



# 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 – February 27, 2017**

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

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

### **6:45 Optional Light Supper**

#### **7:00**

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

#### **7:10**

7. Minutes of the January 30 Board Meeting (*attached*): to be accepted
8. Program Report: After-school (May)
  - 8.1. Subsidy utilization and review (*attached*): for discussion and decision

#### **7:45**

9. Finance
  - 9.1. Year-to-date Statistics
  - 9.2. Updated 2016 Preliminary Financial Report (*attached*): for information
  - 9.3. City Budget Update

10. Strategic Directions (*Notes from Feb. 6 meeting attached*): for discussion

Note: the discussion of strategic directions may require a private discussion. If so, a Motion will be needed to discuss the item *in camera* (without guests or staff other than the Executive Director and Program Director and relevant City staff), as it deals with identifiable individuals or confidential information.

Also, a Motion would be needed to return to the public meeting.

#### **8:20**

11. Directors' Concerns
12. Adjournment



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## **Board of Management Meeting AGENDA -- Monday, February 27, 2017**

**8:30**

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of the January 30 Board of Management Meeting (*attached*): to be accepted

**8:45**

- D. Executive Director's Report (*attached*): to be accepted
  - D.1. Set Revenue Generation Meeting date

**8:50**

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

**8:55**

- F. Adjournment

### **Next Meetings and Events**

Board Strategy Discussion: Monday, March 20, time to be determined

Annual General Meeting: Monday, March 27, 2017

Next regular Board meeting: Monday, April 24, 2017.



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## **Minutes of the Board of Directors Meeting January 30, 2017**

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

Present: Sabrina Dias, Jean Lim-O'Brien, Vai Teng Law, Chris Sulway (Chair),  
Jim Valentine  
Regrets: Pierre Bois, Mercedes Lee, Ann McKechnie, Councillor McMahon  
Staff: Susan Horley, Susan Fletcher, May Seto (Recorder)

### **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 – none assigned**

### **5. Volunteer Hours – hours were recorded.**

### **6. Donation Envelope**

The donation envelope circulated.

### **7. Minutes of the December 12 Board of Directors Meeting**

**MOTION** (Valentine/Law)

*To accept the minutes of December 12.*

**Carried**

### **8. Finance**

#### **8.1. 2016 Annual Statistics: for information**

Susan provided an overview. Susan highlighted comparison PC drop-in overall numbers and possible impact from stroller parking.

#### **8.2. Preliminary Financial Report**

**MOTION** (Valentine/Law)

*To discuss the next item in camera, as it deals with identifiable individuals or confidential information*

**Carried**

Susan F. provided an overview. Susan H. answered members' questions.

Board of Directors Minutes

January 30, 2017

2

8.3. Year-end Analysis

Susan provided an overview and highlighted areas that required discussion.

**MOTION** (Lim-O'Brien/Law)

*To return to the public meeting.*

**Carried**

8.4. Year-end Financial Motions

**MOTION** (Lim-O'Brien/Sulway)

*To pay relevant program deficits from fundraising, donations and prior surplus as needed.*

**Carried**

**MOTION** (Valentine/Lim-O'Brien)

*To clear the HAIG program liability of \$85.29.*

**Carried**

**MOTION** (Lim-O'Brien/Sulway)

*To endorse the managers' pay for performance as recommended.*

**Carried**

9. Revenue Generation Committee Report

9.1. GIC's

Susan provided an overview and answered any questions.

**MOTION** (Lim-O'Brien/Law)

*To endorse investing in GICs with fixed terms, with \$33,733 in for 1 year and the \$50,529 for 28 months.*

**Carried**

9.2. Payment Authorization

Susan F. provided an overview of current payroll process and highlighted the proposed revision to payroll authorization. It included:

- Supervisors sign off on staff hours
- Bookkeeper prepares the payroll
- Finance Manager checks the payroll and signs to verify that it has been checked.
- Second signature: should be a Board member, but the Executive Director can sign if getting a Board signature is challenging
- When the Executive Director is absent, the second signer should be a Board member
- Use of electronic authorization should be used rarely.

**MOTION** (Valentine/Lim-O'Brien)

*To endorse the payroll authorization process as proposed.*

**Carried**

**MOTION** (Law/Valentine)

*To accept the January Revenue Generation report as presented.*

**Carried**

**10. Community Integration Committee Report**

Vai Teng provided an overview of the report.

