for the Community Advisory Table).

Table 1: Principles for Effective Engagement of the Community-Based Sector in the Proposed Review Project

Principle	- Achieved by Engaging:
Equity	<ul style="list-style-type: none"> - Small/new organizations that may have less experience/capacity to participate; - Racialized, Indigenous and ethnic communities that are disproportionately affected by and excluded from many political and institutional processes; - Geographically distributed agencies and communities across Toronto.
Diversity	<ul style="list-style-type: none"> - A broad range of sub-sector foci (e.g. arts and culture, recreation, environment, human services, faith, human services, community agencies); - Communities of interest, including racialized communities, newcomers, youth, seniors, women, Indigenous, LGBTQ2S, persons with disabilities).
Lived Experience	<ul style="list-style-type: none"> - Residents who are affected by the issues that non-profits work to address; - Residents who are clients or constituents of non-profit organizations.
Sector Knowledge	<ul style="list-style-type: none"> - Representatives with experience in and knowledge of sector trends, funding issues, governance, etc.

The Community Advisory Table has met bi-monthly since launching in March 2016. Initial feedback from the Table on the City's plan for a sector review included the following:

- The purpose and scope of the project require further clarification from the City to make best use of the expertise of the Community Advisory Table.
- The “sector” is hard to define. Equitable and inclusive consultation with the sector should involve a cross-section of subsectors (not only human services), organizations serving marginalized or underrepresented communities, and small, emergent or informal groups that are often excluded from or lack the capacity to participate in formal processes. The Community Advisory Table can facilitate outreach and access to these groups. At this time, the City's consultation will be scoped to focus on registered not-for-profit organizations and charities.
- Accessible and interactive consultations processes (as exemplified by the City’s Poverty Reduction Strategy process) are preferred over a traditional, survey-based research report.
- An action-oriented project to identify and pilot practical solutions to current challenges in the City-sector relationship is of greater interest than a “state of the sector” review.

In light of this feedback, City staff, working with the Community Advisory Table, have crafted a draft statement on the purpose of the sector review project. The sections below present the draft statement of purpose and rationale for the proposed direction of the project, based on best practices and research studies from Canadian and international

jurisdictions. Key considerations and preconditions that should be met prior to or through the course of conducting the project are also noted.

COMMENTS

Draft Statement of Purpose:

The City of Toronto, in collaboration with the Community Sector Advisory Table, will undertake an interactive stakeholder consultation and research process in order to develop a "whole of government" policy direction and policy framework to guide and modernize the City's relationship with the community-based non-profit/voluntary sector.

The strategic policy framework should include:

1. A statement of goals that establishes the respective and shared goals of the City and the non-profit sector for advancing a more deliberate relationship.
2. A clear vision for the relationship.
3. A list of desired outcomes to be achieved through a more deliberate relationship.
4. Principles to guide the parties toward achieving these outcomes and vision.
5. A set of key actions, best practices, and policy structures to implement in order to achieve these outcomes and vision.

Focus on Incorporated Not-for-Profits and Registered Charities

The community sector in Toronto is an ecosystem that requires both dynamism and stability to thrive. A continuum, from large and long-established institutional organizations to newly emerging groups that may have minimal organizational capacity but exceptional energy and momentum, is needed for the sector to contribute to the social, economic, and cultural life of Toronto.

The City relates with the community-based sector across this wide continuum at different times and for different purposes. Through the proposed consultation process a greater understanding of these relationships may emerge; however for scoping reasons, this project will address the City's relationship with community organizations with whom the City can enter into legally binding contractual agreements: incorporated not-for-profit or registered charitable organizations only.

Focus on Human Services, Arts and Culture, and Environment Organizations

The City works with three major subsectors of non-profits: arts and culture, human and social services, and environment-focused agencies. These different domains of practice emphasize different types of interaction with City government and may require different levels of formality (e.g. arms-length funder versus legislated service manager and regulator). The development of an overarching policy framework on non-profits is intended to promote horizontal alignment and cross-divisional learning, where it appropriate, while also respecting these role and relationship distinctions. Consultations with the arts and culture sector, environment sector, and human services will be pursued with the relevant City divisions.