**MOTION** (Lim-O'Brien/Law)

*To accept the Community Integration report as presented.*

**Carried**

**11. Directors' Concerns**

None

**12. Adjournment**

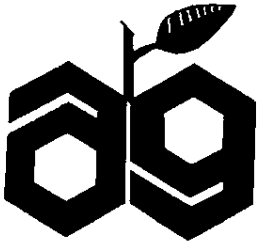
The meeting was adjourned on a motion by Vai Teng Law, seconded by Chris Sulway.

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Chair

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Secretary



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## **Afterschool Subsidy Overview**

### **Process for requesting subsidy:**

- Registration forms identify that limited subsidy is available.
- Parent or caregiver requests subsidy with Program Director.
- Parent/caregiver fills out request form and provides current Notice of Assessment as proof of income.
- Using Applegrove's subsidy grid, subsidies are provided based on family income and approved by the Program Director.
- The approved subsidy is only valid for the current school year and new requests must be made each year.

### **Subsidies used by our members:**

- A subsidy amount of \$10,000 was budgeted since we started offering subsidies.
- Developed the subsidy grid in 2014 when fees were \$65/week.
- For calendar 2015, we provided \$14,999 in subsidies.
- For calendar 2016, we exceeded the budgeted amount and the afterschool program provided \$16,378 in subsidies (Jan-June and Sept-Dec). This provided 10 participants with subsidies of varying amounts.
- For 2017, from January to June, we are expecting to commit approximately \$8700 in subsidies serving 9 children. From September to December, we expect to need about \$5100 in subsidy to cover current families receiving subsidy. Total estimated subsidy for 2017 is about \$13,000.

### **Attachments for Reference and Review:**

- Subsidy Grid for 2016-2017
- Draft subsidy Grid for 2017-2018 (based on fee increase)
- Budget projections

### **Decisions to be made:**

- Should we continue to budget the amount at \$10,000, knowing there is a need for more?

- Do we increase the subsidy amount to cover current families? With or without an increase by the percentage of the fee increase?
- Do we limit our spaces based on the budgeted subsidy amount? (which means the last family may only be able to get a partial subsidy)
- If we get additional subsidy requests for the 2017-18 school year, how should staff determine who does and does not get subsidy? Options could include
  - giving priority to the continuing families,
  - giving priority to the new families,
  - via a draw
  - authorizing staff to approve all requests
- Do we need to revise the current subsidy grid? Options include
  - changing the income levels,
  - changing the percentages,
  - adding a 100% subsidy level,
  - eliminating the 10% subsidy level,
  - etc.
- The City of Toronto's Welcome Policy provides a fee subsidy to help low income individuals and families who live in Toronto access City-operated recreation programs. Effective January 1, 2017 the individual annual credit amounts are \$526 for children and youth and \$244 for adults and seniors.
- The Welcome Policy applies to those with a before tax family income of less than Statistics Canada's Low Income Cut-Off (LICO) shown in the chart that appears below:
  - 1 person - \$24,600
  - 2 persons - \$30,625
  - 3 persons - \$37,650
  - 4 persons - \$45,712
  - 5 persons - \$51,846
  - 6 persons - \$58,473
  - 7 or more persons - \$65,101

The chart is updated by Statistics Canada and is in effect from September 1, 2016 to August 31, 2017

After-School Subsidy – February 2017

Afterschool Subsidy Fee Calculation		2016-2017													
Subsidy Fee Calculation 2016-2017 school year (Using Prior Year's Notice of Assessment)															
Current Fee: <b>\$ 75.00</b> per week															
		Fee per week		Fee per month		Fee per 10 month year		<b>Subsidy amount</b>							
<b>Total Family Income</b>								weekly		monthly		10 month year			
\$25,000 or less		10%		7.50		\$30		\$300		\$67.50		\$270		\$2,700	
\$26,000 to \$30,999		15%		11.25		\$45		\$450		\$63.75		\$255		\$2,550	
\$31,000 to \$36,999		20%		15.00		\$60		\$600		\$60.00		\$240		\$2,400	
\$37,000 to \$42,999		30%		22.50		\$90		\$900		\$52.50		\$210		\$2,100	
\$43,000 to \$50,999		40%		30.00		\$120		\$1,200		\$45.00		\$180		\$1,800	
\$51,000 to \$60,999		50%		37.50		\$150		\$1,500		\$37.50		\$150		\$1,500	
\$61,000 to \$70,999		75%		56.25		\$225		\$2,250		\$18.75		\$75		\$750	
\$71,000 to \$99,999		90%		67.50		\$270		\$2,700		\$7.50		\$30		\$300	
\$100,000 and over		100%		75.00		\$300		\$3,000		\$0		\$0		\$0	
\$10,000 in subsidy would allow about		4		children in families with incomes below \$25,000											
or		7		children in families with incomes between \$50,000 and \$60,000											

Subsidy Fee Calculation 2017-2018 school year (Using Prior Year's Notice of Assessment)															
Current Fee: <b>\$ 90.00</b> per week															
		Subsidy percentage		Weekly fee		Monthly fee		Annual fee		<b>Subsidy amount (foregone income)</b>					
<b>Total Family Income</b>										weekly		monthly		10 month year	
\$25,000 or less		90%		9.00		\$36		\$360		\$81.00		\$324		\$3,240	
\$26,000 to \$30,999		85%		13.50		\$54		\$540		\$76.50		\$306		\$3,060	
\$31,000 to \$36,999		80%		18.00		\$72		\$720		\$72.00		\$288		\$2,880	
\$37,000 to \$42,999		70%		27.00		\$108		\$1,080		\$63.00		\$252		\$2,520	
\$43,000 to \$50,999		60%		36.00		\$144		\$1,440		\$54.00		\$216		\$2,160	
\$51,000 to \$60,999		50%		45.00		\$180		\$1,800		\$45.00		\$180		\$1,800	
\$61,000 to \$70,999		25%		67.50		\$270		\$2,700		\$22.50		\$90		\$900	
\$71,000 to \$99,999		10%		81.00		\$324		\$3,240		\$9.00		\$36		\$360	
\$100,000 and over		0%		90.00		\$360		\$3,600		\$0		\$0		\$0	
\$10,000 in subsidy allows about		3		children in families with incomes below \$25,000											
or		6		children in families with incomes between \$50,000 and \$60,000											



After-School Subsidy – February 2017

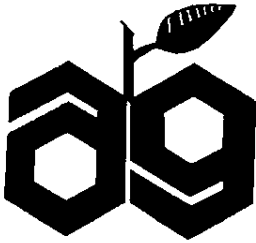
After School Budget Summary and Subsidy Projections							
			Approved preliminary budget		Impact of actual subsidy		Increase subsidy for Sept-Dec by same proportion as fees
<b>Revenue</b>							
Fees	Jan-June @ \$75		131,250		131,250		131,250
	Sept-Dec @ \$90		100,800		100,800		100,800
	Less committed subsidy Jan-June		-10,000		-8,749		-8,749
	Less subsidy Sept-Dec				-4,273		-5,128
<b>Net Fees</b>			<b>222,050</b>		<b>219,028</b>		<b>218,173</b>
<b>Expenses</b>							
Staff costs			140,920		140,920		140,920
Program costs			23,640		23,640		23,640
Permit costs			6,500		6,500		6,500
<b>Total expenses</b>			<b>171,060</b>		<b>171,060</b>		<b>171,060</b>
<b>Net Proceeds</b>			<b>50,990</b>		<b>47,968</b>		<b>47,114</b>
					<b>Total = 13,022</b>		<b>Total = 13,877</b>
					<b>5.6% of fees</b>		<b>6.0% of fees</b>

Applegrove Statistics			
Cumulative different people		January	
Applegrove Parent/Child Drop-in			
Children	190	618	
Parents	141	163	
Caregivers		252	
Subtotal			1,033
The Applegrove Connection (previously Edge			
Children	56	121	
Parents	35	26	
Caregivers		54	
Subtotal			201
Helping Our Babies Grow			
Infants and Children	24	47	
Moms	23	46	
Subtotal			93
Therapeutic Play			
Children		0	
Adults		0	
Subtotal			0
Children and Youth			
Summer Camp	0		
After4, PA, March	70	953	
After 4 Satellite	10	135	
Leadership	14	0	
Teen	34	56	
Subtotal			1,144
Adult Programs			
Seniors	54	121	
Committee/Board ho		35	
User Groups			
Other*		0	
Subtotal			156
Outreach			
# of events	n/a		
Contacts	n/a		
Phone and e-mail			281
Total exc outreach	641		2,908
Cumulative			2,908
*Other includes Book Club, special e			
2016 Comparison			
Monthly			3,714
Cumulative	2067		3,714