Rationale

1. The City of Toronto does not have a formal policy statement on non-profits.

The City of Toronto does not have a formal "whole of government" policy statement related to the non-profit sector or a policy framework to guide its diverse transactions and relationships with community-based non-profit/voluntary sector agencies. Rather, City Divisions, Agencies, Boards and Corporations relate with non-profits independently to achieve internal objectives and to meet the policy and legislated requirements of other orders of government, with minimal opportunity or requirement to contribute to or leverage horizontal, cross-corporate goals or standards.

("Whole of government" denotes government departments and agencies working across portfolio boundaries to achieve a shared goal and an integrated government response to particular issues. Approaches can be formal and informal. This contrasts with a "cross-government" approach which could include some but not all parts of public service.)

Depending on the type of relationship, City divisions may define non-profits variously as vendors, grantees, tenants, clients, partners, advisors, and/or as the voice of the community. While this decentralized approach to non-profits provides divisions with flexibility to manage the unique issues and external obligations that govern their respective relationships with non-profits, the absence of an overarching position on the City's relationship to the sector limits opportunities to:

- Efficiently implement Council directions involving multiple City divisions or programs with different relationships to non-profits (e.g. community tenancies/ below market rent policy; lobbyist registry reform; human services integration; social procurement; transition of TCHC properties, community hubs, etc.)
- Harmonize existing City policies and operating procedures involving non-profits and resolve contradictory or incompatible policies (e.g the status of community-based non-profit organizations in relation to the lobby registry; trustee requirements for new and emerging organizations seeking grant funding);
- Move beyond a siloed approach by fostering opportunities for cross-divisional coordination and efficiency in building partnerships with the non-profit sector;
- Clarify the value and impact of a mixed ("direct delivery" + "contracted out") service delivery system for the City and its residents;
- Establish metrics for describing and monitoring the "value" generated by the sector and the social, environmental, and financial returns on investment in the sector, in terms of community and client outcomes;

- Encourage and support non-profits to innovate and cooperate across their specialty areas to address multiple or complex community needs and use space efficiently;
- Reform outdated or inefficient administrative structures and “red tape”;
- Ensure that City investments in the sector support quality jobs and contribute to reducing non-profit workforce precarity;
- Acknowledge and foster the role of the sector as a partner in advancing Toronto’s social, cultural, economic vitality, alongside governments and the private sector;
- Position non-profits to approach and work with City government proactively, and support them to navigate across the City’s complex structure;
- Effectively collaborate with the non-profit sector to support Torontonians during emergency responses;
- Understand how City procurement processes affect the stability of the sector and the types and quality of services provided to residents (e.g. is there equity of opportunity for small organizations to participate in traditional RFP processes; do RFP criteria such as agency location, service delivery model etc. result in equitable outcomes?); and
- Strengthen democratic processes and promote direct dialogue between City Council and the organizations that represent local communities and equity-seeking groups.

2. The City and the community-based non-profit sector have a long and strong history of working cooperatively to benefit residents.

There is a strong policy and practice foundation in place for formally defining the importance of the City-sector relationship. For many decades, the City of Toronto has worked in respectful cooperation with the community-based sector to identify and serve the needs of residents. The period following the 1998 amalgamation saw dramatic changes in the social welfare and human services responsibilities of the City, including children’s services, social housing, and social and financial assistance. In turn, the City’s reliance on the community-based sector to meet these responsibilities also increased, while financial and organizational pressures intensified for all the parties.

To clarify and help resolve these pressures and to plan new pathways for social development in Toronto, the City and the sector have cooperated on a number of high profile social policy directives, and program innovations over the years, including the City's 2001 Social Development Strategy; the 2003 Review of the Community Based Sector ("Cracks in the Foundation"); the Streets to Homes program, the Toronto Child and Family Network; the Toronto Strong Neighbourhoods Strategy; The Toronto Food Charter and related food security policies; the Newcomer Leadership Table; the Aboriginal Employment Strategy; implementation of the Housing Opportunities Toronto Plan; the Toronto Seniors' Strategy; the Toronto Poverty Reduction Strategy, and most recently, City-sector cooperation to respond collectively to the arrival of Syrian refugees in Toronto.

In all of these efforts, the City's reliance on the community-based sector to achieve social development goals has been expressed implicitly and explicitly. The purpose of the review project described here is not to generate a new relationship with the non-profit sector, but to acknowledge, consolidate, institutionalize and identify opportunities to build on/enhance many of the positive values and practices related to non-profits that have already long been in place, in different forms and in different parts of the City government.