Applegrove Statistics				2016
Cumulative different people		January	February	
Applegrove Parent/Child Drop-in				
Children	626	739	715	
Parents	561	229	220	
Caregivers		270	263	
Subtotal		1,238		1,198
The Applegrove Connection (previously Edgewood)				
Children	180	209	140	
Parents	133	32	23	
Caregivers		83	65	
Subtotal		324		228
Helping Our Babies Grow				
Infants and Children	49	26	58	
Moms	76	31	61	
Subtotal		57		119
Therapeutic Play				
Children		4	13	
Adults		4	13	
Subtotal		8		26
Children and Youth				
Summer Camp	142			
After4, PA, March	68	1,005	991	
Leadership	19	0	0	
Teen	23	66	95	
Subtotal		1,536		1,086
Adult Programs				
Seniors	190	190	183	
Committee/Board ho		40	36	
User Groups				
Other*		6	150	
Subtotal		236		369
Outreach				
# of events	n/a			
Contacts	n/a			
Phone and e-mail			315	387
Total exc outreach	2,067		3,714	3,413
Cumulative			3,714	7,127
*Other includes Book Club, special events, Annual M				
2015 comparison				
Monthly			3,334	2,831
Cumulative	2,150		3,334	6,165

Applegrove Community Complex																															
Year to date Income Statement																															
as at 12/31/2016																															
	Admin		Program	P/C Drop-in		AG Connection		March Break Camp		HOBG		Therapeutic Play		Summer Camp		Afterschool		AS SAT		JR Leaders		Holiday Break		Teens Program		Leadership		Seniors		Other	
	Actual	Budget	Total	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
<b>EXPENSES</b>																															
Salary	272,737	295,154	422,371	93,695	97,310	15,978	15,998	3,084	1,215	8,259	12,112	19,435	19,592	57,907	55,743	121,612	120,150	6,486	0	941	0	15	0	5,868	8,040	8,638	9,522	29,516	25,498	50,787	
Benefits	73,764	73,113	70,617	29,869	30,138	6,886	6,831	386	121	1,016	1,613	2,267	2,823	6,645	7,343	13,469	13,863	683	0	98	0	3	0	818	1,040	846	934	3,045	2,402	4,566	
Materials & Supplies	5,487	8,498	55,098	2,739	6,334	1,261	1,817	295	150	16,205	16,520	101	2,650	12,069	15,156	9,205	19,850	68	0	378	0	0	0	672	3,303	1,498	2,772	9,912	10,403	644	
Furniture & Equipment	4,086	2,305	6,337	0	490	0	75	0	0	1,144	0	0	0	3,482	0	0	1,000	0	0	0	0	0	0	0	0	0	0	1,711	300	0	
Purchased Services	26,521	19,929	31,868	2,063	2,494	5,437	6,101	453	525	4,794	4,586	607	2,550	1,506	1,779	9,887	10,617	1,200	0	285	0	0	0	0	2,130	518	1,760	3,174	3,109	1,479	
HST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total</b>	<b>382,595</b>	<b>398,999</b>	<b>586,291</b>	<b>128,367</b>	<b>136,766</b>	<b>29,561</b>	<b>30,822</b>	<b>4,219</b>	<b>2,011</b>	<b>31,417</b>	<b>34,831</b>	<b>22,410</b>	<b>27,615</b>	<b>81,609</b>	<b>80,021</b>	<b>154,173</b>	<b>165,480</b>	<b>8,437</b>	<b>0</b>	<b>1,701</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>7,358</b>	<b>14,513</b>	<b>11,501</b>	<b>14,988</b>	<b>47,358</b>	<b>41,712</b>	<b>57,476</b>	
<b>INCOME</b>																															
<b>Government Funding</b>																															
City of Toronto	374,488	374,488	155,365	111,704	111,704	26,996	26,996	0	0	0	0	0	0	16,665	8,615	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Province of Ontario	0	0	49,781	16,297	12,000	0	0	0	0	0	0	0	0	0	1,470	0	0	0	0	0	0	0	0	0	0	0	0	33,484	30,834	0	