3. There is a strong trend across Canada and internationally to modernize government -“third sector” relationships. Toronto can learn from these experiences.

For the past two decades, there has been a growing movement across Canada at federal and provincial levels, as well as internationally, to create more “deliberate” relationships between governments and the non-profit/voluntary sector. In Canada, the federal government and 9 out of 10 provinces have initiated formal policy agendas with the “third sector” over the last decade, in part to address the types of issues described above in Section 1.³ All of the countries and some cities in the United Kingdom, as well as governments in France, Italy, Poland, New Zealand, South Africa and other countries, have taken steps to formalize some form of “whole of government” agreement with the non-profit sector.⁴

A significant literature on best practices and lessons learned is now available to draw upon (see Appendix 1 for selected resources) and some non-profit organizations and networks in Toronto also have direct experience of building toward modern relationships with the provincial and federal governments. This report draws upon discussions with these sources and with the Province of Ontario, which launched the “Partnership Project” with the Ontario Trillium Foundation in 2010 to identify structures for better coordination with the sector.

³Elson, PR. Third Wave, Third Sector: Comparative provincial governance of third sector relations. Paper presented at the 101st Annual Conference of the Canadian Political Science Association, Victoria BC, June 4-6, 2013.

⁴ Centre for Voluntary Sector Research and Development. Deliberate Relationships between Government and the Non-Profit Sector: An Unfolding Picture. The Wellesley Institute, Toronto, 2008. <https://www.cpsa-acsp.ca/papers-2013/Elson.pdf>www.wellesleyinstitute.com/wp-content/.../deliberaterelationships.pdf

Although there are fewer examples for municipalities, the City of Toronto’s unique size and scope of jurisdiction – and the magnitude of the City's budget allocation to the sector – justify an exploration of how these approaches and models from other jurisdictions may be adapted and useful for our context. Toronto is also in a position to set an example for other large municipalities in formalizing its relationship to the non-profit sector.

4. A range of policy tools and structures may be adopted and adapted.

A range of policy tools and structures have been used in different contexts to support relationships between governments and the non-profit/voluntary sector, including the selected examples below. These options (examples are shown in Table 2), and others to be identified through stakeholder consultations will be considered for their relevance to issues in the Toronto context, appropriateness and associated risks benefits, in order to identify a set of actions for the City's policy framework on non-profits. For example, although some organizations and Divisions have suggested that an aspirational “accord” between the City and the sector may be desirable, others have prioritized more immediately practical interventions such as harmonized reporting requirements.

Table 2: Examples of Policy Tools/Structures for “Deliberate” Gov’t-Sector Relationships

Options for Clarifying the Relationship (Policy Documents)	<ul style="list-style-type: none"> - Formal Statement of Relationship: (<i>Compact, Accord, Declaration, Pact, Charter</i>): - Defined Principles Guiding the Relationship - Defined Objectives for Both Parties
Options for Organizing the Relationship (Institutional Structures for Communication and Regular Engagement)	<ul style="list-style-type: none"> - Standing Advisory Committee to Council - Central Secretariat or Designated Lead Division "for Non-Profits" to Facilitate Horizontal Coordination - Designated Navigation Advisors/Supports - Designated Champion Councillor "for Non-Profit Sector" - Designated Umbrella Agency to Convene and Communicate Diverse Sector Interests to the City - Regular Reporting Out on City-Non Profit Relations
Options for Harmonizing Across City Divisions	<ul style="list-style-type: none"> - "Whole of Government" Standards/Guidelines for City of Toronto Relations with Non-Profits - Human Service Integration - Coordinated Granting Processes and Systems (Timelines, Eligibility, Reporting), - Coordinated Outcomes Reporting on Non-Profit Investments

5. Transparency and commitment are basic preconditions for success.

In the growing literature on building and sustaining “deliberate” government-sector relationships, cautionary advice is abundant. Efforts to define a formal relationship between government and the non-profit sector should only be undertaken to strengthen the relationship. Efforts that are unsuccessful in achieving their aims may be more harmful than not pursuing any modernization effort at all. Initiatives in many jurisdictions have not

achieved their goals or have proven unsustainable because key preconditions were not in place or were not achieved during the project planning and implementation phases. Four basic preconditions are relevant for this project:

- **The objectives for formalizing the relationship and for putting in place new policy structures or best practices must be disclosed by both parties:** There should be shared objectives as well as objectives that are unique to each of the parties. For example, both the sector and the government may share the goal of poverty reduction for Toronto. The government may, in addition, aim to develop new measures of return on investment in the sector. The sector may seek a stronger voice at the table in planning social policy and programming for Torontonians. Objectives for both parties should be documented.
- **The parties agree on what is in and out of scope for the relationship and for communication and other structures that may be put in place:** The second precondition is linked to the disclosure of objectives for participating in a formalized relationship. Challenges in other jurisdictions have been linked to misunderstandings about the scope of issues that are subject to discussion and potential revision through the newly defined relationship. For example, funding levels for individual City programs is out of scope of the initiative; however, harmonizing non-profits' eligibility criteria and reporting requirements across these programs could be considered as a horizontal integration strategy.
- **The sector should be sufficiently organized to speak in a collective voice:** In Toronto, the sector is building this collective capacity. For example through the launch of the Toronto Nonprofit Network (TNN). TNN is a new and growing city-wide network of more than 100 non-profit organizations from a wide range of sectors including social services, arts and culture, health, education and sports and recreation. TNN brings the diverse voices of the city's non-profit sector to government, funders and business to create and influence systemic change and can serve to convene the sector on issues germane to relationships with the City. TNN priorities include: championing decent work; advancing a unified voice on issues related to funding reform; promoting the inclusion and engagement of community groups that are often left out of the policy process, and in particular promoting youth leadership in the non-profit workforce; working with the City of Toronto to plan services jointly and collaboratively; and promoting a shared approach to poverty reduction planning that involves all funders, including all levels of government.
- **Finally, if new advisory structures or mechanisms are established to promote dialogue with the sector, the government should be prepared to receive and to use the sector's advice.** This final precondition denotes the importance of sustained political and public sector commitment to the processes that are developed and approved through this initiative. This includes appropriate resource allocation to support new structures should these be considered and approved by Council, as well as ongoing willingness to make use of these structures to advance the City's engagement of the

sector. Resource implications of proposed actions and elements of the policy framework should be clarified.

Next Steps

With Council direction, City staff will continue to work with the Community Advisory Table to design and implement an interactive consultation process over the next 8-10 months. A wide array of stakeholders should be included in the consultation, including but not limited to: non-profit agencies of diverse size and scope, representing the full range of subsectors, communities of interest, and geographical areas of the City; residents and clients of non-profit agencies, City Councillors, who have significant experience working with non-profit organizations, City staff responsible for programs involving non-profits, and experts from other jurisdictions. The consultation process will adhere to the principles for stakeholder engagement presented above (see Table 1) and will use methodologies (e.g. Change Lab/Design Lab; Community Conversation Kits) that focus on practical change and maximize opportunities for dialogue and innovation.

A draft policy framework and set of proposed staff actions to modernize the City-non-profit sector relationship will be presented for City Council consideration before the end of 2017.

CONTACT

Kelly Murphy
Policy Development Officer
Social Development, Finance &
Administration
416-338-8638
kmurphy@toronto.ca

Denise Andrea Campbell
Director, Social Policy Analysis & Research
Social Development, Finance & Administration
416-392-8614
dcampbe6@toronto.ca

SIGNATURE

Chris Brillinger
Executive Director
Social Development, Finance & Administration

ATTACHMENTS

Appendix A: Selected Bibliography on Government/Non-Profit Relationships
Appendix B: Terms of Reference - Community Advisory Table on City-Sector Relations
Appendix C: Description of Toronto NonProfit Network

Appendix A:

Selected Bibliography on Government/Non-Profit Relationships

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Appendix B:



TERMS OF REFERENCE AND MEMBERSHIP LIST COMMUNITY ADVISORY TABLE FOR MODERNIZING THE CITY-COMMUNITY NON-PROFIT SECTOR

Background

On December 9 and 10, 2015, City Council directed City staff to develop a comprehensive review of the state of the community-based not for profit sector in Toronto in order to strengthen and enhance the way in which the City evaluates, allocates, manages and delivers grants, subsidies and community tenancies, as well as how the City engages the sector in decision-making (*CD8.6*).

Mandate

The mandate of the Table is to provide City staff with expert advice to define the issues, develop the community engagement and consultation strategy, review/refine feedback and develop recommendations.