Federal Government	0	0	48,843	0	0	0	0	0	0	24,435	26,139	0	0	18,306	10,395	0	0	0	0	0	0	0	0	0	0	6,102	3,662	0	0	0	
<b>Total Government</b>	<b>374,488</b>	<b>374,488</b>	<b>253,989</b>	<b>128,001</b>	<b>123,704</b>	<b>26,996</b>	<b>26,996</b>	<b>0</b>	<b>0</b>	<b>24,435</b>	<b>26,139</b>	<b>0</b>	<b>0</b>	<b>34,971</b>	<b>20,480</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,102</b>	<b>3,662</b>	<b>33,484</b>	<b>30,834</b>	<b>0</b>	
<b>Non-Government Funding</b>																															
Charitable Organizations	0	0	27,760	0	0	0	0	0	0	0	1,000	26,750	26,750	0	0	0	0	0	0	0	0	0	0	0	0	500	0	0	0	510	
Foundations/Corporations	0	0	7,500	400	0	300	0	0	0	250	0	0	0	3,500	3,500	500	0	0	0	0	0	0	0	250	150	0	0	2,300	2,000	0	
<b>Total Non-Government</b>	<b>0</b>	<b>0</b>	<b>35,260</b>	<b>400</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>1,000</b>	<b>26,750</b>	<b>26,750</b>	<b>3,500</b>	<b>3,500</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>150</b>	<b>500</b>	<b>0</b>	<b>2,300</b>	<b>2,000</b>	<b>510</b>	
<b>Donations/Fundraising</b>																															
Charitable Donations-individual	0	0	8,229	563	1,000	0	500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,743	1,000	5,923	
Charitable Donations-Business	0	0	4,500	0	0	0	0	0	0	0	0	0	0	2,000	2,000	0	0	0	0	0	0	0	0	2,500	0	0	2,500	0	0	0	
Non-charitable Donations-Indiv	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Non-charitable Donations-Bus, Fundraising	0	0	6,557	1,411	1,500	134	1,000	0	0	0	0	0	0	818	1,000	505	0	0	0	0	0	0	0	0	0	0	200	214	0	3,422	
<b>Total Donations/fundraising</b>	<b>0</b>	<b>0</b>	<b>19,286</b>	<b>1,974</b>	<b>2,500</b>	<b>134</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,818</b>	<b>3,000</b>	<b>505</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>2,700</b>	<b>1,957</b>	<b>1,000</b>	<b>9,345</b>	
<b>Others</b>																															
User Fees	0	0	266,806	0	0	0	0	4,543	2,125	0	0	0	0	46,115	46,996	194,034	207,410	8,000	0	2,375	0	0	0	0	0	4,970	5,805	5,108	6,200	911	
Misc.	1,552	24,511	1,509	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,509	
HST Rebate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total Others</b>	<b>1,552</b>	<b>24,511</b>	<b>268,314</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,543</b>	<b>2,125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46,115</b>	<b>46,996</b>	<b>194,034</b>	<b>207,410</b>	<b>8,000</b>	<b>0</b>	<b>2,375</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,970</b>	<b>5,805</b>	<b>5,108</b>	<b>6,200</b>	<b>2,420</b>	
<b>TOTAL INCOME</b>	<b>376,040</b>	<b>398,999</b>	<b>576,850</b>	<b>130,375</b>	<b>126,204</b>	<b>27,430</b>	<b>28,496</b>	<b>4,543</b>	<b>2,125</b>	<b>24,685</b>	<b>27,139</b>	<b>26,750</b>	<b>26,750</b>	<b>87,404</b>	<b>73,976</b>	<b>195,039</b>	<b>207,410</b>	<b>8,000</b>	<b>0</b>	<b>2,375</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,750</b>	<b>150</b>	<b>11,572</b>	<b>12,167</b>	<b>42,850</b>	<b>40,034</b>	<b>12,275</b>	