Governance & Process

1. Social Development, Finance and Administration (SDFA) will report back to the Community Development and Recreation Committee and City Council.
2. SDFA will act as the Secretariat for this initiative.
3. The Community Advisory Table (CAT) will provide informed advice on the process and outcome to City staff.
4. Members, as any member of the public, have the opportunity to deputate at the Community Development and Recreation Committee when the Report comes forward for consideration.
5. A targeted stakeholder consultation and engagement process will support the development of the Review.

Outcome

A staff report and a comprehensive State of the Sector Review will be prepared for City Council consideration before the end of 2017 with a preliminary report in Fall 2016.

Membership

Members represent a cross-section of residents and leaders from key Sector agencies and organizations, who are knowledgeable about the issues and can bring a strategic orientation to the Review's development and engagement.

Members will:

- Attend meetings consistently;
- Bring the lens of their primary constituency/sector as well as any secondary equity lens (e.g., seniors, youth, racialized, newcomer, LGBT);
- Contribute knowledge and perspective to help develop effective processes and outcomes;
- Recognize the role and levers of the municipal government on these issues and work within this context.

Member Organizations:

Boys and Girls Clubs of Greater Toronto
Canadian Multifaith Federation (CMF) (formerly, Ontario Multifaith Council, OMC)
Council of Agencies Serving South Asians (CASSA)
Family Service Toronto
For Youth Initiative
LOFT Community Services
Ontario Council of Agencies Serving Immigrants (OCASI)
Ontario Non-Profit Housing Association (ONPHA)
Ontario Non-Profit Network
Second Base Youth Shelter
Social Development, Finance and Administration - City of Toronto
Social Planning Council
The Students Commission of Canada
Toronto Aboriginal Support Services Council (TASSC)
Toronto Neighbourhood Centres
Toronto Strong Neighbourhoods Strategy Resident Advisory Committee
Toronto Youth Cabinet
Worker's Action Centre

Appendix C:



Join the Toronto Nonprofit Network! Stronger together for a thriving city

What is the Toronto Nonprofit Network?

The Toronto Nonprofit Network (TNN) is a new and growing city-wide network of more than 100 nonprofit organizations from a wide range of sectors including social services, arts and culture, health, education and sports and recreation. TNN brings the diverse voices of the city's non-profit sector to government, funders and business to create and influence systemic change.

TNN works with a volunteer base of sector leaders and a network of engaged nonprofits to bring a Toronto lens to policy development and analysis. It undertakes work on strategic issues through its working groups and the engagement of nonprofits, charities and government.

What are TNN's Priorities?

Decent Work

There are many issues that affect the estimated 200,000 employees working in the city's non-profit sector: employment stability; low levels of pension plan and benefits coverage; high rates of part-time and contract employment; underinvestment in training and development; and poor work/life integration for workers. There is a need to improve working conditions for all – in the nonprofit sector and beyond.

The decent work movement also presents an opportunity for the sector to act as a champion of working conditions and social policies that not only ensure dignified and supportive work environments for employees, but also support the overall health and effectiveness of the nonprofit sector.

Funding Reform

TNN is committed to working as a unified voice on a number of issues related to funding support for the sector.

It works with a diversity of nonprofit organizations and grassroots community groups and promotes funding support through government and foundation grants for unincorporated smaller grassroots community groups rather than through larger trustee organizations.

And it works to build support for nonprofits to invest in strategic infrastructure including funding for strategic planning, conducting needs assessments and data frameworks.

Engagement and Planning

TNN works towards a comprehensive strategy to increase engagement for those groups often left out of the policy process. TNN adds a strong focus on small and volunteer-based nonprofits and a youth engagement strategy for the sector, to link youth to leadership ensure the average age of the nonprofit workforce in 2016 will be five years younger by 2026.

Collaborative Service Models

TNN is committed to working with the City of Toronto to plan services jointly and ensure they are delivered collaboratively. TNN strives to have all levels of government recognize and support the role of the nonprofit sector through meaningful engagement, adequate funding and mutual respect.

Collaboration and partnership between sector organizations through TNN will ensure a strong voice and action for both program enhancement and policy change to better the city's diverse communities and neighbourhoods.

Poverty Reduction

TNN is committed to promoting a shared vision for a co-ordinated poverty reduction plan among all funders including the city, province and federal government.

Who can join TNN?