<b>APPLEGROVE COMMUNITY COMPLEX</b>			
<b>BALANCE SHEET</b>			
<b>December 31, 2016</b>			
<b>ASSETS</b>			
Alterna - Admin Account		54,525.90	
Alterna - Program Account		98,409.68	
Alterna - Trust Account		403.97	
Alterna - Member Shares		152.68	
Alterna Term Deposits - Program		134,253.72	
Petty Cash Float - Admin		150.00	
Petty Cash Floats - Program		1,460.00	
Outstanding Transfers Between Accounts		4,473.46	
Accounts Receivable - Admin		1,454.85	
Accounts Receivable - Program		26,963.88	
Long-term Receivable - City of Toronto		281,018.21	
HST Receivable - Admin & Program		0.00	
Prepaid Expenses		4,319.09	
			<u>607,585.44</u>
<b>LIABILITIES</b>			
Accounts Payable		6,415.53	
Long-term Benefits Payable		134,597.00	
Unrealized Actuarial Gain		120,952.00	
Income Taxes Payable		22,707.19	
CPP Payable		4,385.54	
EI Payable		2,597.04	
OMERS Payable		11,973.68	
WSIB Payable		736.24	
Union & COTAPSAI Dues Payable		1,080.28	
EHT Payable		2,200.63	
Vacations Accrued - Admin		25,469.21	
Vacations Accrued - Program		9,128.41	
City of Toronto Payable (Receivable)		1,101.00	
Advance Repayable to City of Toronto		10,871.22	
			354,214.97
Accrued Expenses - Admin			11,445.67
Deferred Income - Program			44,105.93
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		576,850.33	
Current Program Expenses		(586,291.45)	
			(9,441.12)
Admin:			
Current Admin Funding - City of Toronto		351,473.38	
Admin Vacation Payout - Salary & Benefits		24,510.54	
Interest on Admin Account		56.08	
Current Admin Expenses		(382,595.28)	
Current Admin Surplus/Deficit			(6,555.28)
			<u>607,585.44</u>



# 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”**



## Strategic Planning Notes

Monday, February 6, 2017

**Present:** Pierre Bois, Vai Teng Law, Jean Lim-O'Brien, Ann McKechnie, Chris Sulway (Chair), Jim Valentine  
**Regrets:** Sabrina Dias, Mercedes Lee  
**Staff:** Susan Fletcher, May Seto (recorders)

Prior to the discussion of strategic directions, Sarah Earhart and Jennifer King presented information about the S.H. Armstrong pool. Points made by speakers were as follows:

- The S.H. Armstrong pool is an asset in the community.
- Pool consultation was last completed in 2012 and the neighbourhood has changed since then.
- Many pool users are not families from the school.
- Councillor McMahon will be putting in a motion at Council to find funds to keep the pool open. If motion goes through, then everything is fine.
- Applegrove has community contacts and they would like to for Applegrove's Board to commit to an effort to save the pool.
- Between now and February 15<sup>th</sup>, there is a narrow window to save the funding. City Council discusses the budget meeting on February 15<sup>th</sup>.
- Request has been made for Applegrove to express support via letter for the pool.
- Additional request for an Applegrove member to attend a meeting that they plan to set up with local Councillors.

Board members agreed that Applegrove's Board of Directors should send a letter of support to the Executive Committee.

### Discussion

1. Risks
  - a. Security of facility
    - lease / overholding
    - history
    - school pressures
    - demographics of neighbourhood
  - b. Admin staffing
    - staffing level is so low that budget reduction would jeopardize the agency's sustainability
2. Mitigations
  - a. Space
    - City responsible for finding space if the lease is not renewed.
    - consider alternative spaces in the catchment area (City-owned or for purchase or lease)
    - explore options that allow for efficiencies

- b. Admin Staffing
    - succession planning under way by the Personnel Committee for implementation when appropriate.
  - c. Overall
    - strengthen partnerships, e.g., the Applegrove Board Chair was approached by another AOCC Board Chair to set up a meeting to discuss and strengthen partnerships.
    - consider options to best maintain services in this neighbourhood
3. Forms of Integration  
Can include combined services through:
- a. Program integration
  - b. Shared resources
  - c. Other nearby AOCC's

**Next Steps** (numbered for identification)

- 1) Follow-up Board planning meeting scheduled for March 20 to consider issues arising from the 2017 City budget
- 2) Identify information needs and how to meet them, e.g.
  - a) info needed
    - i) community needs assessment
    - ii) service usage at other facilities
    - iii) financials of other facilities
  - b) how to get info
    - i) currently available info, census data, etc.
    - ii) prior Applegrove documents
    - iii) Freedom of Information requests
    - iv) Consultant
- 3) Identify policy and structural issues regarding community hubs and enhanced service integration, including utilizing existing service integration information including
  - Ministry of Child and Youth Services "Defining Integration" <http://www1.toronto.ca/City%20Of%20Toronto/Children's%20Services/Files/pdf/D/Defining-Integration.pdf>
  - Toronto Lands Corporation <http://www.torontolandscorp.com/tlc.php/community-hubs/>
  - Evidence for benefits of community hubs <https://www.ontario.ca/page/building-evidence-base-foundation-strong-community-hub>