We welcome both incorporated and unincorporated nonprofit and charitable organizations working in Toronto to become members and access all of our benefits.

Why become a TNN Member?

1. Increase policy capacity and results. TNN is building and strengthening city-wide platforms for sector voices to share their ideas, experience and expertise.
2. Focus on your mission. TNN is committed to following and acting on issues and policies that have an impact on the nonprofit sector. We track and interpret policy and updates so you stay informed on what's happening in the city and apply your own expert view for your organization. Working with the sector, we mobilize calls to action.
3. Stay informed. TNN finds out what's happening in communities, government and the sector – issues, trends and news – and will keep you in the know.
4. Add your leadership voice. We advocate with and for the sector, giving you ways to share your experience and expertise, while identifying opportunities and resources to make connections and work across the city-wide sector.

CONTACT INFORMATION

Toronto Nonprofit Network
Suite 1001, 2 Carlton Street
Toronto, ON M5B 1J3
416 351-0095



www.ApplegroveCC.ca

Applegrove Events and Board / Committee Meetings – September 15, 2016

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
18	19	20 6:30 Revenue Generation	21	22	23	24 12-4 YIMBY ¹ at Metro Hall 10-2 Seniors Expo at Riverdale Collegiate
25	26 Board	27	28	29	30	

October Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 7 p.m. Personnel	4 6:30 Community Integration	5	6	7 PA Day	8
9	10 Applegrove Closed for Thanksgiving	11	12	13	14	15
16	17	18	19	20	21	22
23	24 Board	25	26	27	28	29
30	31 Happy Halloween!	<i><u>Punkin-Grove!</u></i>				

¹ YIMBY = Yes In My Backyard

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 15, 2016
Office Phone 416-461-8143

November Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 Time to be confirmed <u>"Punkin-Grove"</u> @ Ashbridge Estate	2	3	4	5 <u>Pasta Fest</u>
6	7	8	9	10	11 Applegrove Closed for Remembrance Day	12
13	14	15	16	17	18 PA Day	19
20	21	22	23	24	25	26
27	28 Board?	29	30			

December Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2 PA Day	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26 Applegrove Closed for Christmas	27 Applegrove Closed for Boxing Day	28	29	30 NOTE: This may be a TDSB Board holiday	31
Applegrove Closed for Winter Break						

January 2017 Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Applegrove Closed for New Year's Day	3	4	5	6	7
School Holiday						
8	9	10	11	12	13	14
15	16	17	18	19	20 PA Day	21

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 15, 2016
Office Phone 416-461-8143

22	23	24	25	26	27	28
29	30 Board	31				

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

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

April Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10	11	12	13	14 Applegrove Closed for Good Friday	15
16	17 Applegrove Closed for Easter Monday	18	19	20	21	22

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 15, 2016
Office Phone 416-461-8143

23	24 Board	25	26	27	28	29
30						

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 Applegrove Closed for Victoria Day	23	24	25	26	27
28		29 Board	30	31			

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

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



APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

"TOGETHER, BUILDING OUR COMMUNITY"



Executive Director's Report

September 15, 2016

I hope that your summer activities energized and refreshed you. Applegrove as an organization, as well as several individual Applegrove staff, experienced a number of changes. These included:

- Laura's plans to retire this month after nearly 27 years working in the Parent/Child program.
- initiating the new after-school satellite program, which we are calling the Applegrove Connection After-school, since it is in the same location and uses the same phone as the Applegrove Connection Family Resource Program.
- personal and family illness that meant several staff required leave.

Program Budgets 2016

There have been many changes in our programs since the program budgets were drafted last fall. Consequently, Susan, May and I have put together a revised program budget for 2016 which incorporates:

- approved funding levels for the Parent/Child, Applegrove Connection and seniors programs;
- updated camp and leadership revenues and estimated expenses;
- the Alterna grant for the teen program;
- actual/anticipated 2016 benefits including newly enrolled staff.

Please note that as the collective agreement has not been ratified, cost of living adjustments (COLAs) for union staff are not included in the budgets.

Once the Board endorses the revised program budgets, Susan will incorporate the changes into ACCPAC and the monthly financial reports. (She may wait for the union COLA before inputting the changes.) However, the year-to-date financial report coming to this meeting does not include changes to the program budgets.

Also please note that the decreases to the 2016 Admin budget required by the City have been included in the year-to-date report although the managers' COLA has not been, as we have not received the funding from the City.

Budget 2017

As reported last spring, unlike prior years, the City budget submission took place in 2 rounds. The first, due in June, incorporated merit and step increases, management COLA, and anticipated COLA for relevant materials, equipment and purchased services. The second, due at the beginning of August, required a cut of 2.6% of the approved 2016 budget. This cut totalled \$9630 for Applegrove.

I have not received any updates from the City.

FRP¹ System Transformation

As I reported at the Strategic Planning Meeting, a total system transformation of family support programs is to be completed by January 1, 2018. There has been additional information since June, plus a request for participants for an advisory committee.

Please see the Personnel Committee notes for additional information.

Wrong Doing Policy

After I submitted Applegrove's policies related to the Public Service Bylaw, City staff reported a change to the recommended procedure for allegations regarding the Executive Director. I did not have time in June to revise Applegrove's policy, but have included it in this package for endorsement.

Human Rights and Anti-Discrimination Policy (HRAP)

The province's Bill 132 amended the Occupational Health and Safety Act to incorporate new requirements around harassment and sexual harassment, effective Sept. 8, 2016. The City has a draft of a new Human Rights and Anti-Discrimination Policy that will go to the Executive Committee on Sept. 22 and to Council on October 5-7. Bill 132 and the revised City policy will require changes to the AOCC HRAP and probably to the agency's complaint process. I will bring these to the Board when available.

Looking Ahead

I have booked a trip for November 13 to 23 inclusive; this time includes the agenda closing and distribution date for the November 28 Board meeting. Consequently, I would like to propose moving the Board meeting to December 5 or December 12. This would allow me to prepare the Board mailing after I return.

Grievances, Complaints and Compliments

As agreed some years ago, the Executive Director's monthly report includes complaints and grievances.

There have been no grievances since my May report.

Complaints Process: As noted previously, when staff members resolve a complaint at the first or "informal" level, they document it, including documenting when they are not sure whether or not an interaction is a complaint. This report includes complaints received since my June report.

When I met with staff in April to review the form and the complaints, they asked for a method of recording compliments! I agreed enthusiastically and designed a form. This is the second report that includes compliments! Rather than write out all the compliments, I scanned the staff forms. There are also compliments coming from the in-program user surveys that are not included.

Heat Complaints

Either because of the complaints process or because of the summer's unusual heat, several participants complained about the heat in the Parent/Child room and in the gymnasium. While these complaints are included in the complaint log, I wanted to discuss the issues in this report.

¹ FRP = Family Resource Programs

Although the TDSB² does not allow “leasehold improvements” while the lessee is in overholding, once the lease has been finalized, Applegrove needs to investigate enhanced air conditioning for the PC space as well as options for the classrooms used by summer programs.

May and I looked into portable air conditioners as an option for the camp rooms. Although such units can be moved from room to room, they have an exhaust hose that should run out a window. Leaving one of these in a classroom overnight would be a security concern, so staff would have to set up and take down each unit daily.

The maximum capacity for portable units seems to be 14,000 BTUs, which would normally cool 700 square feet with 2 or 3 occupants. However, a 750 square foot room on the sunny side of the building with 16 campers in it, might therefore require additional cooling.

The larger PC room (with the exterior windows) is approximately 2500 square feet, requiring at least 34,000 BTUs. Information about air conditioning requirements suggests adding 4,000 BTUs for a kitchen and for each person (more than 2 people), adding 600 BTUs each. With 20 or more participants, this could mean air conditioning requirements of 50,000 BTUs for one PC room.

Some of the largest window air conditioners are only 20,000 BTUs, suggesting that effectively cooling the room would require multiple window units or a larger split unit like that in the Applegrove office. Of course, any permanent air conditioner would require paying the TDSB to install it.

And that would only cool the larger room. The smaller room is about 1100 square feet. Because portable air conditioners require venting to the outside, these would not be an option for the PC room. However, a ductless split unit might include an air handling unit in the smaller PC room.

I have been unable to find any options to cool the gymnasium.

Respectfully submitted,

Susan Fletcher.

² TDSB = Toronto District School Board

Complaints Summary

“footnotes” are on the last page.