## **Background Information 2014 Strategic Directions**

### Strategic Themes:

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

### Elements of Themes:

- Program Development
  - Program review: data review, input from participants and potential participants, input from staff
  - Program change/expansion: e.g. programming for school age children, arts programming, changing catchment
  - Gaps: talking to people who are not participants, talking to other partners in the community
  - Continuous quality review: demographic data about neighbourhood, 2-year rolling reviews and evaluations
- Community integration
  - Communication/PR plan to the community
  - Increase diversity of participants to reflect the community
- Sustainability
  - Space evaluation and planning
  - Developing adequate administration staffing
  - Succession planning
  - Revenue generation and diversification



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## **Minutes of the Board of Management Meeting January 30, 2017**

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

Present: Sabrina Dias, Vai Teng Law, Jean Lim-O'Brien, Chris Sulway (Chair), Jim Valentine  
Regrets: Pierre Bois, Mercedes Lee, Ann McKechnie, Councillor McMahon, Trustee Cary-Meagher  
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 December 12 Board of Management Meeting**

**MOTION** (Law/Sulway)

To accept the minutes of December 12.

**Carried**

### **D. Personnel Committee Report**

Chris provided an overview.

**MOTION** (Valentine/Sulway)

To accept the Personnel Committee Report.

**Carried**

### **E. Executive Director's Report: For information**

**MOTION** (Valentine/Sulway)

To accept the Executive Director's Report.

**Carried**

### **F. Correspondence**

**MOTION** (Lim-O'Brien/Sulway)

To accept the Executive Director's Report.

**Carried**



**G. Adjournment**

The meeting was adjourned on a motion by Jim Valentine, seconded by Chris Sulway.

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Chair

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Secretary

**Next Meetings and Events:**

Family Dance Event – Saturday, February 4 from 10:30 – 12:30

Strategic Planning Discussion – Monday, February 6 at 7 p.m.

Board Meeting – Monday, February 27 at 7 p.m.

Revenue Generation Committee Meeting – Wednesday, Feb. 1 at 6:30 p.m.

Community Integration Meeting – Monday, March 13 at 6:30 p.m.

Personnel Meeting – TBA



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## Executive Director's Report

February 16, 2017

A lot has happened this week!

### City Budget

I am writing this report the morning after Council finished the 2017 Budget. As I reported by e-mail, the budget named Applegrove to a working committee to increase the utilization of the pool's capacity and report to Community Development and Recreation Committee on the SH Armstrong Community Centre Pool's performance by the fourth quarter of 2017.

Please note that the agenda allows time for an update on the City Budget, as well as a discussion of strategic directions. Depending on the issues, the strategic discussion may require an *in camera* discussion.

The Budget also requires the City Manager to report back to the Executive Committee in the spring of 2017 on a 3-year plan that restrains spending and reforms programs for City Divisions and Agencies that would include a targeted reduction of positions by attrition similar to 2017, inclusive of a 10 percent reduction of management positions, beginning in 2018 that:

- a. builds on the Mayor's four-point plan to save money and improve service to residents through innovation, modern technology and improved efficiency;
- b. is based on the City's Long Term Financial Plan's financial targets required to achieve fiscal sustainability;
- c. aligns with Council's key priorities;
- d. accounts for transformation initiatives and other program/service delivery reforms already implemented, currently planned and/or underway; and,
- e. incorporates an evaluation of program/service effectiveness and outcome

This issues will be a key discussion on the March 1 AOCC<sup>1</sup> meeting with our City. Although I am unable to attend that meeting, May will participate on Applegrove's behalf. She will bring relevant information to the proposed follow-up strategic planning discussion on March 20.

### Lease and Phones

After months without progress on the lease or the phones, both showed great leaps forward this week. TDSB staff are taking the lease to their Finance, Budget and Enrolment Committee meeting scheduled for Feb. 23 at 4:30 p.m. I plan to attend, especially since neither City staff nor I have seen the draft lease!

Meanwhile, the City phone staff sent a contract for a trial for new phones. Susan H and I reviewed the contract, services and pricing. If all goes according to plan, we will have new phones by March 31!

The new phones will use VOIP (Voice Over Internet Protocol) and will not only restore the functionality that we lost when our phones died in 2014, but will add new functions. Office staff are particularly looking forward to being able to pick up a ringing extension instead of getting up

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<sup>1</sup> AOCC = Association Of Community Centres

to play “find the phone”. We will also be able to block calls to Directory Assistance; the last phone bill showed one such call at more than \$3.