Incident Date	Issue ¹				Outline Issue	Topics							
	Another	Staff	Facility	Other		access	time liness	out comes	quality	stan dards	fee	H&S ¹¹	Other
June ?			✓		Chlorine delivered prior to 9 a.m. left in main fire exit until staff notified caretakers at 9:15. Smell remained strong at 12:45; one staff experienced asthma and wondered whether there was a spill							✓	✓
June 20			✓		Adult informed Applegrove office staff of a dangerous railing in the corridor leading to the back field							✓	✓
June 29				✓	An adult participant informed staff that another adult participant got lost while on an outing. Staff clarified that the second individual did not get lost. General discussion about participant safety and security on trips				✓				✓
July 4			✓		Large amount of garbage and recycling were left over the weekend in the Woodfield corridor. Multiple staff and parents complained to staff					✓			
July 5				✓	A participant showed up for a workshop that had been cancelled. She had not signed up for the program and the worker had not informed her of the change		✓						
July 13		✓			An adult participant felt that a staff continually addressed her in an inappropriate manner				✓				
Aug 12		✓	✓		PC room too hot and too little air circulating				✓		✓		

Executive Director's Report
September 15, 2016

Incident Date	Issue ⁱ				Outline Issue	Topics							
	Another	Staff	Facility	Other		access	time liness	out comes	quality	stan dards	fee	H&S ⁱⁱ	Other
Aug 12			✓		Camper's parent attending talent show in gym said that the room was too hot				✓			✓	
Aug 16			✓		PC room too hot and there is inequality between the 2 PC rooms and between the office and PC space				✓			✓	
Aug 17				✓	Parent thought campers should be allowed to use monkey bars in playground				✓	✓			

ⁱ Another = one participant's concern about another participant
Staff = participant's concern about staff
Facility = participant's concern about the facilities

ⁱⁱ H&S = Health and Safety

Compliments Report

Sept. 15, 2016

Program Name P/C Drop-In

Date	Facility			Issue / Topic				Quote (if appropriate)
	Staff	Program	Standards	Fees	Other	Add More topics		
May 19	✓	✓	✓					I miss it since my grandchild went home
19		✓						I don't know where you get your patience
July 5		✓	✓					Thank you for all you've done for us. I'm really going to miss the drop-in when we move.
July 8	✓	✓	✓					You have such a wonderful program here, I so enjoyed my visit. I am a retired teacher and I really admire what you are doing. You have so many areas that you have arranged for the children.
July 8	✓	✓	✓					Very good, very good. Thank you (Chinese speaking grandmother)
July 12	✓	✓	✓					Thank you for setting up the water play. I know it's a lot of work on a hot day, but I want you to know it's appreciated - said 3 times to individual staff

(was visited from outside)
Thank you

July 12

✓

✓

The talk we had last week was really helpful, things are going much better. Thank you

over →

July 14

Facility
✓

Caretakers expressed how happy they are with the floor mats instead of rugs, how much better they can be cleaned. They were unhappy with the rugs.

July 14

Thanks so much with your help with the baby, so I could spend time with my older son. I don't know what I'd do without you. I'm so glad this place is here.

Program Name Seniors Program

Date	Facility	Staff	Program	Issue / Topic Standards	Fees	Other	Add More topics	Quote (if appropriate)
May 31/16		✓	✓					Nordic Walking - great program, met fun + enjoyable in structure
June 7/16		✓	✓					Nordic Walking - feels good, part of group, thanks for photo pic + show
June 6/16		✓	✓					Crafts - nice & learn felting fun, easy to learn
June 8/16		✓	✓					SR Stand Party - really well done, great, etc. Thanks for reminder call.
June 12/16		✓	✓			Appleton		TO Challenge Walk
June 14/16		✓	✓					Nordic Walking
June 16/16			✓			✓ → engagement in program planning		
June 20/16		✓	✓		✓	✓		placecall
June 20/16		✓	✓					crafts
		✓	✓					crafts
		✓	✓					crafts
June 21/16		✓						thanks for placecall message left
June 21/16		✓	✓			✓ engagement		
June 22/16	✓ Ambrose	✓	✓			✓ presentation (Lundin)		many compliments & pos feedback, thank you's
June 29/16		✓	✓					

some additional 25+ positive comments during outings, Crafts group, Nordic Walking, Aranciani workshop about staff, program, Apple Grove
 Comments/feedback from participants & partners
 to end of month - all positive - many pos comments

Executive Director's Report
September 15, 2016
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