### **Family Resource Program Transformation**

Also this week, I received a notice from the consultants working for the City on the provincial plan to transform FRP's, Parenting and Literacy Centers, Early Years Centers, etc. The Needs Assessment will include an in-depth questionnaire. The Consultant expects to e-mail it on Feb. 21 and it will be due March 10. While that would normally be sufficient time, I will be on vacation from Feb. 28 to March 7 inclusive. And May is on vacation next week.

Consequently, I plan to meet with the PC and AC staff on Wednesday afternoon to identify issues and information needed. I will meet with May on Feb. 27 to identify work to be completed while I am away. Then May and I will finalize the results on March 8 and 9 after I return.

### **Other Updates**

Susan H and Jenef have been busy preparing for the audit fieldwork beginning on Feb. 21. We are with the same company as the last several years (Welch), but with a different audit manager.

Please note that the financial report in the package is for information only. After the audit fieldwork is completed, we will receive draft financial statements for 2016. There is no point in discussing the revised preliminary 2016 results before that.

Both because of the amount of year-end work, and because one month's information would be of little value, we never have a year-to-date financial report at the February Board meeting.

We should set a March meeting date for the RevGen Committee with agenda items to include a debrief on the Family Dance and a discussion of membership options.

### **Looking Ahead**

I will be on vacation Feb. 28 to March 7 inclusive, and am planning additional time off in April or May. As usual, I am planning for 3 weeks in the summer, coming back once or twice if needed for meetings.

### **Grievances, Complaints and Compliments**

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

**Complaints Process:** In addition to formal complaints, this report includes informal complaints. When staff members resolve a complaint at the first or “informal” level, they document it, including documenting when they are not sure whether or not an interaction is a complaint. There have been no complaints received since my January report.

**Compliments:** Although no staff recorded compliments, informal chats with after-school parents and dance participants confirm how much their children enjoy our programs.

Respectfully submitted,

Susan Fletcher.

**Complaints Summary**

**Monthly Complaint Summary**

Incident Date	Issue <sup>i</sup>				Outline Issue	Topics							
	Another	Staff	Facility	Other		access	time liness	out comes	quality	stan dards	fee	H&S <sup>ii</sup>	Other

<sup>i</sup> Another = one participant's concern about another participant  
 Staff = participant's concern about staff  
 Facility = participant's concern about the facilities

<sup>ii</sup> H&S = Health and Safety



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## Applegrove Events and Board / Committee Meetings – February 16, 2017

Office Phone 416-461-8143

“Together, Building Our Community”

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

<b>February</b>						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
19	20 Applegrove Closed for Family Day	21	22	23	24	25
26	27 Board	28				

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

<b>April</b>						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5 Duke School Musical	6	7	8
9	10	11	12 Camp Registration	13	14 Applegrove Closed for Good Friday	15
16	17 Applegrove Closed for Easter Monday	18	19	20	21	22
23	24 Board	25	26	27	28	29
Volunteer Week						
30						

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

**Applegrove Events and Board / Committee Meetings – February 16, 2017**  
**Office Phone 416-461-8143**

<b>May</b>	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			

Neither Duke nor Bowmore is holding a "Make-It" Fair this spring

<b>June</b>	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2	3 Duke Fun Fair
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	

<b>July</b>	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
							1
2		3 Applegrove Closed for Canada Day	4 First Day of Camp	5	6	7	8
9		10	11	12	13	14	15
16		17	18	19	20	21	22
23		24	25	26	27	28	29
30		31					

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**Applegrove Events and Board / Committee Meetings – February 16, 2017**  
**Office Phone 416-461-8143**

<b>August</b> Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7 Applegrove Closed for Simcoe Day	8	8	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25 Last day of camp	26
27	28	29	30	31		

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

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**Applegrove Events and Board / Committee Meetings – February 16, 2017**  
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<b>October</b> Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9 Applegrove closed for Thanksgiving	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30 Board	31 Happy Halloween!	Punkin-Grove!			

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

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

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



**Applegrove Events and Board / Committee Meetings – February 16, 2017**  
**Office Phone 416-461-8143**

<b>January 2018</b> Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29 Board	30	31			

Volunteer Week

- April 15-21, 2018
- April 7-13, 2019